

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, 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. This 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 (expressed as outcomes and objectives) for accomplishing the function
- Performance measures to determine how well the function is being accomplished
- The cost and staffing needed to accomplish the function

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.

The Five-Year Strategic Plans. These are required of all 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

State Agencies submitted their Five Year Plans and program information on September 1, 2024, prior to the creation of the next Governor's Executive Budget that will be released in January 2025. The summaries of the cabinet agencies' strategic plans were completed in July 2024 in preparation of each agency's operations in FY 2025.

AMS Strategic Plan Summaries. Executive cabinet agencies provide a summary (not to exceed 5-pages) of their Arizona Management System (AMS) Strategic Plans, which display their:

- 5-year strategic outcomes
- Annual objectives towards achieving the strategic outcomes
- Performance metrics for evaluating the success of the objectives
- Annual initiatives used to meet the objectives
- An executive summary of the progress to date

These AMS plans are developed through a process that centers people, performance monitoring, and continuous improvement. Agencies work to align their strategic plan, budget, and performance measures to improve efficiency and effectiveness while demonstrating impact. Combined, all three provide transparency, accountability, 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 2029. 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.

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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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Certification, Registration, and Regulation	1,870.6	2,258.1	2,258.1
Total	1,870.6	2,258.1	2,258.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,870.6	2,258.1	2,258.1
Total	1,870.6	2,258.1	2,258.1
FTE Positions	14.00	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 new functionality and data elements like registration terms that are needed to be able to program the applications with enhanced features.
2. Modify batch jobs that send data from ARMS up to the CPA registration app.
3. Modify batch jobs that send data from the CPA registrations down to ARMS.
4. Enhance the coding in the CPA registration to be able to support the new functionality.
5. Identify and modify impacted CPA reports.
6. Roll out the CPA registration app to new user groups.

CPA Firm Registration

1. Enhance the Board's Accountancy Regulatory Management System (ARMS) to include new functionality and data elements like registration terms that are needed to be able to program the applications with enhanced features.
2. Create batch jobs that send data from ARMS up to the firm registration app.
3. Create batch jobs that send data from the firm registrations to ARMS.
5. Create a firm Account Login page.
6. Create a CPA firm registration application.
7. Create and modify impacted firm reports.
8. Roll out the new firm registration app

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. Reissuance of Certificate Form
2. Exam Application Cancellation Form
3. Certification Fee Application Waiver Form
4. Criminal Record CPA Certification Petition 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
 - P7000: Enterprise Architecture
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 Cleansing Strategy
 - 1.5.1 Define data cleansing rules for a consistent approach
 - 1.5.2 Define data cleansing guidelines on how to apply the rules
 - 1.5.3 Train employees on data cleansing rules and guidelines
- 2.0 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 cleansing (ability to restore data)
 - 3.5 Build a library of data cleansing rules, procedures, and scripts for continuous reuse
 - 3.6 Backup data and then apply data cleansing solutions from the library, documenting changes
 - 3.7 Verify data changes with internal and external data providers (NASBA, ICM, FiServ, etc.)
- 4. Monitor and maintain data quality
 - 4.1 Conduct the data quality assessment again to confirm the cleansing meets our acceptance levels
 - 4.2 Department of Administration approves our implementation plan, data quality policy and cleansing
 - 4.3 Department of Administration oversees our resolving issues identified in the quality assessment
 - 4.4 Monitor the employees are following their data quality training
 - 4.5 Monitor that automated data cleansing solution is working as expected
 - 4.6 Assess new projects to ensure they meet our data quality standards before there's an impact
 - 4.7 Annually review of our Data Quality Policy, Data Quality Assessment, and Data Cleansing Strategy

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
Other Appropriated Funds	2,258.1	2,258.1	2,258.1

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of exam candidates approved by Board to sit for the Uniform CPA exam	571	568	511	549	549

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of applicants reporting excellent or good service	96	95	94	95	95
Number of certificates issued	376	403	410	405	405
Number of firms registered	39	38	37	37	37
Number of firms renewed (excluding sole practitioners)	462	454	439	451	451

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of revocations and relinquishments	8	10	10	10	10
Number of compliance files established	275	252	227	243	243
Number of compliance files that resulted in discipline	78	82	82	82	82
Number of compliance files that resulted in administrative letters of concern	10	10	6	8	8

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, certifies auricular (ear) acupuncturists, and registers acupuncture assistants. 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	192.9	199.7	224.7
Total	192.9	199.7	224.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	192.9	199.7	224.7
Total	192.9	199.7	224.7
FTE Positions	2.00	2.00	2.00

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

Agency Summary

Department of Administration

Elizabeth Thorson, Director

Phone: (602) 542-1500

A.R.S. § 41-701,41-1051,41-2501

Mission:

Provide excellent administrative support to state agencies every day.

Description:

As the administrative and business operations hub of State government, the Arizona Department of Administration (ADOA) handles oversight and strategic responsibilities in the areas of minimizing risk, enhancing safety, building and nurturing the State's agencies' workforce, maximizing properties/facilities, and complying with statutory requirements in the areas of procurement, accounting, human resources & benefits, technology, and regulatory governance.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	6,168.9	6,716.5	10,431.5
General Accounting	65,561.2	45,082.2	32,208.6
State Procurement	9,131.1	10,142.4	10,142.4
Benefits Services Division	1,057,607.0	1,134,664.9	1,237,656.2
Human Resources Division	15,912.0	15,629.8	15,629.8
Arizona Strategic Enterprise Technology Office	58,800.4	73,482.9	68,583.2
Risk Management	99,160.2	135,013.7	141,709.2
General Services Division	68,215.0	97,953.6	76,712.7
School Facilities Board	775,815.4	643,793.9	429,727.5
Total	2,156,371.1	2,162,479.9	2,022,801.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	375,628.5	332,066.4	364,800.3
Other Appropriated Funds	178,961.4	229,455.0	240,034.5
Other Non-Appropriated Funds	1,601,781.2	1,600,958.5	1,417,966.3
Total	2,156,371.1	2,162,479.9	2,022,801.1
FTE Positions	485.55	515.22	519.22

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To be a trusted partner that delivers quality service.

Agency Mission: Provide excellent administrative support to state agencies every day.

Agency Description: As the administrative and business operations hub of State government, the Arizona Department of Administration (ADOA) handles oversight and strategic responsibilities in the areas of minimizing risk, enhancing safety, building and nurturing the State's agencies' workforce, maximizing properties/facilities, and complying with statutory requirements in the areas of procurement, accounting, human resources & benefits, technology, and regulatory governance.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	491		\$376,273,700	\$154,210,600	\$1,281,371,800	\$28,115,000	\$1,839,971,100
24	486		\$401,307,400	\$224,188,300	\$1,874,821,800	\$68,352,000	\$2,568,669,500
25	565		\$329,885,500	\$228,694,300	\$1,564,517,300	\$57,684,400	\$2,180,781,500

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: ADOA's FY 25-29 Strategic Plan stays true to the core of our agency's vision and mission, where our agency serves as the credible and stabilizing force for the state's administrative functions. Our work lays the foundation for the success of our State agency customers and ensures the continuity of government. Our 5-year outcomes and FY 25 priorities provide cohesion with our current fiscal year objectives, while aligning with the Arizona for Everyone vision, incorporating roadmap session feedback and adding specificity to projects and measurements of progress.

A key theme of ADOA's FY 25 priorities includes development of standardized data and building agency capacity to understand, communicate, and use data to prioritize future strategic investments. In several cases, this will lay the groundwork for key statewide metrics that can be evaluated statewide, as well as agency-specific data for identifying improvement priorities.

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	<p><i>*BREAKTHROUGH</i></p> <p>By June 2029, the School Facilities Division (SFD) will modernize core work processes related to public school district learning facilities to enhance resource alignment to needs.</p>	FY 24	<p>Improving Education</p> <p>Safe & Healthy Schools</p>	The School Facilities Division outcome carries forward work in progress related to implementing Executive Order requirements and SASI grant award priorities. Work is ongoing with the Minimum Adequacy Guidelines (MAG) Committee and School Facilities Oversight Board for policy direction and implementation. The team also continues to progress on evaluating and implementing resources to support building District capacity, completing necessary inspections and assessments, and evaluating prioritization of funding.
2	By June 2029, establish and increase the statewide talent maximization index.	FY 24		With the completion of the classification and compensation study in late Spring 2024, the resulting report provides the foundation for utilizing this data to inform future strategies for enhancing employee engagement and retention. In addition, FY 25 priorities will build on the work related to skills-based talent management (which includes both recruitment as well as career pathing for current employees).
3	By June 2029, ASET will achieve a Net Promoter Score of 50 or above.	FY 24		The ongoing Vision for IT work in FY 24 has provided clarity and direction for important priorities in FY 25. This includes development of a system to inventory and objectively evaluate the modernization of the State's technology, as well as incorporate human-centered design principles into modernization projects through the Digital Services Office.
4	By June 2029, initiate a minimum of 4 identified projects to maximize the utilization of ADOA-managed building and land assets.	FY 24	<p>Affordable and Thriving Economy</p> <p>Economic Development & Quality Jobs</p>	The Governmental Mall General plan serves as the guiding document for revitalization of the Governmental Mall area and identifying opportunities to maximize State assets to support the Arizona for Everyone vision. Along with continuing compression/cost saving efforts in this area, the FY 25 plan will also evaluate opportunities statewide to ensure spaces used to support State agency operations are used to their potential.
5	By June 2029, the number of Arizona-Based Businesses eligible to do business with the State will increase by 10%.	FY 24	<p>Affordable and Thriving Economy</p> <p>Investing in Local Communities</p>	Evaluating State Procurement practices in the lens of supporting Arizona's thriving economy began in FY 24, and identified opportunities to create easier pathways for local & small businesses to become eligible to do business with State agencies. The FY 25 plan continues this work to create standardization, data baselines, and evaluate policy and code opportunities to increase engagement.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p><i>*BREAKTHROUGH</i></p> <p>1a. Complete Phase I of School Facilities Division core process modernization work by June 2025.</p>	<p>1a. % complete of Phase I School Facilities Division core process modernization project plan</p> <p>1a. % of Building Renewal Grants applications funded</p>	<ul style="list-style-type: none"> - Identify and implement organizational resource alignments to support core operations - Evaluate short & long term approaches to standard work for building inspections (Minimum Adequacy Guidelines (MAG) assessment & Preventative Maintenance), to include any future adopted MAG changes - Define requirements for technology enhancements and implement leveraging Supporting America’s School Infrastructure (SASI) grant - Complete SASI needs assessment to support enhancement of Facility Condition Index (FCI)
2	<p>2a. Complete Phase 1 of Classification and Compensation Study by June 2025.</p> <p>2b. Complete Phase II of medical benefits Request for Proposals (RFP) plan by June 2025.</p> <p>2c. Evaluate current state of skills-based talent management & develop proposals by June 2025.</p> <p>2d. Provide coaching to agencies related to engagement survey follow up activities through June 2025.</p> <p>2e. Complete Scoping Phase of AZ 360 Phase IB</p>	<p>2a. % of Phase I classification & compensation study recommendations implemented</p> <p>2b. % complete Benefits RFP progress to plan</p> <p>2c. # of skills-based talent management proposals submitted</p> <p>2d. # of agencies engaged in post-engagement survey events</p> <p>2e. % complete of Phase IB AZ 360</p>	<ul style="list-style-type: none"> - Review engagement survey/class & comp study final reports - Engage with key agency personnel to define strategies & develop implementation plan - RFP process & evaluation progression; implementation prep work - Evaluate Engagement Survey resources - Evaluate talent maximization index to validate a statewide baseline score and target - Develop phased implementation plan for the Classification and Compensation Study
3	<p>3a. Identify a baseline value Net Promoter Score (NPS) by June 2025.</p> <p>3b. Complete development of the portfolio management system populate with Phase I data by June 2025.</p> <p>3c. 100% Implementation of Phase IA of HRIS AZ 360 by May 2025.</p> <p>3d. 100% Implementation of 911 modernization by June 2025.</p>	<p>3a. NPS Baseline Score</p> <p>3b. % complete of portfolio management build</p> <p>3b. % agency data populated in Portfolio Management System</p> <p>3c. % complete of Phase IA AZ360</p> <p>3d. % complete of 911 implementation project plan</p>	<ul style="list-style-type: none"> - Update business reviewed and implement changes to incorporate NPS questions - Establish Requirements for Portfolio Management System approach; begin inventory when complete

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4a. Complete Phase I Governmental Mall revitalization by June 2025. 4b. Initiate Phase II Governmental Mall revitalization by June 2025. 4c. Complete Phase I backfill of 1688 W. Adams by June 2025. 4d. Implement cost reduction and ADOA-asset space maximization outside of the Governmental Mall, including elimination or consolidation of private leases, by June 2025.	4a. % complete Phase I Governmental Mall revitalization 4b. % complete Phase II Governmental Mall revitalization 4c. % complete backfill project plan 4d. # of asset maximization projects initiated 4d. # of private sector leases eliminated 4d. # of sq ft reduced 4d. \$ amount saved through space consolidation	<ul style="list-style-type: none"> - Evaluate badge data to validate governmental mall area opportunities - Agency outreach to Identify opportunities to reduce private lease of space - Evaluate options for Governmental Mall Phase I - Budget request to support identified projects
5	5a. Complete standardization of definitions and data update for AZ-based and small businesses by June 2025. 5b. Develop a Small Business Engagement Plan by March 2025. 5c. Identify and define a phased implementation plan of policy, code and rule enhancements to support investment of State procurement dollars in AZ-based businesses by May 2025.	5a. % complete of data update 5a. % increase in AZ-based businesses in APP 5a. \$ increase in State spend awarded to AZ-based businesses 5b. % complete small business engagement plan 5b. % increase in small businesses in APP 5c. % complete on policy, code, rule enhancements	<ul style="list-style-type: none"> - Establish AZ-based business and validate small business definitions - Complete APP data alignment to definitions Establish Baseline & Validate Improvement Target - Define target areas for engagement strategy Communication strategy for State agencies using contracts re: AZ-based business changes

Stakeholder Engagement Plan (Summary):

Internal: Review/feedback meetings with agency leadership team throughout the process, review at CHRO meeting, SPO agency contact meeting, division team meetings.

External: Informational update at Cabinet meeting in May 2025 (general, & Safe & Healthy Schools outcome); engagement with key state agency stakeholder groups such as CHRO group, SPO Chief Procurement Officer group, School Districts, agency customers re: facility opportunities input, technology needs and maximizing talent.

Communication Plan (Summary):

Internal: ADOA internal communications upon finalization of plan to keep agency-wide awareness of key priorities, integration of milestone updates into internal communications (emails, agency updates, etc). Ongoing engagement with key outcome owner divisions with strategic planner to advise of progress.

External: Regular collaboration on projects and updates with key external stakeholders (State agencies) to support outcome and objective progress, as well as generally keep informed (i.e. CHRO group, SPO Chief Procurement Officer group, engagement managers/ASET, School Districts (School Facilities), agency customers re: facility opportunities input.

5 Year Plan

Issue: Address Deficiencies in Public School Learning Facilities

Description: The School Facilities Division's core processes and policies need modernization to adopt a comprehensive facilities management approach. This modernization will enable the State to work collaboratively with District partners, the School Facilities Oversight Board, and key stakeholders to understand the condition and life cycle of the state's public learning facilities. Long term, it will allow the State to maximize the utilization of Building Renewal Grants and New School Construction Funding

Solutions:

1. By June 2029, the School Facilities Division (SFD) will modernize core work processes related to public school district learning facilities to enhance resource alignment to needs.

1.1 Complete Phase I of School Facilities Division core process modernization work by June 2025.

1.1a. Identify and implement organizational resource alignments to support core operations

1.1b. Evaluate short & long term approaches to standard work for building inspections (Minimum Adequacy Guidelines (MAG) assessment & Preventative Maintenance), to include any future adopted MAG changes

1.1c. Define requirements for technology enhancements and implement leveraging Supporting America's School Infrastructure (SASI) grant

Complete SASI needs assessment to support enhancement of Facility Condition Index (FCI)

Issue: Maximize State Employee Talent Resources

Description: In order to best serve Arizona's citizens, businesses, and stakeholders, it is imperative to have a skilled and engaged workforce. Elevated turnover rates can lead to disruptions in service delivery and increased costs to the state. By focusing on reducing turnover rates, particularly first-year turnover, and improving employee engagement by enhancing our implementation of the Arizona Management System People Pillar tools, we aim to maximize the state's talent resources. This will facilitate stability in the state workforce, supporting the delivery of critical services to our citizens, businesses, and stakeholders.

Solutions:

2. By June 2029, establish and increase the statewide talent maximization index.

2.a. Evaluate talent maximization index to validate a statewide baseline score and target

2.1 Complete Phase 1 of Classification and Compensation Study by June 2025.

2.1.a. Review engagement survey/class & comp study final reports

2.1.b. Develop phased implementation plan for the Classification and Compensation Study

2.1.c. Engage with key agency personnel to define strategies & develop implementation plan

2.2 Complete Phase II of medical benefits Request for Proposals (RFP) plan by June 2025.

2.2.a. RFP process & evaluation progression; implementation prep work

2.3 Evaluate current state of skills-based talent management & develop proposals by June 2025.

2.3.a. Engage with key agency personnel to define strategies & develop implementation plan

2.4 Provide coaching to agencies related to engagement survey follow up activities through June 2025.

2.4.a Review engagement survey/class & comp study final reports

2.4.b Engage with key agency personnel to define strategies & develop implementation plan

2.4.c. Evaluate Engagement Survey resources

2.5 Complete Scoping Phase of AZ 360 Phase IB

Issue: Equitable/Easy to Access Modernized Technology

Description: As online information and services expand, the State of Arizona must continuously evaluate opportunities to provide equitable online access to its services while maintaining a comprehensive view of its technology inventory and modernization needs. The current disparate and aging technology platforms can lead to burdensome customer experiences and costly, redundant staff processes. Given the reliance on technology to deliver, report on, and enhance citizen and stakeholder interactions, it is crucial that the State's technology infrastructure is well-understood and evolves to support these growing needs while maximizing the use of available resources.

Solutions:

3. By June 2029, ASET will achieve a Net Promoter Score of 50 or above.

3.1 Identify a baseline value Net Promoter Score (NPS) by June 2025.

3.1.a. Update business reviews and implement changes to incorporate NPS questions

3.2 Complete development of the portfolio management system populate with Phase I data by June 2025.

3.2.a. Establish Requirements for Portfolio Management System approach; begin inventory when complete.

3.3 100% Implementation of Phase IA of HRIS AZ 360 by May 2025.

3.4 100% Implementation of 911 modernization by June 2025.

Issue: Maximize State-Owned Building and Land Assets

Description: To redevelop the Governmental Mall into a dynamic urban district connecting the State Capitol to downtown Phoenix and surrounding neighborhoods, ADOA will continue to identify and implement space compression and asset disposal opportunities. Execution of this plan is envisioned to support key Arizona for Everyone outcomes such as additional housing, mixed-use development, and social services, fostering an affordable and thriving economy.

The space compression efforts will maximize State assets within the Governmental Mall while maintaining flexibility for evolving space needs and preserving historic assets. Additionally, evaluating compression opportunities outside the Governmental Mall (underutilized space, private leases) will lead to further savings for the State.

Solutions:

4. By June 2029, initiate a minimum of 4 identified projects to maximize the utilization of ADOA-managed building and land assets.

4.a. Budget request to support identified projects

4.1 Complete Phase I Governmental Mall revitalization by June 2025.

4.1.a. Evaluate badge data to validate governmental mall area opportunities

4.1.b. Evaluate options for Governmental Mall Phase I

4.2 Initiate Phase II Governmental Mall revitalization by June 2025.

4.3 Complete Phase I backfill of 1688 W. Adams by June 2025.

4.4 Implement cost reduction and ADOA-asset space maximization outside of the Governmental Mall, including elimination or consolidation of private leases, by June 2025.

4.4.a. Agency outreach to Identify opportunities to reduce private lease of space

Issue: Increase Arizona-based businesses State Procurement Award Eligibility

Description: To support Arizona’s economic growth, the State can enhance its procurement governance and processes to maximize the reinvestment of State procurement dollars in Arizona businesses, including small businesses. This local investment can invigorate the economy and create a sustainable business landscape. Increased local spending can stimulate financial growth, support existing businesses, and drive job creation through higher demand and reinvestment in related services. Additionally, expanded contract opportunities can achieve economies of scale and cost efficiencies, providing better value for taxpayers.

Solutions:

5. By June 2029, the number of Arizona-Based Businesses eligible to do business with the State will increase by 10%.

5.1 Complete standardization of definitions and data update for AZ-based and small businesses by June 2025.

5.1.a. Establish AZ-based business and validate small business definitions

5.1.b. Complete APP data alignment to definitions Establish Baseline & Validate Improvement Target

5.2 Develop a Small Business Engagement Plan by March 2025.

5.3 Identify and define a phased implementation plan of policy, code and rule enhancements to support investment of State procurement dollars in AZ-based businesses by May 2025.

5.3.a. Define target areas for engagement strategy Communication strategy for State agencies using contracts re: AZ-based business changes

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	550.0	550.0	550.0
General Fund	474,530.2	574,530.2	674,530.2
Other Appropriated Funds	145,034.6	150,034.6	160,034.6
Non-Appropriated Funds	1,380,650.2	1,518,715.2	1,670,586.7
Federal Funds	2,816.1	2,816.1	2,816.1

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,246.2	4,591.8	4,591.8
Other Appropriated Funds	1,979.9	2,074.7	5,789.7
Other Non-Appropriated Funds	942.8	50.0	50.0
Total	6,168.9	6,716.5	10,431.5
FTE Positions	52.05	52.00	52.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,687.2	3,957.8	3,957.8
Other Appropriated Funds	0.0	0.0	3,715.0
Other Non-Appropriated Funds	942.8	50.0	50.0
Total	3,630.0	4,007.8	7,722.8
FTE Positions	38.10	37.50	37.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Voluntary Turnover in ADOA will be at or less than 12%	2.7%	3.0%	TBD	3.0%	TBD

Subprogram Summary

GRRC

Jessica Klein, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	435.0	484.0	484.0
Total	435.0	484.0	484.0
FTE Positions	3.75	4.50	4.50

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

Goal: To eliminate regulatory burden on the taxpayer

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administrative Rules Eliminated through the Governor's Regulatory Review Council	5	3	3	3	3
Require agency implementation of rule improvements within 9 months of GRRC approval of five year review report	6	9	4	4	4

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	13,726.4	4,742.4	4,742.4
Other Appropriated Funds	14,351.4	12,780.0	12,780.0
Other Non-Appropriated Funds	37,483.4	27,559.8	14,686.2
Total	65,561.2	45,082.2	32,208.6
FTE Positions	69.30	75.20	75.20

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,326.4	4,742.4	4,742.4
Other Appropriated Funds	14,351.4	12,780.0	12,780.0
Other Non-Appropriated Funds	37,483.4	21,459.8	14,686.2
Total	56,161.2	38,982.2	32,208.6
FTE Positions	69.30	73.20	73.20

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

Goal: To enhance customer experience

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Process Improvements (Statewide & Agency Specific) - GAO	30.0	20.0	20.0	20.0	20.0

Program Summary

State Procurement

David Steuber, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	425.9	504.7	504.7
Other Non-Appropriated Funds	8,705.2	9,637.7	9,637.7
Total	9,131.1	10,142.4	10,142.4
FTE Positions	52.60	54.90	54.90

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

Subprogram Summary

State Procurement

David Steuber, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	425.9	504.7	504.7
Other Non-Appropriated Funds	8,705.2	9,637.7	9,637.7
Total	9,131.1	10,142.4	10,142.4
FTE Positions	52.60	54.90	54.90

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Co-Op Annual Revenue (in \$ thousands)	\$6,724.2	\$5,860.4	\$7,477.9	\$8,000.0	\$8,000.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,638.8	5,965.2	5,715.2
Other Non-Appropriated Funds	1,051,968.1	1,128,699.7	1,231,941.0
Total	1,057,607.0	1,134,664.9	1,237,656.2
FTE Positions	28.80	29.85	29.85

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,638.8	5,715.2	5,715.2
Other Non-Appropriated Funds	9.7	0.0	0.0
Total	5,648.5	5,715.2	5,715.2
FTE Positions	28.80	29.85	29.85

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Achieve structural balance in the HITF and maintenance of IBNR (Target is .99 or less)	0.90	1.08	1.01	0.97	1.40

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	1,051,958.5	1,128,699.7	1,231,941.0
Total	1,051,958.5	1,128,699.7	1,231,941.0
FTE Positions			

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Pharmacy cost per member per month, calculated as the average of the 12 month reported amounts.	112.86	127.53	118.07	132.44	141.53

Program Summary

Human Resources Division

Nicole Sornsin, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,800.0	0.0	0.0
Other Appropriated Funds	13,298.7	14,726.1	14,726.1
Other Non-Appropriated Funds	813.3	903.7	903.7
Total	15,912.0	15,629.8	15,629.8
FTE Positions	61.70	61.80	61.80

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	400.2	929.9	929.9
Other Non-Appropriated Funds	440.5	472.6	472.6
Total	840.7	1,402.5	1,402.5
FTE Positions	2.20	2.20	2.20

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Statewide single occupancy vehicle (SOV) rate as measured in the annual travel reduction survey.	47%	60%	TBD	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	34,140.3	43,481.6	45,817.1
Other Non-Appropriated Funds	24,660.1	30,001.3	22,766.1
Total	58,800.4	73,482.9	68,583.2
FTE Positions	82.10	94.67	94.67

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	6,346.6	6,869.7	10,030.2
Total	6,346.6	6,869.7	10,030.2
FTE Positions	16.50	17.92	17.92

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

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

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Time to approve Project Information Justification (PIJ) less than 12 days	8.8	12.0	8.8	10.0	10.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	89,288.5	124,975.7	131,671.2
Other Non-Appropriated Funds	9,871.7	10,038.0	10,038.0
Total	99,160.2	135,013.7	141,709.2
FTE Positions	42.80	43.25	43.25

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:

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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;
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- 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	6,257.6	8,258.0	8,258.0
Other Non-Appropriated Funds	9,871.7	10,038.0	10,038.0
Total	16,129.2	18,296.0	18,296.0
FTE Positions	42.80	42.25	42.25

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

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total Employee Injury Claims	1,815	1,840	1,815	1,866	1,850

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	356,143.2	320,918.8	354,652.7
Other Non-Appropriated Funds	419,672.2	322,875.1	75,074.8
Total	775,815.4	643,793.9	429,727.5
FTE Positions	15.40	18.35	22.35

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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Description:

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Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,610.6	1,624.7	144,746.7
Other Non-Appropriated Funds	1,045.2	3,581.0	3,391.7
Total	2,655.9	5,205.7	148,138.4
FTE Positions	14.40	16.65	20.65

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of school districts inspected	217	217	17	20	20
Number of Building Renewal Grant Applications	1,692	1,692	1,642	1,642	1,642
Number of building renewal grant projects open after 12-months	761	700	612	650	650
Number of new school construction projects completed	5	5	6	5	5

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of completion of annual milestones for MAG Guideline Update	100	100	85	100	100

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of PM Plans updated	189	189	192	189	189

Agency Summary

Office of Administrative Hearings

Jeff Sanchez, Office Manager
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Hearings	2,007.1	2,115.0	2,115.0
Total	2,007.1	2,115.0	2,115.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	990.0	970.0	970.0
Other Non-Appropriated Funds	1,017.1	1,145.0	1,145.0
Total	2,007.1	2,115.0	2,115.0
FTE Positions	14.00	14.00	14.00

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 updated and equipment replaced in regular rotations.

Solutions:

Strategies:

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

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 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 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 have now converted to electronic documents, electronic exchange of documents with some of the superior courts in Arizona is still not available to OAH.

Solutions:

Strategies:

- a. OAH will continue to work with any agency that has not yet converted to electronic documentation to accomplish that goal.

- b. OAH will continue to foster relationships among client agencies with differing technological capabilities to ensure that efficient and up to date methodologies are utilized for electronic filing.

- c. OAH will look for ways to implement, increase and enhance electronic filing for matters appealed to superior courts outside of Maricopa County. In the past fiscal year, several superior courts in Arizona have begun electronic filing through the E Courts filing system. OAH will work to obtain the ability to electronically file appeals records with those courts.

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

Issue: 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. Since the COVID-19 pandemic, mediation resources at OAH have been somewhat underutilized.

Solutions:

Strategies:

- a. OAH has fully implemented mediation for several state agencies that 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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
General Fund	970.0	970.0	970.0
Non-Appropriated Funds	1,145.0	1,145.0	1,145.0

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

Goal: To conduct hearings in a timely fashion.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days from hearing request to hearing scheduling	4.41	4.41	4.88	4.88	4.88
Average number of days from hearing scheduling to first scheduled hearing	50.28	50.28	33.61	33.61	33.61
Average number of days from the first scheduled hearing to the conclusion of the hearing	24.31	24.31	12.21	12.21	12.21
Average number of days from the conclusion of the hearing to transmission of the decision to the agency	13.41	13.41	27.28	27.28	27.28
Average length of delay (in days) from first hearing date to conclusion of the case due to continuances	71.5	71.5	69.4	69.4	69.4
Average length of a single continuance [measured by first continuances only] (in days)	66.68	66.68	61.58	61.58	61.58
Cases docketed	5,352	5,352	8,618	8,618	8,618
Number of hearings held	1,376	1,376	2,535	2,535	2,535
New cases docketed to cases concluded	1:92.62	1:92.62	1:93.88	1:93.88	1:93.88
Hearings conducted by contract administrative law judges	43	43	44	44	44
Average days from request for hearing to first date of hearing	53.73	53.73	54.14	54.14	54.14

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of evaluations rating the administrative law judge excellent or good in impartiality	TBD	TBD	TBD	TBD	TBD
Percent of agency acceptance of findings of fact and conclusions of law (excluding recommended order) without modification	93.87	93.87	95.72	95.72	95.72
Percent of agency acceptance of findings of fact and conclusions of law (including recommended order) without modification	90.51	90.51	91.92	91.92	91.92
Percent of OAH decisions contrary to original agency position	6.36	6.36	3.63	3.63	3.63
Percent of agency acceptance of contrary Office of Administrative Hearings decision	89.06	89.06	100.00	100.00	100.00
Percent of agency rejection of OAH decisions	0.85	0.85	0.23	0.23	0.23
Percent of cases reheard	2.30	2.30	0.79	0.79	0.79
Percent of cases appealed to Superior Court	5.20	5.20	2.50	2.50	2.50
Percent of mediated cases settling w/o hearing	73.00	73.00	2.00	2.00	2.00

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of monthly hits to website.	28,952	28,952	30,751	30,751	30,751
Average number of unique visitors accessing the website per month.	2,044	2,044	3,740	3,740	3,740
Average number of daily visits.	246	246	342	342	342
Average number of monthly hits on the information page to enter agency portal.	742	742	992	992	992
Average number of text searches of administrative law judge decisions per month.	205	205	247	247	247

Agency Summary

Arizona Department of Agriculture

Paul Brierley, Director
 Phone: (602) 542-0952
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Food Safety and Quality Assurance	15,284.6	21,373.8	21,758.1
Commodity Development and Promotion	3,693.9	5,276.6	5,276.6
Weights and Measures	2,515.9	2,936.5	2,936.5
Pest Management	1,344.2	1,533.9	1,533.9
Non-Food Product Quality Assurance	894.7	1,381.2	1,381.2
Animal Disease, Ownership and Welfare Protection	4,266.0	3,837.6	4,540.5
Pest Exclusion and Export Services	5,330.2	5,281.3	5,281.3
Native Plant and Cultural Resources Protection	195.8	234.6	234.6
Pesticide Compliance and Worker Safety	710.9	722.5	722.5
Administrative Services	4,164.2	3,258.1	8,466.4
State Agricultural Laboratory	2,232.5	3,338.9	3,465.9
Agricultural Consultation and Training	3,491.4	8,716.3	8,716.3
Total	44,124.2	57,891.3	64,313.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	16,320.7	14,639.8	21,062.3
Other Appropriated Funds	1,892.3	1,924.3	1,924.3
Other Non-Appropriated Funds	25,911.2	41,327.2	41,327.2
Total	44,124.2	57,891.3	64,313.8
FTE Positions	412.80	414.30	425.30

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

Statewide Vision: An Arizona for everyone.

Agency Vision: Arizona is a leader in providing a safe and abundant food supply in a fair and equitable marketplace that supports a thriving economy and resilient environment.

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

Agency Description: The Arizona Department of Agriculture (AZDA) protects consumer safety, facilitates commerce, promotes equity in the Arizona marketplace, and safeguards market access both domestically and internationally through a variety of inspection, licensing, 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 protects environmental resiliency through education and training programs to assure safe pesticide use and on-farm food safety, and assists in attaining air quality standards. AZDA maintains a state lab for testing agricultural samples and a lab for ensuring the accuracy of weights and measurement tools.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	348.8		\$24,339,800	\$1,866,800	\$19,347,200	\$6,029,700	\$51,583,500
24	347.3		\$16,911,000	\$1,904,600	\$28,644,500	\$5,755,400	\$53,215,500
25	360.3		\$14,933,600	\$1,891,900	\$28,644,500	\$5,755,400	\$51,255,400

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The AZDA has identified four multi-year strategic outcomes to reach our vision:

Increase participation in grant programs supporting food system resiliency, water-conscious agricultural practices, and market strength by 50% by June 30, 2029: AZDA is committed to initiatives that drive a thriving economy and resilient environment. This year, the agency will focus on identifying grant programs that support agricultural resiliency, incorporating selective preference criteria that favors practices that help scale water-conscious agricultural practices, and conducting targeted outreach to small and mid-size producers to encourage increased diversity and success in the agricultural community.

Achieve and maintain an employee engagement score of 83% by June 30, 2029: Our AZDA team members continue to be a top priority. This year, AZDA will focus on increasing engagement through improving internal communication channels throughout the agency, providing a framework and leadership support for soliciting and implementing employee-generated ideas and projects, and developing a diversity, equity, inclusion, and accessibility (DEIA) plan that values and supports the diverse needs and contributions of our team members throughout the state.

Improve AZDA's consumer protection score by 20% by June 30, 2029: Protecting Arizona consumers is a core part of our agency's mission and AZDA continuously strives to strengthen our ability to safeguard food and environmental safety and fair commerce. The AZDA's focus for this year will be on increasing the knowledge and competency of the industries and communities who provide critical agricultural and consumer services in the state of Arizona. To accomplish this, AZDA plans to collaborate with external partners to identify, develop, and administer educational and training programs to practitioners and consumers.

Modernize AZDA's operations (e.g. technology and processes) to improve workflow across all divisions by June 30, 2028: To better fulfill our agency mission, serve our customers, and remain good stewards of our resources, AZDA is committed to implementing modernized systems and procedures for the way we conduct and monitor our work. This year, AZDA will focus on establishing the foundation for modernization and improvement throughout the agency. These efforts will begin by identifying outdated systems and processes that are holding us back from being as effective as we can, identifying critical data gaps, and improving the problem solving competency of staff at all levels of the agency.

Arizona Department of Agriculture

FY2025-FY2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase participation in grant programs supporting food system resiliency by 50% by June 30, 2029.	FY 2025	Resilience, Water, and the Environment Water Security & Sustainability	The AZDA is promoting grant programs that support food system resiliency, including those that facilitate the implementation of water-conscious agricultural practices and increase market strength. Examples of these grants are the Resilient Food Systems Infrastructure (RFSI) Grant and the Regional Food Business Centers (RFBC) Grant. The agency is also reactivating the Food & Agriculture Policy Advisory Committee (FAPAC) and recruiting for a Food Systems Resiliency Coordinator position to help develop and implement activities that support food system resiliency and water-conscious agricultural practices.
2	Achieve and maintain an employee engagement score of 83% by June 30, 2029.	FY 2025		The AZDA currently partners with the Arizona Department of Transportation to offer leadership training to current and aspiring managers. Priority staffing needs have been identified and succession planning activities are in progress. AZDA is currently using the employee engagement survey results to inform actions and initiatives targeted at key engagement gaps.
3	Improve AZDA's consumer protection score by 20% by June 30, 2029.	FY 2025	Resilience, Water, and the Environment Water Security & Sustainability	The AZDA is developing an internal metric to measure our core responsibility of supporting consumer protection. This metric will incorporate elements such as training, inspections, compliance, and emergency response capabilities. AZDA is building a rapid response team and is working to implement risk-based inspection processes and expanded coverage.
4	Modernize AZDA's operations (e.g. technology and processes) to improve workflow across all divisions by June 30, 2029.	FY2024		Last year, AZDA reviewed vendor proposals to modernize the central licensing systems. Core processes were identified in each section of the agency and standard work development is in progress. The AZDA Nogales office is transitioning to electronic tablets for inspections to increase efficiency and accuracy. The livestock inspectors are upgrading to Toughbooks with new software to improve their inspection capabilities. The Animal Services Division is procuring USAHerd software to streamline data submittal and management.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase awareness of grant opportunities that support food system resiliency through increasing targeted outreach on grant opportunities by 20% by June 2025. (Breakthrough)	% (percent) increase of targeted outreach on grant opportunities	<ul style="list-style-type: none"> A. Incorporate selective preference criteria for projects that support water-conscious agricultural practices and/or diversity, equity, inclusion, and accessibility in our SCBGP, RFSI, & RFBC grant offerings. B. Conduct targeted outreach to small & mid-size producers to encourage a diverse and successful agricultural community. C. Identify & apply for federal grant opportunities that support Arizona agricultural resiliency. D. Reactivate FAPAC under guidance of a Food Systems Resiliency Coordinator.
2	Improve employee engagement through implementing at least 6 employee-generated ideas across the agency by June 2025	# (number) of employee-generated ideas implemented across the agency	<ul style="list-style-type: none"> A. Create and implement a schedule of regular communication activities between AZDA leadership and other team members. B. Develop a structured framework for identifying & supporting employee-generated initiatives. C. Follow ADOA guidance to create an agency diversity, equity, inclusion, and accessibility (DEIA) action plan.
3	Increase participation in AZDA-sponsored technical training by 20% by June 2025.	% (percent) increase of community participation in AZDA-sponsored technical training	<ul style="list-style-type: none"> A. Develop an internal composite metric for consumer protection. B. Create and publish a master list of educational opportunities offered by all AZDA divisions. C. Collaborate with external partners in identifying training needs, developing training materials, communicating training opportunities, and providing training resources.
4	Conduct modernization and data gap analysis for all AZDA divisions and programs by June 2025.	% (percent) of programs with a completed analysis	<ul style="list-style-type: none"> A. Roll out problem solving & experimentation training and resources to whole agency. B. Successfully implement modernization efforts already identified and in progress.

Stakeholder Engagement Plan (Summary):

Internal: To gain internal input on the agency strategic plan, AZDA hosted an employee strategic input session, administered an employee strategic input survey, and reviewed the results and comments from recent employee engagement surveys. Throughout the year, AZDA will continue to encourage internal engagement through inviting employees to participate in strategic projects, soliciting and supporting employee-initiated ideas and initiatives, and leveraging leadership and resources from all agency divisions and administrative offices. As many of our agency's strategies impact the whole agency and require participation from all divisions and programs, the AZDA strategic planning team will host informational and training sessions to help teams understand the agency's strategic priorities and expectations and provide training and resources to help teams be successful. Several of the agency's strategic metrics will also require input from all divisions and teams which will necessitate regular communication throughout all tiers of the agency.

External: During the strategic planning process, AZDA hosted a stakeholder input session to solicit ideas and priorities from our statewide external partners, including industry representatives, community organizations, and educational institutions. AZDA also receives regular feedback from regular meetings of agency and program advisory committees. Throughout the year, AZDA plans to travel to various parts of the state to conduct regional collaboration and problem solving activities with our external partners. Further, AZDA plans to meet virtually with our partners to identify additional opportunities for knowledge sharing and collaboration.

Communication Plan (Summary):

Internal: Internal communication with agency leaders will formally occur at least twice a month through AZDA's monthly leadership meetings and monthly operational reviews. Leaders who attend these meetings are expected to cascade information from these meetings to their divisions and teams. Additionally, executive leadership will hold both in-person and virtual town hall meetings and employee feedback sessions to facilitate two-way communication on agency strategies and priorities. Periodic strategic updates from the director's office will also occur via email and video communication.

External: AZDA plans to leverage our existing communication channels to share the details of our strategic plan with our external partners, customers, and the public. These include posting the strategic plan on our website, sharing our priorities through the agency's social media accounts, communicating with stakeholders via direct email from the director's office, and discussing our strategic plan during our agency and program advisory committees. Additionally, the AZDA executive leadership team plans to travel to various parts of the state to communicate our strategies to stakeholders and work with them on implementation plans.



5 Year Plan

Issue: Food Systems Resiliency

Description: To provide for the needs of consumers and bolster Arizona's economy, AZDA has an opportunity to drive increased participation in grant programs that support food system resiliency, including those that facilitate the implementation of water-conscious agricultural practices and increase market strength.

Solutions:

1. Increase participation in grant programs supporting food system resiliency by 50% by June 30, 2029.

1.1 Increase awareness of grant opportunities that support food system resiliency through increasing targeted outreach on grant opportunities by 20% by June 2025.

1.1.1 Incorporate selective preference criteria for projects that support water-conscious agricultural practices and/or diversity, equity, inclusion, and accessibility in our Specialty Crop Block Grant Program (SCBGP), Resilient Food Systems Infrastructure (RFSI), & Regional Food Business Center (RFBC) grant offerings.

1.1.2 Conduct targeted outreach to small & mid-size producers to encourage a diverse and successful agricultural community.

1.1.3 Identify & apply for federal grant opportunities that support Arizona agricultural resiliency.

1.1.4 Reactivate the Food & Agriculture Policy Advisory Committee (FAPAC) under the guidance of a Food Systems Resiliency Coordinator.

Issue: Employee Engagement

Description: To support a healthy and effective organization, AZDA has an opportunity to implement actions that will improve and maintain high levels of employee engagement.

Solutions:

2. Achieve and maintain an employee engagement score of 83% by June 30, 2029.

2.1 Improve employee engagement through implementing at least 6 employee-generated ideas across the agency by June 2025.

2.1.1 Create and implement a schedule of regular communication activities between AZDA leadership and other team members.

2.1.2 Develop a structured framework for identifying & supporting employee-generated initiatives.

2.1.3 Follow ADOA guidance to create an agency diversity, equity, inclusion, and accessibility (DEIA) action plan.

Issue: Consumer Protection

Description: Consumer protection is one of the core functions of the Arizona Department of Agriculture and leveraging opportunities to continuously improve consumer protection is a key agency priority.

Solutions:

3. Improve AZDA's consumer protection score by 20% by June 30, 2029.

3.1 Increase participation in AZDA-sponsored technical training by 20% by June 2025.

3.1.1 Develop an internal composite metric for consumer protection.

3.1.2 Create and publish a master list of educational opportunities offered by all AZDA divisions.

3.1.3 Collaborate with external partners in identifying training needs, developing training materials, communicating training opportunities, and providing training resources.

Issue: Modernization

Description: To improve operational effectiveness and customer interactions, the Arizona Department of Agriculture has opportunities to modernize technology and processes throughout the agency.

Solutions:

4. Modernize AZDA's operations (e.g. technology and processes) to improve workflow across all divisions by June 30, 2029.

4.1 Conduct modernization and data gap analysis for all AZDA divisions and programs by June 2025.

4.1.1 Roll out problem solving & experimentation training and resources to whole agency.

4.1.2 Successfully implement modernization efforts already identified and in progress.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	425.3	425.3	425.3
General Fund	17.6	17.6	17.6
Other Appropriated Funds	1.9	1.9	1.9
Non-Appropriated Funds	33.3	33.3	33.3
Federal Funds	8.0	8.0	8.0

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

Program Summary

Food Safety and Quality Assurance

Robert Smook, Assistant Director

Phone: (602) 542-3032

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,017.5	2,194.0	2,578.3
Other Non-Appropriated Funds	13,267.1	19,179.8	19,179.8
Total	15,284.6	21,373.8	21,758.1
FTE Positions	133.20	133.20	135.20

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

Subprogram Summary

Animal Products Food Safety and Quality Inspection

Robert Smook, Assistant Director
 Phone: (602) 542-3032
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,017.5	2,194.0	2,358.3
Other Non-Appropriated Funds	2,347.8	2,745.3	2,745.3
Total	4,365.3	4,939.3	5,103.6
FTE Positions	44.60	44.60	45.60

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

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

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of meat and poultry in compliance with bacteria, drug and chemical residue requirements	100	100	99	100	100

Subprogram Summary

Fresh Produce Standardization and Inspection

Ed Foster, Assistant Director
Phone: (602) 542-0947
A.R.S. §§ 3-101 et seq.

Mission:

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

Description:

This subprogram inspects the quality of fresh produce in accordance with standards established 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	220.0
Other Non-Appropriated Funds	10,919.4	16,434.5	16,434.5
Total	10,919.4	16,434.5	16,654.5
FTE Positions	88.60	88.60	89.60

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of FSMA PSR food safety inspections	77	46	59	46	46

Program Summary

Non-Food Product Quality Assurance

Jack Peterson, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	894.7	1,381.2	1,381.2
Total	894.7	1,381.2	1,381.2
FTE Positions	14.80	14.80	14.80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Feed, Fertilizer, Pesticide and Seed Labels inspected in the market place	43,994	33,000	45,528	40,000	40,000

Program Summary

Animal Disease, Ownership and Welfare Protection

Robert Smook, Assistant Director
Phone: (602) 542-3032
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,314.4	2,876.7	3,579.6
Other Appropriated Funds	309.0	308.6	308.6
Other Non-Appropriated Funds	642.6	652.3	652.3
Total	4,266.0	3,837.6	4,540.5
FTE Positions	29.00	29.00	33.00

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

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

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of livestock field certificates issued	30,272	35,000	31,212	31,000	31,000

Program Summary

Pest Exclusion and Export Services

Jack Peterson, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,150.5	3,943.6	3,943.6
Other Non-Appropriated Funds	1,179.7	1,337.7	1,337.7
Total	5,330.2	5,281.3	5,281.3
FTE Positions	51.50	51.50	51.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Free-from status from federal pests (percent)	100	100	100	100	100
Plant Services Division (PSD) Quarantine Containment	4	4	5	5	3

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of complete applications approved within 15 days of receipt	100	98	100	98	98

Program Summary

Native Plant and Cultural Resources Protection

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

Mission:

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

Description:

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	195.8	234.6	234.6
Total	195.8	234.6	234.6
FTE Positions	0.10	0.10	0.10

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Native Plant Tags Issued	14,418	12,000	14,118	12,000	12,000

Program Summary

Pesticide Compliance and Worker Safety

Jack Peterson, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	411.1	335.5	335.5
Other Non-Appropriated Funds	299.8	387.0	387.0
Total	710.9	722.5	722.5
FTE Positions	6.50	6.50	6.50

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

Goal: To protect the public from unlawful pesticide exposure.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Environmental Services Division (ESD) Compliance Case Processing Time	100	95	96	90	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,359.3	1,922.1	7,130.4
Other Non-Appropriated Funds	804.8	1,336.0	1,336.0
Total	4,164.2	3,258.1	8,466.4
FTE Positions	78.20	78.20	82.20

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

Goal: To attract, develop and retain talented employees.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of Employee Turnover	15	20	12	15	15

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
IT security score	721	725	731	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,837.2	1,746.9	1,873.9
Other Non-Appropriated Funds	395.4	1,592.0	1,592.0
Total	2,232.5	3,338.9	3,465.9
FTE Positions	13.00	13.00	14.00

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

Goal: To provide timely scientific analyses of regulatory samples.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average age of instrumentation	3.5	4.5	4.2	5.2	6.2

Program Summary

Agricultural Consultation and Training

Jeffrey Grant, Deputy Director
 Phone: (602) 542-0997
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	298.2	300.2	300.2
Other Non-Appropriated Funds	3,193.1	8,416.1	8,416.1
Total	3,491.4	8,716.3	8,716.3
FTE Positions	8.80	8.80	8.80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Specialty Crop Block Grant Program (SCBGP) Sub-grantee Reimbursement Request Processing (days)	19	19	23	21	21

Subprogram Summary

Commodity Councils and Board and Commission Support

Lisa James, Grant Program Manager
Phone: (602) 542-3262
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 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	259.5	300.0	300.0
Total	259.5	300.0	300.0
FTE Positions	0.40	0.40	0.40

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

Goal: To provide administrative support services to three Councils and one Board.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Council and Board members provided support services	0	0	28	28	28

Program Summary

Commodity Development and Promotion

Jack Peterson, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	3,693.9	5,276.6	5,276.6
Total	3,693.9	5,276.6	5,276.6
FTE Positions	30.00	31.50	31.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of free sale products	610	300	581	300	300

Program Summary

Weights and Measures

Michael Brooks, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	932.6	1,320.8	1,320.8
Other Appropriated Funds	1,583.3	1,615.7	1,615.7
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	2,515.9	2,936.5	2,936.5
FTE Positions	28.20	28.20	28.20

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

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

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of WMSD Risk-Based Inspections	0	0	3,154	3,200	3,200

Program Summary

Pest Management

Vince Craig, Assistant 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	1,344.2	1,533.9	1,533.9
Total	1,344.2	1,533.9	1,533.9
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Pest Management Division (PMD) Unlicensed Case Writing (days to complete unlicensed cases)	46	30	49	30	30

Agency Summary

AHCCCS

Carmen Heredia, Director
 Phone: (602) 41-4458
 ARS 36-2901.07(A)

Mission:

Helping Arizonans live healthier lives by ensuring access to quality healthcare across all our communities.

Description:

Founded in 1982, the Arizona Health Care Cost Containment System (AHCCCS) is Arizona's Medicaid program, a federal health care program jointly funded by the federal and state governments for individuals and families who qualify based on income level. Built on principles of competition and choice, AHCCCS operates under an integrated care model for its American Indian Health program (fee-for-service) and contracted managed care organizations (health plans) to coordinate and pay for physical and behavioral health care services delivered by more than 93,000 health care providers to more than 2 million Arizonans. AHCCCS also serves as the state behavioral health authority, which includes the administration of grant funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) and other sources. Arizona receives national recognition for its innovative approach to behavioral health crisis services. For example, Arizona operates 24/7 crisis call centers to respond to people in need (regardless of insurance coverage) and dispatch mobile crisis teams.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	384,234.0	380,269.9	427,603.3
Medicaid Services	16,590,450.5	20,048,203.5	20,423,025.3
Non-Medicaid Behavioral Health Services	329,446.4	432,304.6	434,849.5
Hospital Payments	520,180.6	624,080.9	768,050.4
Programmatic Pass-Through Funding	3,386,633.9	3,628,791.8	3,989,608.9
Total	21,210,945.3	25,113,650.7	26,043,137.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,405,557.4	2,669,731.7	2,938,074.1
Other Appropriated Funds	423,837.4	455,300.2	458,300.2
Other Non-Appropriated Funds	18,381,550.5	21,988,618.8	22,646,763.1
Total	21,210,945.3	25,113,650.7	26,043,137.4
FTE Positions	1,235.50	1,291.00	1,468.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To be the recognized national leader in providing equitable whole-person public healthcare.

Agency Mission: Helping Arizonans live healthier lives by ensuring access to quality healthcare across all our communities.

Agency Description: Founded in 1982, the Arizona Health Care Cost Containment System (AHCCCS) is Arizona's Medicaid program, a federal health care program jointly funded by the federal and state governments for individuals and families who qualify based on income level. Built on principles of competition and choice, AHCCCS operates under an integrated care model for its American Indian Health program (fee-for-service) and contracted managed care organizations (health plans) to coordinate and pay for physical and behavioral health care services delivered by more than 93,000 health care providers to more than 2 million Arizonans. AHCCCS also serves as the state behavioral health authority, which includes the administration of grant funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) and other sources. Arizona receives national recognition for its innovative approach to behavioral health crisis services. For example, Arizona operates 24/7 crisis call centers to respond to people in need (regardless of insurance coverage) and dispatch mobile crisis teams.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	1,163.5	\$2,179,034,700	\$424,969,000	\$1,835,812,900	\$18,599,327,500	\$23,039,144,100
24	1,173.5	\$2,475,457,000	\$415,626,200	\$3,405,188,300	\$17,437,469,700	\$23,733,741,200
25	1,274.5	\$2,669,125,000	\$455,284,500	\$5,238,977,600	\$17,192,785,500	\$25,556,172,600

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

In the next five years, we will continue to work on increasing access to whole-person care by supporting participation in the Closed-Loop Referral System. We will also work with partners to make it easier to onboard new Community-Based Organizations (CBOs) and to streamline the process of making referrals.

This year, we will launch an effort to reduce the uninsured rate among those earning \leq 138% of the federal poverty level (FPL). We plan to begin by targeting those who would be eligible for AHCCCS programs with a maximum eligibility of 138% FPL. In the first year, of this five-year plan, we will launch an outreach campaign to build awareness of AHCCCS benefits among communities most likely to be eligible and uninsured.

We will continue to excel in member satisfaction and will increase provider satisfaction. We are proud that over the last three years our Office of Communication, Advocacy, Resolution, and Enrollment (OCARE) call center customer satisfaction has consistently been near or at world class levels. We will continue to work to maintain that level of performance despite increased call volumes. This year, we will also begin to measure caller satisfaction in our Provider Enrollment call center. We anticipate that actions taken to address the sober living fraud will impact provider satisfaction in the near term, but we are committed to ensuring the same levels of customer service that we provide to our members.

Over the next five years, we will also work to promote and encourage use of preventive services by our members, as we know that increased utilization of such services has a positive impact on the overall health of our members.

We will continue to address fraud, waste, and abuse to ensure quality of care for our members. In the past legislative session, Governor Hobbs and the legislature appropriated additional staff to provide the agency with the resources needed to stop the bad actors from exploiting the system. In the coming year, AHCCCS will onboard these staff, continue to implement systemic changes/improvements based on data analysis, and implement a new prepay and postpay system to evaluate claims payments.

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Improve member access to whole-person care by increasing the percentage of closed-loop referrals that are resolved (fulfilled) from 44% to 55% by June 2029.	FY24	Reproductive Freedom and Health Care Accessible Healthcare	<p>The AHCCCS Whole-Person Care team and Targeted Investment team have been working to address obstacles to enrollment in the Closed-Loop Referral System and to increase referrals.</p> <p>The AHCCCS Housing and Health Opportunities (H2O) demonstration program implementation, a Governor's Office proposed outcome, supports this outcome.</p> <p>The Data Warehouse Enterprise for Linkage Arizona (DWEL-AZ), a Governor's Office proposed outcome, also supports this outcome.</p>
2	Decrease the uninsured rate among individuals earning < 138% of federal poverty level (FPL) by 35% by June 2029.	FY25	Reproductive Freedom and Health Care Affordable Healthcare	<p>New agency outcome. We will develop a new measure to track those programs population categories with a maximum eligibility of < 138% FPL.</p>
3	Increase provider satisfaction from 82% to 84% by June 2029.	FY25	Reproductive Freedom and Health Care Accountable Healthcare	<p>Provider satisfaction will be a new measure with the intention of retaining qualified providers.</p>
4	Increase % of Targeted Preventive Care (TPC) measures meeting or exceeding the National Committee for Quality Assurance (NCQA) Medicaid Mean from 25% to 35% by June 2029..	FY25	Reproductive Freedom and Health Care Accessible Healthcare	<p>The list of TPC measures is found in Table B in the AHCCCS Quality Strategy Evaluation at this link. In the coming year we will work to ensure providers promote utilization of preventive measures.</p>
5	Improve quality of care and reduce fraud, waste, and abuse as indicated by an increase of 10 percentage points in claims approved after prepayment review of medical documentation by June 2029.	FY25	Reproductive Freedom and Health Care Accountable Healthcare	<p>Last fiscal year we focused on restructuring the fee-for-service program. In the coming year, our focus will be on our evaluation of claims payments.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. Improve member access to whole-person care by increasing the % of closed-loop referrals that are resolved (fulfilled) from 44% to 55% by 2029.	Increase the % of resolved closed-loop referrals from 44% to 45.50% by June 30, 2025.	% of resolved closed-loop referrals	Work with Community-Based Organizations (CBOs) to improve onboarding and troubleshoot system issues that impact participation.
2. Decrease the uninsured rate among individuals earning < 138% FPL by 35% by 2029.	Decrease the uninsured rate among individuals earning < 138% FPL by 7% by June 30, 2025. (Breakthrough)	-Uninsured rate among individuals earning < 138% FPL (annual) -Month-over-month growth in AHCCCS population categories with a maximum eligibility of < 138% FPL	Launch an outreach campaign targeting population categories with a maximum eligibility of < 138% FPL.
3. Increase provider satisfaction from 82% to 84% by 2029.	Increase provider satisfaction from 82% to 83% by June 30, 2025. Maintain member satisfaction at or above 85%.	-% very satisfied provider callers -% very satisfied member callers	Establish a baseline of provider satisfaction, analyze dissatisfiers, and develop and deploy plans to address key issues. Monitor and maintain world-class member satisfaction rate of 85%
4. Increase % of Targeted Preventive Care (TPC) measures meeting or exceeding the NCQA Medicaid Mean from 25% to 35% by 2029.	Increase 25% of the Targeted Preventative Care Measures which were below the NCQA Mean in the previous reporting period by 2% by January 30, 2026.* *AHCCCS' performance measure results are available each year approximately in December for the prior calendar year; NCQA data are available approximately 4-5 months later; there will always be a lag of about 18 months.	% (TPC) measures meeting or exceeding the associated NCQA Medicaid Mean	-Reinstate pre-Covid accountability mechanisms for managed care organizations (MCOs) as outlined in the MCO contracts for value-based purchasing initiatives. -Develop a Differential Adjusted Payment (DAP) rate for non-Indian Health Service (IHS) providers.
5. Improve quality of care and reduce fraud, waste, and abuse as indicated by an increase of 10 percentage points in claims approved after prepayment review of medical documentation by 2029.	Increase the % of claims approved after prepayment review by 2 percentage points by June 30, 2025.	% claims approved after prepayment review	-Implement the prepay and postpay system to evaluate claims payments. -Develop a communication strategy that includes Technical Assistance (TA) and training of providers who are subject to prepayment review and regularly are denied payment.

Stakeholder Engagement Plan: Provide a summary of what stakeholders were involved and how. You should have a more detailed stakeholder engagement plan for the agency.

Internal: Select Division Assistant Directors, subject matter experts, and process owners.

External: None directly.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders. You should have a more detailed communication plan for the agency.

Internal: Through Agency Town Halls and the CEO's email communication to all employees, AHCCCS Updates.

External: Presentations during: the State Medicaid Advisory Council (SMAC) meeting, Tribal Consultation, Community meetings.



5 Year Plan

Issue: Whole-person care

Description: Health-Related Social Needs contribute to 80% of health outcomes, while only 20% of health outcomes are from direct health care services. AHCCCS is working to improve members' access to resources that can improve their Health-Related Social Needs, and with it, improve health equity in Arizona.

Solutions:

1 Improve member access to whole-person care by increasing the % of closed-loop referrals that are resolved (fulfilled) from 44% to 55% by 2029.

1.1 Increase the % of resolved closed-loop referrals from 44% to 45.50% by June 30, 2025.

1.1a. Work with Community-Based Organizations (CBOs) to improve onboarding and troubleshoot system issues that impact participation.

Issue: Lower the uninsured rate

Description: Many uninsured people cite the high cost of insurance as the main reason they lack coverage. Many uninsured people do not have access to coverage through a job. People without medical insurance have lower access to care than people who are insured. Those without insurance are more likely to delay or forgo care due to costs. Studies demonstrate that uninsured people are less likely than those with insurance to receive preventive care and services for major health conditions and chronic diseases.

Solutions:

2 Decrease the uninsured rate among individuals earning < 138% FPL by 35% by 2029.

2.1 Decrease the uninsured rate among individuals earning < 138% FPL by 7% by June 30, 2025.

2.1 a. Launch an outreach campaign targeting population categories with a maximum eligibility of < 138% FPL.

Issue: Maintain a strong provider network

Description: A strong, effective delivery system is necessary to provide high quality health care services while bending the cost curve.

Additionally, member experience while navigating the healthcare system can have an impact on overall member health. Therefore, AHCCCS is focused on maintaining a positive member experience.

Solutions:

3 Increase provider satisfaction from 82% to 84% by 2029.

3.1 Increase provider satisfaction from 82% to 83% by June 30, 2025.

3.1 a. Establish a baseline of provider satisfaction, analyze dissatisfiers, and develop and deploy plans to address key issues.

3.2 Maintain member satisfaction at or above 85%.

3.2 a. Monitor and maintain world-class member satisfaction rate of 85%.

Issue: Support preventive care

Description: The Targeted Preventive Care (TPC) measures were selected to drive improvement in the preventive care and services received by AHCCCS members. Through improvement, AHCCCS aims to promote optimal health outcomes for its members.

Solutions:

4 Increase % of Targeted Preventive Care (TPC) measures meeting or exceeding the NCQA Medicaid Mean from 25% to 35% by 2029.

4.1 Increase 25% of the Targeted Preventative Care Measures which were below the NCQA Mean in the previous reporting period by 2% by January 30, 2026.*

4.1 a. Reinstate pre-Covid accountability mechanisms for managed care organizations (MCOs) as outlined in the MCO contracts for value-based purchasing initiatives.

4.1 b. Develop a Differential Adjusted Payment (DAP) rate for non-Indian Health Service (IHS) providers.

*AHCCCS' performance measure results are available each year approximately in December for the prior calendar year; NCQA data are available approximately 4-5 months later; there will always be a lag of about 18 months.

Issue: Strengthen program integrity to prevent fraud, waste, and abuse

Description: Behavioral Health (BH) providers with questionable billing practices are put on prepayment review to ensure clinical appropriateness of services billed. Many providers are unable to pass the prepayment review process. The Agency would like to see an increased number of providers meeting the clinical review criteria.

Solutions:

5 Improve quality of care and reduce fraud, waste, and abuse as indicated by an increase of 10 percentage points in claims approved after prepayment review of medical documentation by 2029.

5.1 Increase the % of claims approved after prepayment review by 2 percentage points by June 30, 2025.

5.1 a. Implement the prepay and post-pay system to evaluate claims payments.

5.1 b. Develop a communication strategy that includes Technical Assistance (TA) and training of providers who are subject to prepayment review and are regularly denied payment.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	2,459.3	2,459.3	2,459.3
General Fund	3,066,774.8	3,220,113.5	3,381,119.2
Other Appropriated Funds	501,254.0	526,316.7	552,632.5
Non-Appropriated Funds	3,835,784.8	4,027,574.0	4,228,952.7
Federal Funds	20,029,752.0	21,031,239.6	22,082,801.6

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:

Helping Arizonans live healthier lives by ensuring access to quality healthcare across all our communities.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	101,461.1	95,379.6	110,712.5
Other Appropriated Funds	10,752.0	11,540.0	14,540.0
Other Non-Appropriated Funds	272,020.8	273,350.3	302,350.8
Total	384,234.0	380,269.9	427,603.3
FTE Positions	1,202.70	1,256.66	1,423.66

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 Cabinet Executive Officer (CEO)/Executive Deputy Director and three Deputy Directors.

The CEO 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.

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

Reporting to the Deputy Director for Business Operations is the Chief Legal Officer/Deputy Assistant Director. Reporting to him are the Office of Inspector General, the Office of General Council, the Compliance Office, and Human Resources and Development. Also reporting to the Deputy Director for Business Operations are the Division of Business and Finance, the Division of Member and Provider Services, and the Information Services Division.

The Clinical Operations Chief Medical Officer/Deputy Director oversees clinical operations and health plan compliance. Reporting to the Clinical Operations Chief Medical Officer/Deputy Director are the Mental Health Commissioner, the Deputy Chief Medical Officer, and the Division of Fee For Service Management. Reporting to the Mental Health Commissioner/Assistant Deputy Director are the Divisions of Managed Care Services, Managed Care Operations, and Behavioral Health & Housing.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	42,659.9	38,522.8	50,519.3
Other Appropriated Funds	2,356.5	6,465.7	6,185.7
Other Non-Appropriated Funds	147,806.4	160,906.7	182,020.8
Total	192,822.7	205,895.2	238,725.8
FTE Positions	1,104.70	1,154.26	1,321.26

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

Goal: Increase the % of claims approved after prepayment review by 2 percentage points by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of claims approved after prepayment review	0%	0%	2.20%	4.20%	6.20%

Goal: To improve the timeliness of eligibility determinations

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Timeliness of eligibility determinations	17.24	20.00	14.78	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of health plan expenditures on Administration	8%	8%	8%	8%	9%

Goal: To streamline claims processing

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Fee-For-Service claims adjudicated within 30 days	99.00%	97.00%	TBD	97.00%	97.00%

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of American Indian Health Program members empaneled with an American Indian Medical Home	27.40%	29.00%	30.70%	32.00%	33.30%

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of applications processed on time	83%	82%	84%	80%	80%

Goal: Increase provider satisfaction from 82% to 83% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of very satisfied provider callers	0%	0%	82%	83%	83%

Goal: Increase 25% of the Targeted Preventative Care Measures which were below the NCQA Mean in the previous reporting period by 2% by January 30, 2026

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of (TPC) measures meeting or exceeding the associated NCQA Medicaid Mean	0%	0%	New	N/A	N/A

Goal: Increase the % of resolved closed-loop referrals from 44% to 45.50% by June 30 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of resolved closed-loop referrals	0%	0%	60.00%	45.50%	49.00%

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Increase in Employee Engagement	84%	85%	82%	84%	85%

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:

Helping Arizonans live healthier lives by ensuring access to quality healthcare across all our communities.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,193,335.5	2,456,951.5	2,699,090.5
Other Appropriated Funds	409,711.9	441,292.3	441,292.3
Other Non-Appropriated Funds	13,987,403.2	17,149,959.7	17,282,642.5
Total	16,590,450.5	20,048,203.5	20,423,025.3
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	329,568.9	400,434.2	414,250.9
Other Appropriated Funds	7,578.4	7,578.4	7,578.4
Other Non-Appropriated Funds	1,817,728.1	2,064,708.3	2,086,086.6
Total	2,154,875.4	2,472,720.9	2,507,915.9

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of members utilizing home and community based services	90.8%	90.7%	91.0%	91.0%	91.0%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,629,816.5	1,828,347.9	2,027,891.0
Other Appropriated Funds	262,318.7	248,116.0	248,116.0
Other Non-Appropriated Funds	4,319,681.3	6,467,566.0	6,521,146.8
Total	6,211,816.5	8,544,029.9	8,797,153.8
FTE Positions			

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

Goal: Decrease the uninsured rate among individuals earning < 138% FPL by 7% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Uninsured rate among individuals earning < 138% FPL	0%	0%	New	7%	7%

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Traditional Medicaid Services enrollment	1,324,132	1,235,703	0	1,226,863	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	140,497.6	115,011.5	133,214.8
Other Appropriated Funds	16,515.6	17,458.5	17,458.5
Other Non-Appropriated Funds	6,946,927.0	7,637,340.3	7,557,379.7
Total	7,103,940.3	7,769,810.3	7,708,053.0
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Senator Andrew Nichols Comprehensive Health Insurance Coverage Act monthly enrollment	807,063	746,066	765,502	779,205	788,935

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	31,815.8	47,782.5	54,965.5
Other Appropriated Funds	123,049.1	168,139.4	168,139.4
Other Non-Appropriated Funds	6,491.4	13,767.9	33,132.6
Total	161,356.4	229,689.8	256,237.5
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Children with access to primary care provider (previously reported as a percentage)	70,500	67,442	0	75,359	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,276.4	8,020.1	9,341.3
Other Non-Appropriated Funds	678,110.9	731,990.5	830,487.4
Total	687,387.3	740,010.6	839,828.7
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
ACA Adult Expansion monthly enrollment	189,555	151,775	0	138,794	0

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 previous managed by the Arizona Department of Economic Security (DES) Division of Children, Youth and Families (DCYF).

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	49,360.2	54,355.3	56,427.0
Other Non-Appropriated Funds	102,228.2	122,877.9	128,633.8
Total	151,588.4	177,233.2	185,060.8
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
DCS CHP enrollment	11,578	9,921	0	9,941	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,000.0	3,000.0	3,000.0
Other Appropriated Funds	250.0	0.0	0.0
Other Non-Appropriated Funds	10,158.1	5,630.6	5,463.2
Total	13,408.1	8,630.6	8,463.2
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent increase in members receiving BH services in schools	28	0	N/A	N/A	N/A

Program Summary

Non-Medicaid Behavioral Health Services

CJ Loisel, Assistant Director
Phone: (602) 41-4659
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	95,975.1	98,112.8	113,105.3
Other Appropriated Funds	2,673.5	2,467.9	2,467.9
Other Non-Appropriated Funds	230,797.7	331,723.9	319,276.2
Total	329,446.4	432,304.6	434,849.5
FTE Positions	32.80	34.34	44.34

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

Subprogram Summary

Non-Medicaid Seriously Mentally Ill Services

CJ Loisel, Assistant Director
Phone: (602) 41-4659
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	76,644.3	77,646.9	77,646.9
Other Appropriated Funds	423.3	217.7	217.7
Other Non-Appropriated Funds	218,321.2	259,933.1	203,127.1
Total	295,388.8	337,797.7	280,991.7
FTE Positions	32.80	34.34	34.34

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Non Title XIX Behavioral Health	48,721	49,695	0	50,689	0

Subprogram Summary

Supported Housing

CJ Loiselle, Assistant Director

Phone: (602) 41-4659

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,305.1	5,324.8	10,817.3
Other Non-Appropriated Funds	638.2	60,000.0	104,358.3
Total	5,943.3	65,324.8	115,175.7
FTE Positions	0.00	0.00	10.00

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

Subprogram Summary

Crisis Services

CJ Loiselle, Assistant Director

Phone: (602) 41-4659

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	14,025.8	14,141.1	24,641.1
Other Appropriated Funds	2,250.2	2,250.2	2,250.2
Other Non-Appropriated Funds	11,790.7	11,790.8	11,790.8
Total	28,066.7	28,182.1	38,682.1
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,158.8	19,287.8	15,165.7
Other Non-Appropriated Funds	510,021.8	604,793.1	752,884.7
Total	520,180.6	624,080.9	768,050.4
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	191.1	310.7	314.6
Other Non-Appropriated Funds	19,392.8	4,776.4	570.2
Total	19,583.9	5,087.1	884.8
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
The number of hospitals that receive disproportionate share (DSH) payments.	27	27	17	17	17
The number of hospitals that receive disproportionate share (DSH) payments. (See Goal and Metric 10)	1	1	17	17	17

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	9,000.0	9,000.0
Other Non-Appropriated Funds	406,203.4	460,246.6	519,558.3
Total	406,203.4	469,246.6	528,558.3
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of timely payments made to hospitals with GME programs	100	100	100	100	100

Subprogram Summary

Critical Access 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,967.7	9,977.1	5,851.1
Other Non-Appropriated Funds	20,289.7	18,439.6	10,603.2
Total	30,257.4	28,416.7	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Critical Access Hospitals Served	11	11	0	11	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	30,914.8	56,000.0	67,000.0
Total	30,914.8	56,000.0	67,000.0
FTE Positions			

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

Agency Summary

Commission on the Arts

Christina You-sun Park, Executive Director
Phone: (602) 771-6521
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Art Support	12,848.6	6,819.8	6,903.9
Total	12,848.6	6,819.8	6,903.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,000.0	2,000.0	3,575.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	7,848.6	4,819.8	3,328.9
Total	12,848.6	6,819.8	6,903.9
FTE Positions	13.00	14.00	29.00

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

5 Year Plan

Issue: Arts and culture delivery agents need increased capacity to sustain quality service to Arizona residents.

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.

Due to 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 taxpayer public.

Solutions:

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

Strategies:

a. Provide learning opportunities to delivery agents of arts and cultural programming to help them leverage assets, procure funding, develop and maintain audiences, improve the quality of products and services, honor Arizona's diverse cultural heritage, and deepen and expand their mission-focused service of communities through the arts. Example programs: Arts Learning Field Training, AZ Creative Aging, Cultural Data Project, artist and organization cohort programs, annual workshops and convenings.

b. Continue to deliver grant funding to statewide arts organizations, schools, community service organizations, and individuals which demonstrate quality artistic programming, evidence of public benefit and public participation, and responsible fiscal practices. Example grant programs: Creative Capacity Grants, Festivals Project Grants, Lifelong and Youth Arts Engagement Grants, Research and Development Grants, and the Artist Opportunity Grant.

c. Make focused financial and programmatic investments in both geographic and programmatic areas where demonstrable needs exist but where arts and cultural programming is scarce, nonexistent, or vulnerable. Example programs: Arts Learning Grants, AZ Creative Aging, Festivals Project Grants, artist and organization cohort programs.

d. Serve as Arizona's chief delivery agent – through technology, communications, publications, and expertise – for research and information related to arts resources, funding, and learning opportunities. Example services: Comprehensive website content and participatory social media efforts, newsletters, searchable website portals, interactive online technical assistance.

e. Work to maintain, and grow, existing levels of public funding for the arts in Arizona, while developing more protected private funds sources supported by Arizona foundations, corporations, and individual donors.

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

Description: 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:

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

Strategies:

a. Conduct, aggregate, and provide access to best-practices research related to partnerships between arts delivery agents and community-based initiatives, government agencies, and other-sector local businesses. Counsel arts organizations, community organizations, and artists to utilize resources to fullest advantage. Example programs and services: AZ Creative Aging, 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.

b. Activate and expand agency relationships with existing and nontraditional partners 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.

c. Deliver grant funding to collaborative projects which employ quality arts and cultural programming in the pursuit of community-led outcomes. Deliver funding for this purpose in every Arizona county. Example grants and programs: AZ Youth Arts Council, Southwest Folklife Alliance, AZ Creative Aging, Arts Learning Grants, Festivals Project Grants.

d. Provide opportunities for arts leaders, particularly 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: Statewide investment in arts learning for all stages of life is inadequate and must be strengthened.

Description: 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:

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

Strategies:

a. Develop and provide innovative and current learning opportunities to delivery agents of statewide arts learning programs. Offer practical training to diverse arts education stakeholders and cultivate the next generation of arts educators. Example services: continue to provide training to teaching artists; develop additional formal professional development offerings for classroom teachers and representatives of arts organizations, focus on asset-based and creative youth development frameworks.

b. Activate and expand partnerships with local, state, and federal arts education policymakers. Contribute as an expert conduit, providing research and information to policymakers, and then providing context to resources delivered to Arizona arts organizations, parents, classroom educators, art specialists, teaching artists, school administrators, and school boards. Example services: partnerships nurtured through ongoing research and by leadership provided by Arts Commission staff such as the Arizona Arts Education Data Project; funding required for statewide travel, investment in research, and related materials.

c. Continue to deliver grant funding to quality arts programming which supports lifelong learning in, through, and about the arts, and to quality youth-centered arts programming. Example grants and programs: Arizona Youth Arts Council, Lifelong Arts Engagement Grants, Youth Arts Engagement Grants, AZ Creative Aging, Creative Youth Grants.

d. Introduce incentives within grantmaking processes to challenge Arizona schools, arts organizations, and community organizations to broaden, deepen, and diversify their development and delivery of in school, out-of-school, and community-based arts learning programs.

e. Make focused financial and programmatic investments in both geographic and programmatic areas where demonstrable needs exist but where arts education programming is scarce, nonexistent, or vulnerable. Example grants and programs: Arizona Youth Arts Council, Lifelong Arts Engagement Grants, Youth Arts Engagement Grants, AZ Creative Aging, Rural Arts Education Initiative.

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

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

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

Solutions:

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

Strategies:

a. Continue to develop and deliver adaptive, sequential skills-building programs to Arizona artists and arts administrators to help them compete for local and national funding, increase professional capacity, promote their creative contributions to Arizona communities, and build support for the arts and arts education. Example programs: Arts Learning Field Training, Artist Investment Program, Tribal Artists Initiative, Cultural Data Project, annual workshops and convenings.

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

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

d. Promote and provide visibility to individuals working in the arts; connect Arizona arts professionals to other professional sectors to encourage partnership, mutual benefit and employment. Example services: providing visibility through AZ Creative Aging, artist and organization cohort programs, Tribal Artists Initiative, and myriad communications vehicles; formal networking opportunities.

e. Nurture existing arts service organizations based on artistic disciplines and cultural initiatives; support the development of independent arts service organizations in geographic and programmatic areas where service organizations are scarce, nonexistent, or vulnerable. Example services: service organizations can be nurtured and incubated through strategic consulting services delivered by Arts Commission staff; funding required for statewide travel.

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

Description: 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:

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

Strategies:

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	14.0	14.0	14.0
Non-Appropriated Funds	1,205.5	1,205.5	1,205.5
Federal Funds	1,190.1	1,208.5	1,227.1

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Individuals benefiting from programs sponsored by Agency (in thousands)	6,280.0	7,000.0	10,469.0	9,000.0	9,500.0
Number of applications for community-driven projects received	617	700	654	420	540
Number of grant applications for community-driven projects funded	363	450	428	371	396
Number of applications submitted by applicants identifying as organizations, individuals, or communities of color	258	250	286	246	270
Percentage of applications submitted by applicants identifying as organizations, individuals, or communities of color funded	48%	50%	54%	60%	50%
Number of applications submitted by rural applicants	180	200	227	175	210
Percentage of applications submitted by rural applicants funded	70%	70%	70%	92%	70%
Number of applications submitted by applicants that did not apply in previous year	379	275	476	275	350
Percentage of applications submitted by applicants that did not apply in previous year funded	40%	40%	48%	51%	40%

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of applications submitted for arts education programs (in thousands)	139	120	144	100	100
Dollar amount funded for arts education programs (in thousands)	552.2	350.0	381.7	211.5	211.5
Number of individual Arizona youth served by Commission programs and initiatives (in millions)	1.1	1.0	3.2	2.5	2.5

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total amount of state investment in arts participation opportunities (in thousands)	6,250.8	6,200.0	6,210.8	3,100.0	3,100.0
Total amount of other public and private funds leveraged for arts participation opportunities (in millions)	273.0	275.0	311.0	312.0	313.0
Number of public policy forums in which the Commission participates in order to integrate the arts	85	90	60	75	80
Number of outreach activities including site visits, public presentations, convenings and technical assistance	888	800	856	820	850
Number of Arizonans impacted by outreach activities (in thousands)	128.7	130.0	120.1	117.0	125.0
Constituent satisfaction ratings (scale of 1-8)	7.1	7.2	7.6	7.5	7.5

Agency Summary

Board of Athletic Training

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	124.2	167.8	243.0
Total	124.2	167.8	243.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	124.2	167.8	243.0
Total	124.2	167.8	243.0
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.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	1.5	1.5	1.5
General Fund	167.8	167.8	167.8

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Athletic Training licenses issued including initials and renewals.	846	888	929	932	984
Number of Licensees	868	911	831	956	880
Number of license renewals received	716	751	776	789	813
Average calendar days to renew a license	7	7	18	7	15
Average calendar days to issue a license.	9	9	32	15	15

Goal: To investigate and adjudicate complaints within 120 days.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Complaints received	6	7	12	14	14
Disciplinary actions taken	3	4	5	5	5
Complaints resolved within 120 days	3	4	5	5	5

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of athletic training complaints received	6	7	12	14	14
Complaints resolved within 120 days	3	4	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Legal Services	115,920.0	211,565.5	206,681.6
Central Administration	21,581.7	21,104.7	21,104.7
Total	137,501.7	232,670.2	227,786.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	26,761.1	27,092.7	29,004.8
Other Appropriated Funds	47,862.3	109,959.3	103,163.4
Other Non-Appropriated Funds	62,878.3	95,618.2	95,618.2
Total	137,501.7	232,670.2	227,786.3
FTE Positions	1,111.18	1,112.36	1,127.36

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	1,128.4	1,128.4	1,128.4
General Fund	29,151.9	29,151.9	29,151.9
Other Appropriated Funds	103,163.4	103,163.4	103,163.4
Non-Appropriated Funds	85,905.5	85,905.5	85,905.5
Federal Funds	9,712.7	9,712.7	9,712.7

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	17,179.0	21,219.6	23,131.7
Other Appropriated Funds	46,425.7	109,229.5	102,433.6
Other Non-Appropriated Funds	52,315.2	81,116.4	81,116.4
Total	115,920.0	211,565.5	206,681.6
FTE Positions	1,016.14	1,019.40	1,034.40

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

Subprogram Summary

Civil Rights Division

Joseph Branco, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	136.5	1,598.0	1,598.0
Other Appropriated Funds	0.1	75.0	75.0
Other Non-Appropriated Funds	3,005.5	4,132.8	4,132.8
Total	3,142.1	5,805.8	5,805.8
FTE Positions	33.78	37.78	37.78

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of cases investigated	1,678	1,500	1,612	1,500	1,500
Number of cases resolved	958	850	902	850	850
Percentage of cases resolved using voluntary settlement agreements	10	12	13	12	12

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of lawsuits	6	4	4	4	4
Number of lawsuits resolved	1	2	4	2	2
Percentage of litigation cases resolved using voluntary settlement agreements	16	50	100	50	100

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of cases referred to mediation	681	600	421	600	500
Number of Civil Rights discrimination cases mediated	190	150	179	150	150
Percentage of Civil Rights mediations in which agreement was reached	41	40	40	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of training presentations and outreach events	11	11	14	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. By law, the Auditor General is required to express an opinion on the financial statements of audited entities, determine compliance with applicable federal and Arizona laws, and conduct comprehensive performance audits (or reviews)

of State agencies and the programs they administer. In addition, the Auditor General is required to conduct performance audits of school districts and monitor the percentage of dollars spent in the classroom.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Auditor General	23,755.9	28,011.9	28,011.9
Total	23,755.9	28,011.9	28,011.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	21,971.0	26,722.7	26,722.7
Other Non-Appropriated Funds	1,784.9	1,289.2	1,289.2
Total	23,755.9	28,011.9	28,011.9
FTE Positions	169.00	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Board of Barber Examiners	2,858.0	3,230.9	3,230.9
Total	2,858.0	3,230.9	3,230.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,813.5	3,230.9	3,230.9
Other Non-Appropriated Funds	44.5	0.0	0.0
Total	2,858.0	3,230.9	3,230.9
FTE Positions	18.00	26.00	26.00

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	26.0	26.0	26.0
Other Appropriated Funds	3,230.9	3,230.9	3,230.9

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,813.5	3,230.9	3,230.9
Other Non-Appropriated Funds	44.5	0.0	0.0
Total	2,858.0	3,230.9	3,230.9
FTE Positions	18.00	26.00	26.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of inspections conducted	0	900	5,022	5,000	5,000
Number of complaints received	0	40	820	800	800
Avg. calendar days from receipt of complaint to start of investigation	0	14	13	14	14
Percent of total inspections passed	0	80	87	85	85
Average calendar days to resolve a complaint	0	120	120	90	90

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of calendar days from receipt of application to acceptance or denial	0	15	8	14	14
Number of all licenses	0	11,500	104,446	111,757	119,580

Goal: To serve licensees in an efficient manner.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licenses accepted through reciprocity from another state or country.	0	1,500	1,322	1,500	1,500
Licenses accepted through universal recognition	0	200	41	40	40

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	2,107.4	2,757.4	3,013.6
Total	2,107.4	2,757.4	3,013.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,107.4	2,757.4	3,013.6
Total	2,107.4	2,757.4	3,013.6
FTE Positions	20.00	27.00	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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	27.0	27.0	27.0
Other Appropriated Funds	2,825.7	2,825.7	2,825.7

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration as a percentage of total cost	5.0	5.0	5.0	5.0	5.0
Applications received	3,220	3,542	3,637	3,896	4,400
Average days to resolve a complaint	203	180	130	180	180
Average number of days to process verifications	4	4	4	4	4
Average number of days to renew a license from receipt of application to issuance	7	5	2	5	5
Individuals licensed	3,062	3,368	3,434	3,705	4,156
Number of complaints received about licensees	235	259	228	284	312
Number of new and existing licenses issued	16,816	18,498	18,112	20,347	21,915
Numbers of inspections/investigations	1,277	1,405	1,396	1,545	1,690
Percent of application reviews completed within 180 days	99	99	99	99	99
Renewals received	6,233	6,856	6,716	7,542	8,296
Verifications received	711	782	778	860	942

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State Board of Charter Schools	2,628.4	2,749.3	2,749.3
Total	2,628.4	2,749.3	2,749.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,584.9	2,749.3	2,749.3
Other Non-Appropriated Funds	43.5	0.0	0.0
Total	2,628.4	2,749.3	2,749.3
FTE Positions	25.00	25.00	25.00

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

5 Year Plan

Issue: Provide Effective Oversight of Charter's Academic and Hold Charters Accountable

Description: Laws 2012, Ch. 155 required that in implementing its oversight and administrative responsibilities, the Charter Board ("Board") shall adopt a performance framework that includes "the academic performance expectations of the charter school and the measurement of sufficient progress toward the academic expectations." Statute requires the Board to ground its actions in evidence of a charter holder's performance in accordance with its adopted performance frameworks. Successful implementation of the Board's Academic Performance Framework relies on the State Board of Education's A-F accountability determinations. The Board calculates ratings using the A-F letter grades for its schools under its Academic Performance Framework and provides monitoring and oversight for charters that do not meet the Board's academic performance expectations. Monitoring includes additional review through the Board's specialized accountability review process which is additional review in addition to its reviews conducted every 5 years of a charter's contract. Oversight includes disciplinary action up to and including closure.

Solutions:

To increase the quality of educational choices for students, the Board has hired additional staff to support its academic team. Additional funds were requested in prior fiscal years and were received to help ensure the Board can and will retain qualified staff to continue implementing processes and reviews within the Board's Academic Performance Framework and Academic Systems Review. The Board will continue to improve academic rigor within its charter portfolio by holding schools accountable to the high expectations within its Academic Performance Framework, to increase monitoring, and ensure disciplinary action is implemented with validity.

Letter grades were released in FY2024 for the school year 2022-2023 school year. The Board updated each charter's academic dashboard accordingly, each charter having received a letter grade of a D or F received a specialized review by the Board, and each charter school that received an F letter grade was placed on a consent agreement requiring immediate academic improvement. The Board will continue this same or similar process in future fiscal years as letter grades are released.

Staff will continue to conduct Academic Systems Reviews for charters in Interval Review.

Issue: Provide Effective Oversight of Charters' Operational and Compliance Performance

Description: Laws 2012, Ch. 155 required that in implementing its oversight and administrative responsibilities, the Board shall adopt a performance framework that includes "the operational expectations of the charter school, including adherence to all applicable laws and obligations of the charter contract, and intervention and improvement policies."

Statute requires the Board to ground its actions in evidence of a charter holder's performance in accordance with its adopted performance frameworks. Under the Board's Operational Performance Framework, for a charter holder to meet the operational performance expectations, it must have an overall rating of "Meets Standard" for the current fiscal year and the two prior fiscal years for which an overall rating was calculated and have no measure that receives a "Falls Far Below Standard" rating in the current year, as represented on its dashboard. Operational compliance oversight includes monitoring during a charter's interval review, unannounced pop-in visit, targeted monitoring, and disciplinary action up to and including closure.

Solutions:

The Board will continue to improve operational compliance within the charter portfolio by holding schools accountable to the Operational Performance Framework, ensuring disciplinary action is implemented with validity, and providing guidance and information to charters related to operational compliance. Additionally, the Board previously requested and received additional funds to support staff to help maintain qualified staff to ensure compliance within the Board's portfolio. Additional staff dedicated to the successful implementation of the Board's Operational Performance Framework have been added to enhance monitoring and oversight of the charter portfolio. The Board will review and revise the Operational Performance Framework as a means to improve operational accountability within its charter portfolio by holding schools accountable to high expectations, as needed.

The Board will continue to monitor charter operational compliance through its interval review process, pop-reviews, and targeted reviews. Additionally independent CPAs that conduct charter annual audits are required to review charter compliance in certain areas, the Board will continue to utilize the legal compliance questionnaire to inform practices and to ensure compliance year over year.

Issue: Provide effective oversight of a charter's financial performance and expectations

Description: During the 53rd Second Regular Legislative Session, the budget was passed with language requiring charters to meet the financial performance expectations set forth in the performance framework. House Bill 2263 amends A.R.S. §15-183 (2018) and gives the Board the authority to take action against a charter it sponsors based on its Financial Performance Framework. The Board updated its Financial Performance Framework and adopted rule and policy the Board can use for accountability purposes, including intervention

and improvement policies. Statute requires the Board to ground its actions in evidence of a charter holder’s performance in accordance with its adopted performance frameworks. Effective September 2021, three probation risk levels were added to administrative rule to determine appropriate actions beginning with those charter holders that do not meet the Financial Expectations due to receiving Intervention ratings for two consecutive years based on the fiscal years 2020 and 2021 audits. In fiscal year 2024, the Board established a Financial Subcommittee to review the Financial Framework’s measures and approved the Subcommittee’s recommended changes.

Solutions:

In July 2019, the Board implemented its new Financial Performance Framework and fiscal year 2020 transition plan, which was approved by the Board at the December 10, 2018 meeting. The Financial Performance Framework communicates the Board’s expectations for ensuring that all charter holders in its portfolio are viable organizations with strong fiscal management practices. The Board will hire additional staff dedicated to the successful implementation of the new Financial Performance Framework. The Board will continue to improve financial compliance within the charter portfolio by holding schools accountable to the Financial Performance Framework and ensuring disciplinary action is implemented with validity. Financial compliance oversight includes disciplinary action up to and including closure.

The Board at its August 14, 2023 Board meeting voted to convene a Financial Subcommittee to begin reviewing the measures under its Financial Performance Framework for improvements to be made in future years. In February 2024, the Board adopted the Subcommittee’s recommended changes to the Financial Framework’s measures. These changes generally take effect with the review of the fiscal year 2024 audits, which the Board will receive in fiscal year 2025. The Board will continue to look for ways to improve its Financial Framework.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	25.0	25.0	25.0
General Fund	2,847.1	2,847.1	2,847.1

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

Goal: To continue to monitor and improve the Board’s Performance Frameworks and processes in order to meet the changing needs of the educational landscape and to ensure compliance and high expectations of the charter schools it authorizes.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of annual complaints regarding sponsored schools	76	100	73	100	100
Number of annual on-site monitoring visits	142	120	102	120	120
Number of Board sponsored charter school sites in operation	559	550	552	550	550
Number of Board sponsored charters with one or more sites in operation	413	420	409	420	411
Number of charter contracts revoked.	0	3	0	3	1
Number of charter contracts surrendered under duress, closed under consent agreement, or closed based via settlement through a surrender agreement.	0	5	1	5	5
Number of charter contracts voluntarily surrendered.	5	10	8	10	10
Number of charter holder annual audits reviewed.	407	408	408	410	410
Number of charter schools closed.	13	10	10	10	10
Number of Consent Agreements entered.	13	15	5	15	5
Number of contract amendments processed annually for expansion.	49	50	55	50	50
Number of contract amendments processed annually not related to expansion.	852	900	820	900	900
Number of corrective action matters prepared for Board consideration.	16	20	11	20	20

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of corrective action plans mandated based on fiscal or contractual noncompliance.	43	30	31	30	30
Number of D rated schools evaluated by staff.	13	20	18	20	20
Number of disciplinary actions that resulted in withholding of funds.	2	5	2	5	5
Number of F rated schools evaluated.	11	10	0	10	10
Number of First-Year reviews completed	15	20	11	20	20
Number of five-year interval reviews, including renewals, completed.	61	100	55	100	100
Number of Notices of Intent to Revoke Charter issued.	0	4	1	4	4
Number of student record requests processed.	979	700	524	700	700
Number of targeted on-site monitoring visits.	45	35	36	35	35

Agency Summary

Department of Child Safety Ben Henderson, Interim Director

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Investigations and Operations	338,748.3	326,522.7	367,815.1
Support Services	324,742.2	411,206.0	434,406.0
Out-of-Home Care	204,514.0	219,454.7	252,499.5
Permanency	284,178.5	304,027.2	306,235.3
Total	1,152,183.0	1,261,210.6	1,360,955.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	479,963.7	458,089.5	522,381.3
Other Appropriated Funds	672,219.4	803,030.1	838,483.6
Other Non-Appropriated Funds	0.0	91.0	91.0
Total	1,152,183.0	1,261,210.6	1,360,955.9
FTE Positions	2,854.85	3,006.90	3,006.90

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

Statewide Vision: An Arizona for everyone.

Agency Vision: Children thrive in family environments free from abuse and neglect.

Agency 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: Department of Child Safety provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, kinship care services and family foster care; prevention services to promote the safety, permanence and well-being of children with birth, kinship, foster, legal guardianship 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>NAF</u>	<u>GF</u>	<u>AF</u>	<u>FED*</u>	<u>Total</u>
23	2761	0	\$472,867,200	\$2,688,100	\$880,670,900	\$1,356,226,200
24	2869	0	\$497,994,700	\$2,689,000	\$838,615,000	\$1,339,298,700
25	2980	0	\$458,314,500	\$2,689,000	\$801,613,400	\$1,262,616,900

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Arizona Department of Child Safety (DCS) strategies, objectives, metrics, and initiatives have been developed and aligned to reach our vision through daily application of our shared values: **Safety, Compassion, Change, Accountability, Equity, Advocacy, Family, Engagement and Teaming.**

In the next five years, we will continue to address areas of opportunity essential to providing services to families and our most vulnerable population, Arizona’s children. The focus of our five year outcomes address the following areas: Prevention, Strengthening Families, Diversity, Equity, Inclusion and Accessibility, Professional Development and Kinship that aligns with the Governor’s Statewide Strategic plan.

This year, we will launch a statewide effort to safely reduce the utilization congregate care or group care facilities, when appropriate. Furthermore, the focal point of our plan is to place children or youth in a family like settings when out of home care is required for safety concerns. We plan on launching a collective, coordinated ad targeted plan involving all areas of the Department as each employee plays a pivotal role in the reduction of congregate care usage from frontline staff to the Chief Executive Officer.

We will continue to address concerns of child abuse and neglect while strengthening families to promote safe living situations and healthy relationships for the population we serve.

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By August 2029, aim to increase the percentage of families who receive services through Family Resource Centers (FRC) by 20% among those with a screened-out intake.	2024	Housing and Human Services	<ul style="list-style-type: none"> DCS is piloting a community hub developed through collaboration with Arizona Department of Economic Security & Temporary Assistance for Needy Families (TANF) to address screened out calls in six zip codes through the efforts of Pilgrims Rest Church. Through collaboration of Department Of Economic Security, Department of Education, Department of Health Services and First Things First, the statewide landscape of Family Resources Centers has been identified and documented. A centralized web-based system for family resources offered and available statewide is being developed in coordination with ADOA.
2	Of children entering out-of-home care, increase the percentage who exit to permanency within 12 months of entry from 34% to 36% by August 2029. (Note: permanency includes reunification, exits to adoption, guardianship and live with relatives).	2024	Housing and Human Services	<ul style="list-style-type: none"> DCS has integrated the parenting time practice model designed to increase the development of individualized least restrictive parenting time plans for children in out-of-home care and timely parenting time when parent-child separation occurs. DCS has implemented the Parent Practice model in several sites throughout the state.
3	Of children entering care per 1,000 in Arizona's population, safely reduce the disparity ratio of Black and African American to White from 4 to 3.8 by August 2029.	2024	Housing and Human Services	<ul style="list-style-type: none"> DCS has taken steps to establishing a DEIA program by engaging and partnering with Diversity Today Consulting/AZCAAR & Casey Foundation to develop organizational culture, practices, and services to clients and the public, ensuring all are anchored in DCS DEIA vision. DCS Office of Prevention has developed and implemented community partnerships to provide resources and supports to the refugee communities. Cultural, Trauma & Empathy training modules have been rolled out statewide to all DCS staff.
4	Reduce the DCS employee turnover rate through employee engagement and professional development from 32.2% to 27% by August 2029.	2024		<ul style="list-style-type: none"> DCS is implementing the Workforce Connects internal program that offers DCS staff interested in alternative career opportunities a development pathway to observe and learn different areas throughout DCS. Enhancements to the Supervision Clinical process have been made and currently being rolled out throughout the state. Collaborative Safety trainings have been completed by DCS Executive team and DCS Field Managers.
5	Of the total number of days for children served in out- of-home care, increase the percentage spent in family like setting from 77.9% to 85% by August 2029.	2024	Housing and Human Services	<ul style="list-style-type: none"> DCS has successfully implemented the Kinship contract in-house Foster Parent training to improve the lives of children and youth in care by providing research based training for caregivers and families Developed Congregate Care Reduction unit family focused on finding, locating & identifying potential caregivers for the youth in group homes

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 Establish a pilot program for connecting families with a screened out intake to a Family Resource Center (FRC) by June 30, 2025.	<ul style="list-style-type: none"> • 1.1 Percentage of pilot program implemented. <ul style="list-style-type: none"> • Of families with contact information provided to the Family Resource Center, the percentage contacted by the pilot site • Of families contacted by the Family Resource center, the percentage who engage in a service 	<ul style="list-style-type: none"> • Expand the Office of Prevention to increase community outreach and engagement • Collaborate with prevention partners to strengthen the Family Resource Center Network • Expand family support services in communities with high rates of child entry into care • Implement the Family First Prevention Services Act (FFPSA) project actions
2	2.1 Increase parent participation in parenting time sessions by June 30, 2025. 2.2 Increase participation in Team Decision Making (TDM) meetings by June 30, 2025.	<ul style="list-style-type: none"> • 2.1 Increase percentage parent attendance in parenting time sessions • 2.2 Increase the percentage of Team Decision Making meetings held at required timeframes 	<ul style="list-style-type: none"> • Transform Parenting Time practice to be natural and supportive for families and all involved • Sustain and monitor fidelity of the Team Decision Making model
3	3.1 Create a Diversity, Equity, Inclusion and Accessibility (DEIA) Program in accordance with the Governor’s Executive plan by June 30, 2025.	<ul style="list-style-type: none"> • 3.1 Percentage of program implemented <ul style="list-style-type: none"> • Reduce the racial disparity percentage rate of child entry into care • Reduce racial disparity percentage in reports to the DCS Hotline • Increase percentage of DCS staff trained on trauma, empathy and culturally grounded practice 	<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 • Create and implement trauma, empathy, and culturally grounded practice training for all staff • 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. • Implement the Cultural Broker program designed to raise and address concerns related to disproportionality and disparities that exist as well as concerns that involve issues of fairness and equity.
4	4.1 Strengthen and expand learning and mentoring opportunities for DCS employees by June 30, 2025 4.2 Expand internal opportunities for career development and professional advancement by June 30, 2025.	<ul style="list-style-type: none"> • 4.1 Increase number of DCS employees participating in learning/ mentoring. • 4.2 Number of employees connected with career development opportunities, DCS Workforce Connects 	<ul style="list-style-type: none"> • Implement methods to protect the physical safety and emotional well-being of DCS employees • 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

	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	<ul style="list-style-type: none"> 5.1 Breakthrough Project: Reduce the utilization of congregate care to 10.5% or less, measured in bed days by June 30, 2025. 5.2 Develop a plan for Statewide Field Operations that involves all areas of DCS by June 30, 2025. 	<ul style="list-style-type: none"> 5.1 Number of congregate care bed days utilized 5.2 Percentage of plan implemented 	<ul style="list-style-type: none"> 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 Implement system improvements based on learning from case reviews of African/Black children in congregate care Implement strategies to increase the utilization of kinship services to reduce congregate care

Stakeholder Engagement: For the FY25 Strategic Plan, DCS is using two different strategies to engage and communicate key messages for our target audience that are relevant and effective. DCS uses utilizes both the informative and collaborative engagement approach strategies. The informative approach is used to provide stakeholders with information about information and resources to raise awareness about an issue or to provide education about a topic. The collaborative approach is used with various key external stakeholders where potential areas of opportunities have been identified where multiple agencies and organizations need to work together to achieve a common goal.

DCS utilizes the following but not limited to modes of engagement:

Internal: Regional Quarterly Meetings, Consultation & Review sessions, Project Steering Committee, focus groups, surveys, workgroups, monthly Business/Operational reviews, Weekly DCS Statewide Operations & Administrative Touch Points

External: Community Forums, Citizen Review Panels, Advisory Committees, Federal Government touchpoints, Youth Empowerment Counsel, Legislative & Senate hearings

Communication Plan: The FY25 Strategic Plan will be a shared and communicated both internally and externally. The purpose of the DCS communication plan is to achieve a variety of goals such as raising awareness, building support, facilitate relationships, teaming, collaboration and engagement.

DCS utilizes the following but not limited to modes of communication:

Internal: Regional Quarterly All Hands Field meetings, Project Steering Committee, Field Sectional Meetings, SharePoint, email broadcasts, CEO YouTube videos, Business and operational reviews and huddles/touch point meetings

External: DCS communicates with external stakeholders in various forums such as town hall meetings, provider meetings, emails, semi-annual updates, provider specific presentations, counsel meetings, website, community agency meetings, annual reports, advisory meetings, Senate & Legislative sessions and status updates to the Governor's office

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:

To oversee the general application of the laws governing the practice of chiropractic, update and develop regulations, address the scope of practice, and the better define both appropriate conduct by professionals and consumer expectations.

To investigate complaints and apply appropriate disciplinary action to doctors of chiropractic who may have broken the public trust by violating the practice act.

To function in the global regulatory community to assist other profession or jurisdictions affected by chiropractic, continually review required credentials for doctors to practice safely, effectively and ethically.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	538.3	643.7	694.5
Total	538.3	643.7	694.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	538.3	643.7	694.5
Total	538.3	643.7	694.5
FTE Positions	5.00	6.00	6.00

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

5 Year Plan

Issue: Improve the timelines to complete investigations, formal hearings.

Description: The Arizona Auditor General recommends that the majority of investigations be concluded within 180 days. The Board is fully committed to meeting this recommendation and continues to improve in this area. In FY 2024 the average number of days to process complaints was 292 days.

Solutions:

In FY 2024, the Board reduces its complaint backlog by 23%. Expanding its investigative team's bandwidth to focus solely on investigations is essential to meeting this objective. Continually using the investigative team for other functions, such as processing renewal applications and continuing education applications, impacts their ability to focus on promptly processing complaints and meeting this objective.

The board's continued efforts have led to the successful resolution of a significant number of past complaints dating back to FY 2018. The board has addressed the majority of complaints for FY 2020, FY 2021, and FY 2022. In the last year, the Board heard seventy-one(71) cases and fully adjudicated fifty-eight (58) complaints. As for FY 2020, only one (1) complaint remains, and it is scheduled for a Formal Hearing on September 11th.

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. The Board has also seen a significant spike in sexual misconduct complaints, as they have increased by 110% in the last year. 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.

Over 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, it now takes extra time and resources to gather all the necessary evidence to present the matter to the Board. More 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 more expeditious manner will help the Board achieve this vital objective. However, without the additional requested staff support for Renewal Applications and Business Entities, the responsibility of the investigative staff will likely have to be shifted 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 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. The second investigator has dramatically impacted the Board's ability to address the complaint backlog. In FY 2024, the Board reduced its backlog by 23%. Moving forward in FY 2025 and beyond, the Board needs to have the investigative team solely resourced to investigate complaints. It can no longer afford to have them focused on other Board administrative duties. Creating improvement in enhancement would support the Board's current administrative burden without adding FTE and create other much-needed efficiencies.

In order to continue to drive improvement in this area, the Board needs to be able to utilize additional funding to enhance the Thentia database for the benefit of the licensees, reduce the regulatory burden of submitting their renewal applications, and reduce the staff time associated with processing and reviewing these applications. With this enhancement, the Board would no longer have to engage its investigative team in supporting these functions, and they could work solely to investigate complaints.

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 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.

The Board is also in the process of reviewing and updating all of its current processes and procedures to bring them into alignment with the new processes in Thentia to ensure the utmost in compliance and effectiveness of Board staff. These policies are being drafted and linked directly to the statutory and rule authority in which they are derived from. This will help support solid consistent decision making by both the Board and Board staff.

The additional improvement to Thentia Cloud proposed in the agency's funding request would help support this effort by reducing the number of processes staff must conduct and making them more automated functions. This would reduce the day-to-day workload and help ensure the Board does not create unnecessary backlogs associated with staffing.

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

Description: The Board has made significant strides in migrating the Continuing Education application and fee process from 100% paper to an electronic format. Last year, we transitioned to AdobeSign, which led to increased compliance and productivity for Board staff. We no longer accept paper copy applications and payments as checks or money orders. Providers can now pay for courses via credit card through the Board's payment portal. While the Board has substantially improved in this area, a significant workload is still associated with managing this transition and ensuring its smooth operation. The average processing time for a single application is at least two hours. The Board processed over 400 applications last year, a 20% increase over the previous course years' approvals.

There is no statute timeframe for processing these applications, which results in long delays and limits our providers' options for Continuing Education courses. The Board has to prioritize other statutory activities, such as investigations and licensing applications, over processing Continuing Education courses. The Board strives 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.

Allowing the Board to implement the proposed Thentia and CE Broker Enhancements discussed in our agency's funding request I will assist the Board in improving its continuing education application process without needing an additional FTE to support this function. Having quality continuing education that supports the providers and helps them continue to grow and improve as practitioners is a critical component of the Board's mission to protect the health, safety, and welfare of the public by ensuring a well-trained chiropractic population.

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. The Board has fully implemented the Thentia Cloud Platform for our licensees and applicants. In FY 2024, all licensees used the portal to renew their applications. The Board reduced its processing times for renewal applications from 45 days to less than seven days on average during renewal.

Additionally, the Board finished processing all renewal applications fifteen days earlier than in previous years. The Board migrated to a new phone platform from Zoom Workplace, which has increased staff productivity and communication. The Board can now communicate with licensees and the public via phone, text, video, and chat. This phone system has enhanced our ability to respond quickly to inquiries and improved productivity. Board staff also provides better support to our licensees as they can seamlessly convert a phone call to a Zoom video meeting to share information and troubleshoot technology issues with licensees.

In FY 2023, the Board digitized all its paper licensure files and created digital records for these essential documents. Migrating this data storage from a third-party provider to the Thentia Cloud Platform as part of the licensee's complete license record will also enhance and support staff productivity, reduce overall agency costs, and help ensure licensure files are securely stored and maintained for the required retention period. The Board would no longer have to look in two places for licensing information as it all would be stored in a single location inside Thentia. One only has to look at the damage incurred at an Iron Mountain Storage facility in Phoenix, destroying numerous vital documents such as licensure files, investigative reports, and hearing papers. The Board is responsible for ensuring the safe, secure file storage of essential records and documents.

Continuing to find technology solutions will allow the Board to do more with less and continue to meet its mission of protecting the health, safety, and welfare of the public. This year's funding request is crucial in supporting the Board in implementing this objective, which will benefit the Board, Board staff, licensees, and the public.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	6.0	6.5	7.0
Other Appropriated Funds	721.4	757.4	795.3

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of applications for licensure received	129	134	81	90	90
Average number of business days between receipt of complete application and licensure decision.	15	15	9	7	5
Number of new licenses issued	95	132	66	70	73
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
Number of licenses eligible for renewal	2,565	2,581	2,530	2,793	2,933
Percent of license renewal applications processed within 15 business days	75	95	95	95	95
Percent of licenses renewed each year	93	94	97	97	97

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of new complaints filed	48	60	57	67	78
Percent of complaints resolved within 180 days of receipt with no hearing required	18	50	10	65	75
Average number of months to resolve an administrative hearing	3	3	3	3	3
Number of licenses revoked, surrendered, or suspended	5	0	5	0	0
Total number of investigations conducted	53	70	71	85	96

Goal: To ensure Board and staff competence and knowledge.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	25	25	27

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	3	3	3

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Clean Elections Commission	3,715.1	13,066.5	13,066.5
Total	3,715.1	13,066.5	13,066.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	3,715.1	13,066.5	13,066.5
Total	3,715.1	13,066.5	13,066.5
FTE Positions	8.00	8.00	8.00

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

5 Year Plan

Issue: Legislation/Commission Rules

Description: Simplify and improve the Citizens Clean Elections Act while maintaining its effectiveness and purpose.

Solutions:

Work with the Legislature to develop and provide technical assistance with drafting legislation that will further the purpose of the Act.

Promulgate rules to further the purpose of the Act.

Work with other agencies or groups to improve the implementation of the Act.

Issue: Public Education and Public Relations

Description: Inform citizens about public issues related to the Citizens Clean Elections Act

Solutions:

To provide the public with communications, reports and publications that are clear and informative.

To effectively use all channels of communication, including new technologies, to publicize the Act and its implementation.

To provide leadership for outreach activities, including debates, public participation, candidate awareness and media relations.

To provide visibility to the new rules, policies and procedures promulgated by the Commission.

To evaluate and improve the effectiveness of the educational programs and information that the Commission provides to the public.

To successfully inform voters about the candidates running for statewide and legislative offices through candidate debates, statement pamphlets, and online publications.

Continue to promote understanding of Arizona's political system and constructive participation within the system.

Issue: Training, Management Development, and Commission Operations

Description: Ensure that the staff is competent to carry out the objectives and mandates of the Act

Solutions:

Ensure that the staff understands the Commission's mission and the expectations of their jobs.

Eliminate or combine jobs as necessary to maintain a lean staff

Utilize contract services or other services of other agencies

Attend management and leadership classes by staff members.

Issue: Enforcement

Description: To facilitate easier and more universal compliance with the Citizens Clean Elections Act

Solutions:

Provide frequent and effective client education programs and publications.

Simplify and improve reporting forms and procedures.

Provide clarity and consistency in actions taken by the Commission.

Revise candidate training programs to address new issues and to promote compliance.

Assist the Secretary of State to provide and continually improve a campaign finance management software application and encourage its use by the maximum number of political committees and political funds

Issue: Financial, Fiscal Operations, Information Systems and Strategic Planning

Description: To abide by the statutory expenditure authority. To plan, develop and implement effective and efficient information systems that will help the Commission carry out its mission.

Solutions:

Monitor the amounts expended from the budget to ensure that expenditures do not exceed funds available.

Ensure that the revenues from other agencies are paid into the fund.

Use technology more effectively to identify compliance problems and to provide clients with resources to avoid problems.

Evaluate and improve the Commission's financial activities on an ongoing basis.

Ensure the Commission's educational obligations are met efficiently and effectively.

Determine when the fund contains insufficient monies or the spending cap would be exceeded were all candidates' accounts to be fully funded as early as possible.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Non-Appropriated Funds	5,000.0	5,000.0	5,000.0

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

Goal: To provide public funding to qualified candidates.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of certified participating candidates (calendar years)	0	30	43	0	40
Total funds distributed to participating candidates (calendar years; in thousands)	0	1,500	3,100	0	9,500

Goal: To administer debates and develop a procedure for communicating candidate statements to the citizens of Arizona.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of candidate statement pamphlets mailed to AZ households (calendar years; in thousands)	0	5,000	2,200	0	2,200
Number of candidates submitting candidate statements (calendar years)	0	150	192	0	200

Goal: To comply with the caps for spending specified in the Clean Elections Act.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of cap applied to voter education (calendar years)	0	10	10	10	10
Percent of cap spent on administration and enforcement (calendar years)	6	10	10	7	10

Agency Summary

Arizona Commerce Authority

Sandra Watson, Director
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Arizona Commerce Authority	102,120.0	330,658.9	418,658.9
Total	102,120.0	330,658.9	418,658.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	13,550.0	101,550.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	102,120.0	317,108.9	317,108.9
Total	102,120.0	330,658.9	418,658.9
FTE Positions	0.00	0.00	0.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Arizona is the premier destination for business and innovation anywhere in the world, with an economy that drives advancement and delivers opportunity for all Arizonans.

Agency Mission: To continually grow and strengthen Arizona’s economy by helping businesses in targeted, high-growth industries create quality jobs statewide for Arizona citizens.

Agency Description: The Arizona Commerce Authority (ACA) was established in 2011 as a public-private partnership whose primary objective is advancing and diversifying the state’s economy, primarily through high-value job creation. The ACA serves as Arizona’s leading economic development organization, leading and coordinating economic development and marketing efforts throughout the state.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u> [^]	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23			\$41,050,000	\$5,000,000	\$18,204,900	\$8,095,200	\$64,254,900
24			\$62,650,000	\$0	\$77,238,300	\$63,088,400	\$139,888,300
25			\$13,550,000	\$0	\$138,116,200	\$123,900,000	\$151,666,200

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

[^]ACA is not included in the state FTE allocations.

Executive Summary:

To achieve its core mission, the ACA uses a three-pronged strategy focused on attracting businesses to Arizona, growing Arizona’s existing businesses and creating new Arizona businesses.

The ACA executes these three strategies through ten specific tactics:

1. Monitor & Advance Arizona's Global Competitiveness
2. Communicate Arizona's Premier Attractiveness Worldwide
3. Grow Arizona's Skilled Workforce Statewide
4. Lead Arizona's Economic Development Efforts
5. Drive Economic Growth Statewide With a Focus on Rural Arizona
6. Increase Arizona's Leadership in Cutting Edge Technologies
7. Establish Arizona as the High-Tech Manufacturing Capital of the U.S.
8. Scale Arizona's Thriving Entrepreneurial Ecosystem
9. Encourage Strategic Infrastructure Development
10. Expand & Leverage International Business Relationships

Arizona Commerce Authority

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Attract and grow business in Arizona creating 100,000 projected new jobs by June 2029.	FY'25	Affordable and Thriving Economy	This is an ongoing priority. This outcome demonstrates the effectiveness of business attraction and expansion efforts. In FY24, the ACA worked with businesses that committed to create 24,251 jobs across the State.
2	Attract and grow business in Arizona creating \$20 billion in capital investment by June 2029.	FY'25	Affordable and Thriving Economy	This is an ongoing priority. This outcome demonstrates the effectiveness of business attraction and expansion efforts. In FY24, ACA worked with businesses to attract over \$50 Billion in capital investments. This landmark outcome far exceeds the projected annual investment target of \$4 Billion.
3	Support 5,000 unduplicated small businesses across the state by June 2029.	FY'25	Affordable and Thriving Economy	This is a new outcome measure. ACA aims to support a healthy environment for new businesses to thrive in Arizona. This will be achieved through support of small business which includes programing and connections to capital and other resources.
4	Increase percentage of AZ households with access to broadband from 87.7% to 100% by June 2029.	FY'25	Infrastructure	Through the Arizona Broadband Office, ACA will manage the Arizona Broadband Development Grant (ABDG) and Broadband Equity Access and Deployment (BEAD) programs to support the Governor's priority to narrow the digital divide.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Support the creation of 20,000 projected new jobs (with a focus on high-wage target industries) by June 2025.	Number of projected new jobs created	<p>Conduct targeted outreach to high-wage industries with a focus on advanced manufacturing in key global and domestic markets.</p> <p>Execute marketing campaigns leveraging paid, owned and earned mediums to showcase Arizona as a premier business location for targeted high-wage industries.</p>
2	Attract \$4 billion in capital investment by ACA clients by June 2025.	Amount (in dollars) of capital investment attracted to Arizona	Leverage foreign offices in Germany, Israel, Mexico, South Korea, Taiwan and Canada to enhance business engagements, which will increase AZ exports and foreign direct investment in our state.
2	<p>2.1 Complete 75% of project milestone for two (2) additional Future 48 Accelerators by June 2025.</p> <p>2.2 Increase Semiconductor Registered Apprenticeship Program commitments by 250 apprentices.</p>	<p>2.1 Percentage complete for 2 additional Future48 Accelerators</p> <p>2.2 Number of apprentices committed to Semiconductor Registered Apprenticeship Program</p>	Lead workforce initiatives, including the Arizona Semiconductor Taskforce workforce sub-group; the Future48 workforce accelerator program, and sector specific initiatives including Broadband, Semiconductor, and Film.
3	<p>3.1. Assist 1,000 unduplicated small businesses by June 2025.</p> <p>3.2. Increase entrepreneurial vitality by supporting \$250 million in capital raised by ACA early-stage clients by June 2025.</p> <p>3.3. Increase access to capital by \$48 million through SSBCI backed loans by June 2025.</p>	<p>3.1. Number of business participants in Small Business Digital Academy & Bootcamp and other outreach</p> <p>3.2 Dollar amount of new capital formation by ACA early-stage clients.</p> <p>3.3. Dollar amount of loans through guarantee program.</p>	<p>Assist small businesses through the Small Business Development Center (SBDC) Grant Program, Small Business Bootcamp, Small Business Digital Academy, the ACA Innovation Network and Virtual Accelerator, and on-line services.</p> <p>Support entrepreneurial vitality and early-stage tech companies through Plug and Play incubator model, the Arizona Innovation Challenge (AIC) Venture Ready program and State Small Business Credit Initiative (SSBCI) programs.</p>
4	<p>ACA BREAKTHROUGH PROJECT:</p> <p>4.1 Ensure 100% funds granted for ABDG and BEAD programs by June 2025.</p> <p>4.2 Achieve 65% ABDG project completion by June 2025.</p>	<p>4.1. Percentage of funds granted (ABDG)</p> <p>4.1 Percentage of funds granted (BEAD)</p> <p>4.2 Percentage of ABDG projects complete</p>	Manage and monitor the ABDG sub-grantees to ensure project success, with 100% funds granted, launch BEAD sub-grantee selection with goal of 100% funds granted, and design the Digital Equity Program.

Stakeholder Engagement Plan (Summary):

Internal:

Our internal stakeholder engagement plan entails identifying key stakeholders, establishing regular communication through meetings and updates, and gathering feedback for continuous improvement.

External:

Our plan for external stakeholder engagement includes identifying key stakeholders, maintaining open communication through newsletters, social media, and feedback mechanisms, and conducting surveys and outreach events to strengthen relationships.

Communication Plan (Summary):

Internal:

Our internal communication plan emphasizes regular updates through email and bi-weekly team meetings to ensure alignment and transparency across departments.

External:

We will tailor messaging to resonate with our audience, monitor feedback for refinement, and collaborate with influencers and partners to amplify our reach.



5 Year Plan

Issue: Job Creation: Lead efforts to create 10,000 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:

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 2027 Estimate	FY 2028 Estimate	FY 2029 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	13,550.0	101,550.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	102,120.0	317,108.9	317,108.9
Total	102,120.0	330,658.9	418,658.9
FTE Positions	0.00	0.00	0.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	10,500.0	98,500.0
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	38,577.1	204,814.0	204,814.0
Total	38,577.1	215,314.0	303,314.0
FTE Positions	0.00	0.00	0.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of new opportunities added to the ACA's business attraction and expansion pipeline.	351	300	325	300	300
Number of projected new jobs to be created over three years by ACA clients.	24,246	24,247	24,251	20,000	20,000
Projected capital investment to be made by ACA clients over three years. In millions of USD.	40,734	4,000	40,000	40,000	40,000

Goal: To create new Arizona business.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
New capital formation by ACA early-stage clients. In millions of USD.	786	250	45	250	250

Agency Summary

Community Colleges

ARS §XXXX

Description:

Arizona's 10 community colleges are economic engines of local communities, providing high-quality education and workforce development programs to more than 240,000 students annually statewide. Together, the colleges are strategically focused on workforce development, building industry partnerships, technology and innovation, and providing high quality education. The colleges are also leaders in providing early college (dual enrollment) to more than 30,000 high school students across the state, giving them a jump start to higher education and career.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Constable Ethics Standards and Training	472.4	716.2	716.2
Total	472.4	716.2	716.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	472.4	716.2	716.2
Total	472.4	716.2	716.2
FTE Positions			

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

5 Year Plan

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: 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: 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.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Non-Appropriated Funds	716.2	716.2	716.2

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

Goal: To investigate and resolve complaints against constables

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
The number of complaints against constables received by the Board	54	25	58	58	58

Agency Summary

Registrar of Contractors

Tom Cole, Director
Phone: (602) 771-6777
A.R.S. § 32-1101 et seq.

Mission:

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

Description:

The Registrar of Contractors issues and maintains contractor licenses, investigates and cites violators, adopts construction standards, educates the public and contractors regarding such standards and rules and policies, and assists in dispute resolution.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Regulatory Affairs	17,645.7	23,518.1	20,818.1
Total	17,645.7	23,518.1	20,818.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	10,932.7	13,925.6	13,925.6
Other Non-Appropriated Funds	6,713.0	9,592.5	6,892.5
Total	17,645.7	23,518.1	20,818.1
FTE Positions	95.00	109.70	109.70

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To be a premier contractor licensing agency, wisely managing our resources and effectively building external relationships to further our mission.

Agency 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	109.7	\$0	\$11,225,900	\$5,851,800	\$0	\$17,077,700
24	109.7	\$0	\$14,067,800	\$4,666,800	\$0	\$18,734,600
25	109.7	\$0	\$14,067,800	\$7,366,800	\$0	\$21,434,600

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Arizona Registrar of Contractors (ROC) is committed to upholding its core values while achieving specific objectives that benefit homeowners, contractors, and the environment. Our core values guide our actions and we strive to focus on policies that benefit homeowners, licensed contractors, and the people of Arizona.

- **Safeguard the Public:** A key duty is to protect the public. By 2029, we aim to enhance the effectiveness of the residential recovery fund. Our goal is to narrow the gap between homeowner damages and awarded compensation by 20%.
- **Promote Quality Construction through Education and Outreach:** Education is key to improving construction practices. We are dedicated to increasing the number of new licensees from rural and tribal communities. By promoting educational programs and outreach initiatives, we strive to highlight construction standards and highlight communities.
- **Foster Community Relationships:** Strong community ties can lead to better outcomes. Our objective is to convert ROC-investigated unlicensed entities into licensed contractors. Engaging with these entities to emphasize compliance, our goal is to enhance professionalism and trust within communities.
- **Support Professional Development:** Continuous learning is essential for growth. The ROC is committed to seek opportunities for education and training for our team members.

The ROC remains steadfast in its mission. With the economic challenges of today we will continue our efforts to build a safer, more resilient construction industry for Arizona's future.

Registrar of Contractors

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%	2025	Housing and Human Services	ROC is making efforts to close the gap between what homeowners are owed in damages and what they receive.
2	By 2029 increase the number of new licensees from rural/tribal communities by 10%	2024	Affordable and Thriving Economy	ROC would like to increase licenses from rural and tribal communities to support job growth. This will begin with outreach and then target supports.
3	By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors	2024	Housing and Human Services	ROC would like to focus on proper licensure and increase outreach to unlicensed operators to convert them to licensed.
4	Reduce paper usage by 5% over the next 5 years	2024	Resilience, Water, and the Environment	In an effort to reduce cost and waste, ROC will reduce paper usage through a combination of conversion to digital and reduction in print.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%	1. By 2025, conduct a comprehensive study to optimize the Residential Contractors' Recovery Fund	1.1. % of comprehensive study completed 1.2. % difference of the \$ amount of payments provided to approved recipients versus actual damages to property/item 1.3. % difference of the \$ amount paid by contractors into the fund versus cost of project/item	1.1.1. Conduct an analysis of each aspect of the cost of running the Residential Contractors' Recovery Fund 1.2.2. Complete a study for right sizing the Residential Contractors' Recovery Fund 1.3.3. Develop draft legislation for correcting the amount allowed to administer the Residential Contractors' Recovery Fund
2. By 2029 increase the number of new licensees from rural/tribal communities by 10%	2. Establish 6 new non-compliance/outreach & engagement tribal relationships by the end of 2025	2.1. Increase % of tribal engagements and outreach events 2.2. % of employees that completed cultural sensitivity training	2.1.1. Develop and improve outreach regarding veteran and low income fee waivers 2.1.2. Create baseline to include guidelines for rural/tribal licensure
3. By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors	3. By January 2026, create pathway to licensure for unlicensed entities *Breakthrough*	3.1. Increase % of unlicensed entities from settlement conferences that opt into pathway to licensure 3.2. # of unlicensed entities identified 3.3. # unlicensed entities seen in informal settlement conference	3.1.1. Develop process to establish baseline for unlicensed entity data collection 3.2.2. Create specialized program/process to provide additional education and outreach
4. Reduce paper usage by 5% over the next 5 years	4. By the end of FY 2025, achieve a 1% reduction in paper usage across all departments	4.1. \$ saved in printing and postage line items 4.2. Decrease % of paper renewals mailed 4.3. # of documents and forms converted to electronic format and added to the portal	4.1.1. Phase out paper mailings to licensees 4.2.2. Update mandatory mailed letters verbiage to include links for additional information

Stakeholder Engagement Plan (Summary):

Internal:

The internal stakeholder engagement plan ensures regular meetings with team members, assistant chiefs and ROC leadership. These engagements allow all levels of stakeholders to communicate, support one another, and provide inputs that are used to develop the strategic plan. Examples include, but are not limited to the following:

- Monthly operation reviews
- Weekly leadership team meetings
- Gemba walks

External:

The external stakeholder engagement plan ensures regular meetings with construction industry leaders, homeowners, licensed contractors. These engagements allow all levels of stakeholders to provide valuable inputs that are used to develop the strategic plan. Examples include, but are not limited to the following:

- Customers (Licensees, Applicants, General Public, Property Owners)
- Industry Advisory Council
- Vendors (Salesforce, PSI, etc)
- Office of the Governor
- Trade Associations and Labor Organizations

Communication Plan (Summary):

Internal:

The strategic plan is communicated internally through multiple means. Examples include, but are not limited to the following:

- Webpage with published strategic plan published <https://roc.az.gov/strategic-plan>
- Operational reviews
- ROC virtual all hands
- Regular visits to different locations to speak to staff
- Team huddles
- One-on-One

External:

The strategic plan is communicated externally through multiple means. Examples include, but are not limited to the following:

- Webpage with published strategic plan published <https://roc.az.gov/strategic-plan>
- Various construction industry associations and vendors
- AZ counties' attorney generals and law enforcement
- Press releases as necessary from our media team
- Outreach community engagements
- Newsletter

5 Year Plan

Issue: Reduce the gap between homeowner damages and awards

Description: By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%. The ROC is making an effort to close the gap between what homeowners are owed in damages and what they receive.

Solutions:

- 1. By 2029 increase the effectiveness of the Residential Contractors' Recovery Fund by closing the gap between homeowner damages and awards by 20%
 - 1.1. By 2025, conduct a comprehensive study to optimize the Residential Contractors' Recovery Fund
 - 1.1.1. Conduct an analysis of each aspect of the cost of running the Residential Contractors' Recovery Fund
 - 1.1.2. Complete a study for right sizing the Residential Contractors' Recovery Fund
 - 1.1.3. Develop draft legislation for correcting the amount allowed to administer the Residential Contractors' Recovery Fund

Issue: Increase the number of new licensees from rural/tribal communities

Description: By 2029 increase the number of new licensees from rural/tribal communities by 10%. The ROC would like to increase licenses from rural and tribal communities to support job growth. This will begin with outreach and then target supports.

Solutions:

- 2. By 2029 increase the number of new licensees from rural/tribal communities by 10%
 - 2.1. Establish 6 new non-compliance/outreach & engagement tribal relationships by the end of 2025
 - 2.1.1. Develop and improve outreach regarding veteran and low income fee waivers
 - 2.1.2. Create baseline to include guidelines for rural/tribal licensure

Issue: Increase % of ROC investigated unlicensed entities converted into licensed contractors

Description: By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors. The ROC would like to focus on proper licensure and increase outreach to unlicensed operators to convert them to licensed.

Solutions:

- 3. By 2029 convert 10% of ROC investigated unlicensed entities to licensed contractors
 - 3.1 By January 2026, create pathway to licensure for unlicensed entities
 - 3.1.1. Develop process to establish baseline for unlicensed entity data collection
 - 3.1.2. Create specialized program/process to provide additional education and outreach

Issue: Reduce paper usage

Description: Reduce paper usage by 5% over the next 5 years. In an effort to reduce cost and waste, the ROC will reduce paper usage through a combination of conversion to digital and reduction in print.

Solutions:

- 4. Reduce paper usage by 5% over the next 5 years
 - 4.1. By the end of FY 2025, achieve a 1% reduction in paper usage across all departments
 - 4.1.1. Phase out paper mailings to licensees
 - 4.1.2. Update mandatory mailed letters verbiage to include links for additional information

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 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	7,366.8	7,366.8	7,366.8

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

Goal: To establish 6 new non-compliance/outreach & engagement tribal relationships by the end of 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of outreach events completed	9	10	180	150	150

Goal: To achieve a 1% reduction in paper usage across all departments by the end of FY 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of customer online engagement	78%	80%	85%	87%	89%

Program Summary

Regulatory Affairs

Cindy Casaus, Assistant Director
 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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	10,932.7	13,925.6	13,925.6
Other Non-Appropriated Funds	6,713.0	9,592.5	6,892.5
Total	17,645.7	23,518.1	20,818.1
FTE Positions	95.00	109.70	109.70

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

Goal: To always be tracked measures

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# people reached	50,309	49,000	53,355	53,500	53,500
Total # of contractors licensed in state	45,242	46,000	48,319	48,500	49,000
Average # of days to close complaint	35	33	40	40	40
Average # of days to issue a new license	6.60	10.00	6.00	7.00	7.00
Average # of days to process recovery fund claims	111	107	106	110	110
# of complaints received - unlicensed contractors	1,408	1,500	1,317	1,300	1,300

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	5,825.8	7,569.3	8,879.3
Communications	(0.0)	0.0	0.0
Hearings	2,600.1	2,802.3	3,302.3
Corporations	3,886.9	7,602.6	8,102.6
Securities	5,625.3	6,401.8	6,701.8
Railroad Safety	1,524.5	1,413.8	2,253.8
Pipeline Safety	2,101.7	3,149.4	3,224.4
Utilities	6,833.1	7,117.0	8,027.0
Legal	1,805.1	2,126.2	2,626.2
Information Technology	4,267.0	4,820.2	5,120.2
Total	34,469.6	43,002.6	48,237.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	798.9	789.0	1,629.0
Other Appropriated Funds	31,976.8	35,404.4	39,799.4
Other Non-Appropriated Funds	1,694.0	6,809.2	6,809.2
Total	34,469.6	43,002.6	48,237.6
FTE Positions	271.25	291.00	292.00

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	302.0	302.0	302.0
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1.3	1.8	1.8
Other Appropriated Funds	6,562.9	7,513.4	8,823.4
Other Non-Appropriated Funds	(738.4)	54.1	54.1
Total	5,825.8	7,569.3	8,879.3
FTE Positions	27.50	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Open Meeting held	12	12	12	12	12
Open Meeting Agenda items	325	300	252	300	300
Staff Meetings held	18	20	6	10	10
Staff meeting Agenda items	51	45	23	20	20
Special Open Meeting / Workshops held	27	10	8	10	10
Special Open Meeting / Workshop Agenda Items	165	30	302	200	200
Public Comment meetings held	7	3	0	3	3
Public Comment Agenda items	7	3	0	3	3
Joint Appearance (3 or more Commissioners at an event)	12	10	28	25	25
Stakeholder meetings	0	2	0	2	2
Stakeholder Agenda Items	0	2	0	10	10

Goal: To provide business services to all Divisions.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Purchase orders issued	888	800	551	600	600
Claims processed	1,666	1,750	1,491	1,550	1,600
Revenue deposited with the Treasurer (in millions)	96.5	97.0	86.1	74.6	75.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,534.5	2,735.6	3,235.6
Other Non-Appropriated Funds	65.6	66.7	66.7
Total	2,600.1	2,802.3	3,302.3
FTE Positions	19.75	21.00	22.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of hearings/arbitrations held	53	50	41	50	50
Procedural Orders issued	587	600	467	600	600
Proposed Orders issued	120	100	96	100	100

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Open Meeting items processed	1,373	1,400	1,022	1,200	1,200
Filings docketed (in thousands)	10.4	9.0	9.7	10.0	10.0
Number of Decisions	383	400	467	500	500

Program Summary

Corporations

Tanya Gibson, Director
Phone: (602) 542-3026
A.R.S. Title 10

Mission:

To approve corporate names and grant corporate or limited liability company status to entities organizing under the laws of the State of Arizona; to approve applications from foreign corporations and limited liability companies to transact business in this State; to collect annual reports from all corporations of record; and to maintain corporate and limited liability company records for the benefit of public record and service of process.

Description:

The Corporations Division is comprised of six sections (Examination, Records, Call Center, Customer Contact Center, Same Day/Next Day and Initial Processing). The Division also has two staff members in the Tucson office of the Corporation Commission to provide some services to the residents of Southern Arizona.

The Corporations Division approves for filing all articles of incorporation, amendments to articles, mergers and other restructurings, changes, withdrawals, and dissolutions for Arizona corporations; approves corporate and limited liability company (LLC) names; approves all articles of organization, amendments, terminations for LLCs; grants authority to foreign (non-Arizona) corporations and LLCs transacting business in this State; propounds interrogatories when necessary; and may administratively dissolve or revoke corporations and LLCs that do not comply with specific provisions of Arizona law.

The Division collects from every corporation an annual report reflecting the current statutory agent, corporate address, amount of stock issued (for profits), lists of officers and directors, Certificate of Disclosure and Statement of Bankruptcy. The Division updates the corporation's public record with information provided by the annual report and also when amendments or changes are submitted by the corporation.

The Division must maintain all information on corporations and LLCs in a data format conducive to public access; respond to public questions concerning Arizona corporations and LLCs; and respond to the needs of the business sector by disseminating information. The Division has limited investigatory powers and no regulatory authority. Arizona corporations and LLCs, however, may be administratively dissolved if certain statutory requirements are

not met. Likewise, the authority of foreign (non-Arizona) corporations or LLCs to transact business in Arizona may be administratively revoked.

The Division acts as an agent for Arizona corporations whenever an entity does not maintain a statutory agent or when the agent cannot be located.

In these instances, services of process directed to the entity are accepted by the Records Section on behalf of the entity.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,557.6	4,099.1	4,599.1
Other Non-Appropriated Funds	329.3	3,503.5	3,503.5
Total	3,886.9	7,602.6	8,102.6
FTE Positions	49.00	54.00	54.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of expedited requests achieved within 5 business days on average	87	95	85	95	95
Percent of regular requests achieved within 30 business days on average	100	100	75	100	100
Range of days to process expedited requests - Examination Section	0	1-6	1-6	1-6	1-6
Range of weeks to process regular requests - Corporate Filings	0	1-3	14-2	14-2	14-2
Total Active Corporations	0	589,000	138,422	140,100	143,000
Total Active LLCs	0	1,453,000	1,345,050	1,355,000	1,365,000
Total active corporations and Limited Liability Corporations recorded	0	2,042,000	1,483,472	1,495,100	1,508,000
Total number of paper filings	0	82,000	79,407	78,000	75,000
Total number of electronic filings	0	429,000	464,449	480,000	485,000
Total filings received	0	511,000	543,856	558,000	560,000
Total percentage of electronic filings	0	84	85	90	90
Range of days to process regular requests - Annual Reports	0	14-2	9-1	13-2	13-2
Range of days to process Expedited requests - Annual Reports	0	1-3	1-3	1-3	1-3
Total number of Annual Reports filed electronically	0	132,000	119,182	119,250	119,275
Total number of Annual Reports filed	0	144,000	123,202	123,225	123,250
Total number of Same Day/Next Day filings	0	7,600	16,994	17,300	17,850
Overall approval rate of online submitted documents	0	0	89	90	90

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of email inquiries responded to - Customer Contact Center	0	0	20,928	20,000	19,975
Total number of customers who were assisted in office	0	0	9,746	9,740	9,655
Total number of customers who utilized the online Bookings Calendar to schedule an appointment	0	0	1,618	1,600	1,575
Call Center - calls received	0	145,000	132,129	132,000	131,500
Call Center - calls answered	0	122,000	106,406	106,500	107,000
Range of days to process expedited requests - Records Section	0	1-3	2-4	2-4	2-4
Range of days to process regular requests - Records Section	0	13-2	7-1	7-1	7-1
Number of website hits (in millions)	0	34.5	42.5	43.0	43.5
Corps. Forms hits	0	30,000	69,493	70,000	72,000
Total number of document images viewed (in millions)	0	1.3	1.9	1.9	1.9
Total work order page count - Records Section	0	0	42,777	42,000	42,250

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total mail and faxes received, IPS Section	0	52,000	42,523	52,000	40,000
Number of documents scanned - IPS Section	64,451	78,000	67,696	67,000	66,000
Total Payments processed	379,504	390,000	381,897	383,000	384,000
Total number of scanned documents, mailed items, and customer count - Tucson Office	0	0	7,585	7,600	7,600

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,617.4	6,401.8	6,701.8
Other Non-Appropriated Funds	7.9	0.0	0.0
Total	5,625.3	6,401.8	6,701.8
FTE Positions	51.00	55.00	55.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of applications/filings	25,091	26,000	21,323	26,000	26,000
Number of registrations/exemptions	28,701	28,000	24,127	28,000	28,000
Number of exemptions (Rule 126)	2,987	2,000	2,759	2,000	2,000
Number of months required to review applications	1.5	1.5	1.5	1.5	1.5
Number of other exemptions	29	60	45	60	60
Number of name changes	984	1,500	652	1,500	1,500
Number of dealer examinations	5	5	5	5	5
Number of dealer registrations	1,853	1,800	1,762	1,800	1,800
Number of salesman registrations	248,287	250,000	253,205	240,000	240,000
Number of IA registrations	3,827	3,800	3,956	3,800	3,800
Number of IAR registrations	12,768	13,000	13,320	13,000	13,000
Number of IA examinations	44	40	46	40	40
Number of Public Educational Programs	38	30	41	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of complaints	338	200	394	200	200
Enforcement action: number of investigations initiated	194	60	128	60	60
Enforcement action: number of subpoenas issued	377	200	244	200	200
Commission Order: Number of Cease and Desist Orders	48	25	40	25	25
Commission Order: Fines- Number of Respondents	44	40	49	40	40
Commission Order: Restitution - Number of Respondents	42	30	37	30	30
Number of civil cases initiated	7	0	3	0	0
Number of indictments - True Bills	2	5	1	5	5
Number of civil proceedings closed	5	0	5	5	5
Number of civil proceedings open at year end	2	0	2	2	2
Total examinations under oath	16	30	14	30	30
Number of cases to hearing	6	2	5	2	2
Administrative Proceedings: Number Respondents	44	30	59	30	30
Number of administrative proceedings initiated	19	15	27	15	15
Civil Proceeding Initiated : Number of Defendants	11	0	4	0	0
Number Criminal Defendants - Indicted	2	0	1	1	1
Number of Criminal Restitution Orders	3	3	1	3	3
Number of Defendant Pleas and Convictions	2	5	3	5	5
Number of Investigations Closed	127	75	107	75	75
Number of Investigations Open at Year End	103	75	124	75	75
Number of Respondents: Commission Orders	48	40	50	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	797.6	787.2	1,627.2
Other Appropriated Funds	695.9	591.1	591.1
Other Non-Appropriated Funds	31.1	35.5	35.5
Total	1,524.5	1,413.8	2,253.8
FTE Positions	9.85	9.85	9.85

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Miles of railroad track inspected	5,897	4,000	2,591	3,100	3,100
Freight cars inspected	1,851	2,500	1,901	2,000	2,000
Locomotive units inspected	146	120	248	150	150
Operating practices inspections	56	150	139	150	150
Hazardous materials inspections	50	1,100	376	500	500
Grade crossing inspections	261	240	222	240	240
Industrial spur track inspections	221	150	221	150	150
Federal violations filed	5	20	30	20	20
Derailments	45	40	45	40	40
Number of grade crossing accidents	24	40	29	40	40

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other accidents	26	20	5	10	10
Grade crossing complaints	188	100	265	200	200
Other complaints	20	25	48	25	25
Operation Lifesaver presentations	5	4	3	4	4
HazMat Accidents/Incidents	17	30	7	15	15

Goal: To ensure rail/highway grade crossings safety.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Grade crossings improved	4	5	6	5	5
New Grade Crossings Installed	1	6	0	3	3
Signal & Train control inspections	63	50	43	50	50
Signal system components inspected	751	550	333	400	400

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	131.4	0.0	75.0
Other Non-Appropriated Funds	1,970.3	3,149.4	3,149.4
Total	2,101.7	3,149.4	3,224.4
FTE Positions	18.15	18.15	18.15

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Fines collected (in thousands)	89	40	227	40	40
Total intrastate inspections (major operator only)	425	200	617	200	200
Violations: Intrastate (major operators only) Prior years include master meter operators	68	50	136	50	50
Violations: Master Meter	1,356	1,000	1,131	1,000	1,000
Total master meter inspections	1,033	1,000	1,274	1,000	1,000
Total number of code compliance inspections	1,481	1,000	1,929	1,000	1,000
Total Underground Facilities Law violations written	109	50	376	50	50
Random Underground Facilities Law inspections	344	180	1,164	180	180
Seminars/Public awareness meetings held	30	20	26	20	20
Investigated incidents	267	200	267	200	200
Total number of Interstate pipeline safety violations	1	0	2	0	0
Total interstate inspections	23	15	38	15	15

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total intrastate violations corrected (major operators only) *Past years included Master Meter violations corrected	144	50	161	50	50
Major pipeline operators training classes held	0	0	0	1	0
Master Meter training classes held/persons attending	0	0	29/4	15/2	15/2
One Call training classes held/persons attending	0	0	26/7	25/2	25/2
Total master meter violations corrected	761	1,000	1,396	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Renewal of interstate agreement for gas and liquid	0	2	0	0	0

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Development/updating of training courses for staff	10	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 seven organizational sections: Administrative Services, Compliance, Consumer Services, Directors Office, Engineering, Finance & Regulatory Analysis and Telecom & Energy. The Utilities Division makes specific recommendations to the Commissioners to assist them in reaching decisions regarding public utility rates, financial condition and quality of service for approximately 500 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	6,799.1	7,117.0	8,027.0
Other Non-Appropriated Funds	34.1	0.0	0.0
Total	6,833.1	7,117.0	8,027.0
FTE Positions	59.00	62.00	62.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Utilities regulated	532	533	491	512	512
Rate cases completed	53	60	52	52	52
Tariff applications processed	166	151	194	180	180
Decisions with Compliance Items	0	0	221	225	225

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
CLEC applications filed	29	34	72	50	50
ILEC applications filed	53	28	21	37	37
CLEC Interconnection Agreements filed	20	34	10	15	15

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Certifications processed: CLECs	21	16	23	22	22
Certifications processed: ILEC	0	0	0	0	0
CLEC interconnection agreements processed	20	47	10	15	15
Total Telecom applications filed	102	96	93	98	98
Total Telecom applications processed	81	93	116	98	98

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Consumer complaints/requests submitted electronically	3,667	3,824	5,629	4,648	4,648

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of public awareness functions	36	26	38	32	32
Number of water workshops	4	2	3	3	3
Number of electric workshops	12	11	7	9	9

Program Summary

Legal

Thomas Van Flein, Chief Counsel
 Phone: (602) 791-0918
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,805.1	2,126.2	2,626.2
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	1,805.1	2,126.2	2,626.2
FTE Positions	13.00	15.00	15.00

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

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Education and training expenditures (\$)	6,824	7,200	17,614	7,200	7,200
Attorney legal education classes completed	22	20	8	20	20
Job-related education classes for attorneys	16	75	22	32	42
Classes completed: job-related education for support staff	5	20	7	20	20
Expenditures on advanced research tools	33,868	33,320	38,598	41,000	42,000
Legal Division Assists/Legal Opinion	0	0	50	60	70
Settlement work	0	0	60	70	80
Protective agreements	0	0	30	40	50
Utilities P&R Meetings	0	0	50	60	70
Utilities - Company meetings	0	0	25	35	45
Internal/Informal/Formal Education and Training	0	0	75	85	95
Statute and Rule revisions	0	0	65	75	85
Press release, office correspondence, OM notice review, edits and research	0	0	100	110	120
Case status review and planning sessions	0	0	80	90	100
Review draft decisions and make recommendations; review draft amendments; prepare for and advise Commissioners at open meetings and executive sessions	0	0	28	38	48

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Docketed matters handled	334	500	0	500	500
Administrative hearing days handled by the Legal Division	185	100	0	100	100
Orders to Show Cause prepared by the Legal Division	0	1	0	1	1
Formal complaints prepared by the Legal Division	1	1	0	1	1
Discovery/Data Requests/ Responses/ Oppositions prepared	93	300	69	300	300
Motions, Briefs, & other pleadings prepared	199	300	145	300	300

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Commission actions appealed to courts	7	3	2	3	3
Motions, briefs and other pleadings filed in courts	27	20	20	20	20

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Open/Special Open Meetings attended by Legal counsel	44	40	30	40	40
Line Siting hearing days attended by counsel	35	4	10	10	10
Commission Staff Meetings attended by counsel	16	20	20	20	20

Program Summary

Information Technology

Edward Block, CIO/IT Director

Phone: (602) 542-2560

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	4,272.9	4,820.2	5,120.2
Other Non-Appropriated Funds	(5.9)	0.0	0.0
Total	4,267.0	4,820.2	5,120.2
FTE Positions	24.00	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Businesses available via the internet (in thousands)	2,044	2,400	2,200	2,600	2,800
* - Includes entities that are not active, but not past their 6-year removal date.					
Number of dockets available via the internet (in thousands)	24.4	25.0	24.7	26.0	28.0
Number of internet-submitted electronic filings to the ACC (in thousands)	431.0	440.0	469.0	470.0	480.0

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of hits to agency intranet pages (in thousands of user sessions)	139.4	142.0	99.8	120.0	140.0
Percentage of staff using electronic document management integrated with business processes.	72	72	71	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Open Meetings	19	20	17	20	20
Hearings	185	150	206	200	200
Special Open Meetings	6	10	0	10	12
Staff Meetings	22	20	6	20	20
Workshops and Town Halls	13	10	6	10	10

Agency Summary

Department of Corrections

Ryan Thornell, Director
Phone: (602) 542-5225
A.R.S. § 41-1603

Mission:

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

Description:

The Arizona Department of Corrections, Rehabilitation, and Reentry is committed to enhancing public safety throughout Arizona. Our mission is rooted in the adoption of modern, effective correctional practices and fostering meaningful engagements within the community. With a vision that centers around "Reimagining Corrections," we aim to transform the traditional power and control mentality into one that prioritizes respect, rapport, and active engagement.

Guided by a set of principles that define our approach, we are dedicated to consistently delivering a perfect effort in all aspects of our work. Our commitment extends to the transformation of correctional practices, placing emphasis on the development of our staff to ensure meaningful performance and positive outcomes. We recognize the importance of responsiveness, effective communication, and responsible service to the public and population we serve.

In our pursuit of excellence, we strive to develop solutions that not only address immediate challenges but also promote systemic wellness. Our focus on transparency, accountability, and humanity underlines every initiative we undertake, ensuring that our actions align with the highest standards of ethical conduct.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Prison Operations and Services	1,494,902.5	1,631,735.5	1,658,630.7
Community Corrections	32,057.7	36,815.5	36,819.0
Administration	93,965.4	77,791.4	94,944.6
Total	1,620,925.6	1,746,342.4	1,790,394.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,418,456.6	1,537,433.4	1,581,485.3
Other Appropriated Funds	56,806.4	68,633.3	68,633.3
Other Non-Appropriated Funds	145,662.6	140,275.7	140,275.7
Total	1,620,925.6	1,746,342.4	1,790,394.3
FTE Positions	9,818.00	9,841.00	9,841.00

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

Statewide Vision: An Arizona for everyone

Agency Vision : Reimagining Corrections

Agency Mission: Our Mission is to enhance public safety across Arizona through modern, effective correctional practices and meaningful engagements.

Agency Description: The Arizona Department of Corrections, Rehabilitation, and Reentry is committed to enhancing public safety throughout Arizona. Our mission is rooted in the adoption of modern, effective correctional practices and fostering meaningful engagements within the community. With a vision that centers around "Reimagining Corrections," we aim to transform the traditional power and control mentality into one that prioritizes respect, rapport, and active engagement.

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In our pursuit of excellence, we strive to develop solutions that not only address immediate challenges but also promote systemic wellness. Our focus on transparency, accountability, and humanity underlines every initiative we undertake, ensuring that our actions align with the highest standards of ethical conduct.

Resource Assumptions: Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). Includes three years with actuals reflected for first year and approved for second and third year.

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>Total</u>
23	9,806		\$1,374,848.5	\$45,202.4	\$109,052.6	\$1,529,103.6
24	9,806		\$1,483,523.7	\$57,795.8	\$93,968.3	\$1,635,287.8
25	9,806		\$1,659,835.0	\$54,189.1	\$87,616.6	\$1,801,640.7

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) is embarking on a comprehensive strategy to achieve its goals, outlined in four key areas of focus. First to **Build a Meaningful Organizational Culture & Promote the Development of a Team**. ADCRR aims to foster a robust organizational culture through initiatives such as cross-division communication, staff training academies, and the implementation of a Staff Wellness Committee. The revamping of the Correctional Officer Training Academy (COTA) and the deployment of modern training methodologies underscore the commitment to professional development and staff well-being. Second ADCRR will **Create and Implement Optimal Population Management & Progression Strategies**. Within this Objective ADCRR is dedicated to enhancing population management strategies. This includes the creation of a Restrictive Housing Placement Program, strengthening Tribal Relations, and implementing recommendations from the Classification Workgroup. The agency is also focused on community engagement through volunteer partnerships, art therapy programs, and expanding correctional education initiatives. Thirdly they will **Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities**. ADCRR is committed to providing quality services and continuity of care. This involves the implementation of a modern risk and needs assessment, community reentry case management software, and the expansion of Veteran's services. Initiatives like the Community Mother and Child Bonding program and compliance with legal agreements demonstrate the agency's dedication to achieving positive outcomes for diverse populations. Finally **Achieve Modernization & Sustainability of Practices & Resources**. To modernize and ensure sustainability, the ADCRR plans to invest in aging infrastructure, practice fiscal responsibility, and assess security measures. The agency aims to pilot the use of tablets by correctional officers, strengthen security practices, and modernize safety strategies. Initiatives such as expanding Internet capabilities and evaluating recruitment strategies highlight a commitment to staying at the forefront of technology and resource management. Through these strategic goals and initiatives, the agency's comprehensive approach reflects a commitment to continuous improvement and the well-being of both staff and the populations it serves.

Recommendation:

Embedded

- Reduction of Recidivism
- Compliance with Court orders and mandates
- Affordable thriving economy
- Homelessness (not as an initiatives as of yet)

Postponed

-90 day inreach with AHCCCS

Department of Corrections, Rehabilitation and Reentry

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.	FY24	N/A	Our current correctional officer vacancy rate is 17.92% (1,061/5922), this impacts the day to day operations. Through conversation and research, it is apparent that factors beyond salary such as workplace environment, growth opportunities and the quality of training and leadership all play a important role in influencing our staffs tenure. ADCRR is committed to enhancing it organizational culture through focusing on recruitment, retention, and overall job satisfaction. Prioritizing staff development initiatives, fostering communications, and creating partnerships all while creating opportunities for continued development, and quality of work.
2	By June 2029, we will decrease the 3 year recidivism rates by 10%.	FY24	Public Safety, Border Security, and Corrections Reduce Recidivism	Our primary role in corrections is to help correct and rehabilitate those that come into our custody. Reducing recidivism is beyond preventing the return of an offender its implementing strategies and programs to help improve the quality of character and decisions our incarcerated population make in the future outside of our facilities. Efforts have been focused on advancing Optimal Population Management & Progression Strategies by expanding opportunities for proven preventative measures through increased accessibility to educational programs, developing and implementing adequate case management software system, and formalizing and expanding services and resource connections.
3	100% compliance with all court orders and mandates by June 2029.	FY24	Public Safety, Border Security, and Corrections Constitutional Compliance	We continue to make progress towards this objective by actively deploying Quality Service Delivery & Continuity of Care in Complexes & Communities. Specifically, efforts are focused on attaining and maintaining substantial compliance with court orders and mandates through ensuring the hiring of sufficient staffing, implementation of necessary healthcare services, and improving conditions of confinement.
4	By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of release.	FY24	Public Safety, Border Security, and Corrections Reduce Recidivism	We are continuing to make progress towards our goal, with a solid foundation established and promising results. ADCRR's Continued dedication and collaboration is key to achieving 100% connection to qualifying services for all eligible releasing inmates, ensuring a positive impact on the economy and the well-being of our communities.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1</p> <p>Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.</p>	<ul style="list-style-type: none"> Decrease vacancy rate for COII positions 5% by June 2025 	<ul style="list-style-type: none"> Staff Recruitment (Monthly Hiring) COII Regrettable Attrition Vacancy rate for COII positions Number of staff assaults Number of trainings offered to staff 	<ul style="list-style-type: none"> Build a meaningful organizational culture and promote the development of team <ul style="list-style-type: none"> Promote and demonstrate cross-division communications, planning, and teamwork Create and deploy Staff Training Academies and Agency Learning Cohorts to promote professional preparation and development Deploy the Staff Wellness Committee to implement strategies promoting staff safety, health, and work satisfaction Revamp the Correctional Officer Training Academy (COTA), ensuring new cadet training addresses the priorities and practices of ADCRR
<p>2</p> <p>By June 2029, we will decrease the 3 year recidivism rates by 10%.</p>	<ul style="list-style-type: none"> Reduce the number of active absconders 10% by June 2025 	<ul style="list-style-type: none"> One Year Recidivism Rates Three year Recidivism Rates Increase engagement in major programs and education Increase in the number of industry-recognized certificates Total active absconders % of those released to Community Reentry Homeless 	<ul style="list-style-type: none"> Create and Implement Optimal Population Management & Progression Strategies <ul style="list-style-type: none"> Implement a risk and needs assessment instrument Expand Pell-funded correctional education programs for broader accessibility Redeploy vocational training/career-technical education programs with partner schools and employers, using industry-recognized certification standards, to prepare for community reentry Develop and implement a community reentry case management software system <ul style="list-style-type: none"> Improve Community Reentry Officers Approach and Processes when communicating with vendors and offenders reducing those released homeless and increasing the communication with released offenders Formalize and expand Veteran’s services and resource connections
<p>3</p> <p>100% compliance with all court orders and mandates by June 2029.</p>	<ul style="list-style-type: none"> Increase the number of filled healthcare positions 10% by June 2025 	<ul style="list-style-type: none"> CHP Full time (FTE) and PRN Resource Pool Staffing Numbers % of active Medication assisted treatment % of Hep C Treatment received Reduction of total restrictive housing population Reduce length of stay in Restrictive housing 	<ul style="list-style-type: none"> Deploy Quality Service Delivery & Continuity of Care in Complexes & Communities <ul style="list-style-type: none"> Achieve substantial compliance towards Jensen v. Thornell <ul style="list-style-type: none"> Ensuring treatment requirements being addressed Maintain compliance with US DOJ's and ADCRR voluntary Agreement for Low Vision and Blind Services
<p>4</p> <p>By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of release</p>	<ul style="list-style-type: none"> Increase post-released job placement for those of Community Supervision 13% by June 2026 (Breakthrough) 	<ul style="list-style-type: none"> % of inmates released connected with Social Security Administration Employment rate post-release 	<ul style="list-style-type: none"> Further Expand Reach in program Conduct more resource fairs Partnering with DES (AZ@Works) and others organizations

Stakeholder Engagement Plan:

Internal:

Our engagement plan involves regular meeting with team members, managers and executive staff. There are progress meetings taking place, allowing all levels of stakeholders to communicate, support one another, and provide strategic direction. Some examples of this engagement include:

- Ongoing project steering committee meetings
- Monthly operation reviews
- Quarterly Roadmap updates
- Regular meetings with Agency division leadership

External:

Our external stakeholders are also involved in meetings this would include partners such as the plaintiffs, court monitors and judge, and vendors. Some examples of this engagement include:

- Regular communications with Plaintiffs and Court Monitors
- Oversight and compliance meetings with the Judge
- Monthly Operations reviews with Vendor

Communication Plan:

Internal:

Our Strategic plan will be communicated to the internally through various manners, some examples of this communication plan include:

- Webpage vision and mission page plan published <https://corrections.az.gov/2024-mission-and-vision>
- Directors Message regularly shared with team
- Virtual town halls
- Continued communication from our comms team to the field
- Regular visits to different locations to speak to staff
- Division leaders have established their own communication plans to their teams linking the connection between plan and daily work activities
- Operation reviews tailored to support

External:

Our communication plan for those external to the Agency through the means listed below:

- Webpage vision and mission page plan published <https://corrections.az.gov/2024-mission-and-vision>
- ADCRR leadership is actively engaging in public forums and conferences to share the vision, mission, and strategic plan
- Public announcements and press releases as necessary from our Media team

5 Year Plan

Issue: Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.

Description: Our current correctional officer vacancy rate is 17.92% (1,061/5922), this impacts the day to day operations. Through conversation and research, it is apparent that factors beyond salary such as workplace environment, growth opportunities and the quality of training and leadership all play a important role in influencing our staffs tenure.

Solutions:

ADCRR is committed to building a meaningful organizational culture and promoting the development of a team through focusing on recruitment, retention, and overall job satisfaction. Prioritizing staff development initiatives, fostering communications, and creating partnerships all while creating opportunities for continued development, and quality of work.

1 Improve the day to day operations by reducing vacancies 15% as of June 2029, through organizational cultural changes.

1.1 Decrease vacancy rate for COII positions 5% by June 2025

1.1.a Promote and demonstrate cross-division communications, planning, and teamwork

1.1.b Create and deploy Staff Training Academies and Agency Learning Cohorts to promote professional preparation and development

1.1.c Deploy the Staff Wellness Committee to implement strategies promoting staff safety, health, and work satisfaction

1.1.d Revamp the Correctional Officer Training Academy (COTA), ensuring new cadet training addresses the priorities and practices of ADCRR

Issue: By June 2029, we will decrease the 3 year recidivism rates by 10%.

Description: High recidivism rates perpetuate criminal activity, resulting in more victims and heightened fear within communities, which undermines public safety. Additionally, when individuals reoffend after release, it contributes to overcrowding in correctional facilities, straining resources, increasing the costs of rehabilitation programs, and placing ongoing pressure on staffing.

Solutions:

Our primary role in corrections is to help correct and rehabilitate those that come into our custody. Reducing recidivism is beyond preventing the return of an offender its implementing strategies and programs to help improve the quality of character and decisions our incarcerated population make in the future outside of our facilities. We will continue to create and Implement Optimal Population Management & Progression Strategies.

2 By June 2029, we will decrease the 3 year recidivism rates by 10%.

2.1 Reduce the number of active absconders 10% by June 2025

2.1.a Implement a risk and needs assessment instrument

2.1.b Expand Pell-funded correctional education programs for broader accessibility

2.1.c Redeploy vocational training/career-technical education programs with partner schools and employers, using industry-recognized certification standards, to prepare for community reentry

2.1.d Develop and implement a community reentry case management software system

2.1.e Improve Community Reentry Officers Approach and Processes when communicating with vendors and offenders reducing those released homeless and increasing the communication with released offenders

2.1.f Formalize and expand Veteran's services and resource connections

Issue: 100% compliance with all court orders and mandates by June 2029.

Solutions:

We will continue to make progress towards this objective by actively deploying Quality Service Delivery & Continuity of Care in Complexes & Communities. Specifically, efforts are focused on attaining and maintaining substantial compliance with court orders and mandates through ensuring the hiring of sufficient staffing, implementation of necessary healthcare services, and improving conditions of confinement.

3 100% compliance with all court orders and mandates by June 2029.

3.1 Increase the number of filled healthcare positions 10% by June 2025

3.1.a Achieve substantial compliance towards Jensen v. Thornell, ensuring treatment requirements being addressed

3.1.b Maintain compliance with US DOJ's and ADCRR voluntary Agreement for Low Vision and Blind Services

Issue: By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of

Solutions:

ADCRR's Continued dedication and collaboration is key to achieving 100% connection to qualifying services for all eligible releasing inmates, ensuring a positive impact on the economy and the well-being of our communities.

4 By June 2029, we will ensure 100% of eligible releasing inmates are connected with acceptable services within 30 days of release

4.1 Increase post-released job placement for those of Community Supervision 13% by June 2026

4.1.a Further Expand Reach in program

4.1.b Conduct more resource fairs

4.1.c Partnering with DES (AZ@Works) and others organizations

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	9,592.0	9,592.0	9,592.0
General Fund	1,568,837.0	1,568,837.0	1,568,837.0
Other Appropriated Funds	68,633.3	68,633.3	68,633.3
Non-Appropriated Funds	130,539.6	130,539.6	130,539.6
Federal Funds	6,049.4	6,049.4	6,049.4

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

Program Summary

Prison Operations and Services

Anna Black , Chief of Staff
 Phone: (602) 364-3738
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,320,740.8	1,440,640.4	1,467,535.6
Other Appropriated Funds	55,924.8	65,587.4	65,587.4
Other Non-Appropriated Funds	118,236.9	125,507.7	125,507.7
Total	1,494,902.5	1,631,735.5	1,658,630.7
FTE Positions	9,201.50	9,224.50	9,224.50

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

Goal: Decrease vacancy rate for COII positions 5% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Staff Recruitment (monthly hiring) Monthly average	0	0	128	0	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	594,518.9	583,070.6	587,549.6
Other Appropriated Funds	630.5	638.0	638.0
Other Non-Appropriated Funds	2,294.8	815.1	815.1
Total	597,444.1	584,523.7	589,002.7
FTE Positions	7,786.00	7,809.00	7,809.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Staff Assaulted per 1,000 inmates (Average Per Month)	1	0	1	0	0
Number of escapes of inmates from any location	1	0	0	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,463.5	10,394.9	10,569.9
Other Non-Appropriated Funds	0.1	0.1	0.1
Total	10,463.6	10,395.0	10,570.0
FTE Positions	110.00	110.00	110.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average annual Arizona State-Operated Prison compliance audit percent score	81.96%	93.00%	78.37%	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	134,399.7	114,285.3	136,526.5
Other Appropriated Funds	7,548.6	19,011.1	19,011.1
Other Non-Appropriated Funds	7,372.1	4,700.9	4,700.9
Total	149,320.4	137,997.3	160,238.5
FTE Positions	689.50	689.50	689.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average daily inmate population	33,773	34,893	34,561	3,540	36,212
Average daily rated bed surplus or (deficit)	5,404	4,106	5,161	3,584	3,087

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	16,681.3	9,570.7	9,570.7
Total	16,681.3	9,570.7	9,570.7
FTE Positions	52.00	52.00	52.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average annual Contracted Private Prison compliance audit percent score	91.17%	97.50%	82.57%	97.50%	97.50%

Subprogram Summary

Inmate Education, Treatment and Work Programs

Eric Stewart , Assistant Director of Education, Programs, and community Reentry

Phone: (602) 771-5705

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	24,656.6	40,013.9	40,013.9
Other Appropriated Funds	304.3	2,279.1	2,279.1
Other Non-Appropriated Funds	14,040.5	12,987.1	12,987.1
Total	39,001.3	55,280.1	55,280.1
FTE Positions	294.00	294.00	294.00

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

Goal: To maximize inmate participation in Department programming opportunities.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Inmate Program Completions (average per month)	1,000.00%	1,000.00%	1,139.00%	1,252.00%	1,252.00%

Subprogram Summary

Arizona Correctional Industries

Michael McCarville , Labor Operations Administrator

Phone: (602) 447-3129

A.R.S. § 41-1622

Mission:

Creating opportunities for offenders to develop marketable skills and good work habits through enterprises that produce quality products and services for our customers while achieving our revenue, profit and inmate work increase objectives.

Description:

Structured along the lines of a traditional private enterprise, ACI and related activities comprise five units. Administrative Services provides support for all administrative functions including all matters related to planning, personnel, legal affairs, and public information. ACI Business Development has Primary responsibility for the development and maintenance of Prison Industry/Private Sector or Governmental Partnerships. These ACI Partnerships provide for the use of inmate labor in the manufacture of goods and/or production of services. ACI Business Development also administers and manages the Partnership Programs by developing contracts and monitoring compliance with strict laws, rules, and regulations. Finance and Accounting is assigned specific responsibility for ACI's financial and support functions, including: accounting, information technology, purchasing, materials management, and cost and inventory control. Marketing, Sales and Customer Service has responsibility for the overall activities associated with generating business and providing customer service. It operates with a staff of six sales representatives and a customer service unit. Manufacturing Operations is divided into three geographic regions. Each Region Operations Manager is responsible for all ACI manufacturing and production facilities and activities located within their region. The Operations Administrator and Region Operations Managers work closely and in full partnership with Prison administrators and their institutional staff located throughout the state.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	44,520.8	46,738.7	46,738.7
Total	44,520.8	46,738.7	46,738.7
FTE Positions	221.00	221.00	221.00

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

Goal: Support the rehabilitation and successful reentry of inmates while providing economic benefits to the state and enhancing public safety

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of ACI incarcerated workers employed	0	0	1,628	0	0

Subprogram Summary

Inmate Health Care

Larry Gann, Assistant Director of Healthcare Services Division

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,283.8	8,744.9	8,744.9
Other Non-Appropriated Funds	412.3	0.0	0.0
Total	10,696.2	8,744.9	8,744.9
FTE Positions	49.00	49.00	49.00

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

Goal: Increase the number of filled healthcare positions 10% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of filled HC positions (CHP FTE and PRN resource pool)	0	0	1,206	0	0
Percent of active Medication-assisted treatment	0%	0%	93.00%	0%	0%
Restrictive Status housing (Max Custody) End of FY Total population	0	0	237	0	0
The average length of stay in Restrictive housing	0	0	111	0	0

Program Summary

Community Corrections

Eric Stewart, Assistant Director of Education, programs, and community reentry
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	20,294.5	25,574.7	25,578.2
Other Appropriated Funds	837.7	2,705.6	2,705.6
Other Non-Appropriated Funds	10,925.6	8,535.2	8,535.2
Total	32,057.7	36,815.5	36,819.0
FTE Positions	184.00	184.00	184.00

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

Goal: Reduce the number of active absconders 10% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of those released to Community Reentry Homeless	0%	0%	10.77%	0%	0%
One Year Recidivism	0%	0%	13.30%	0%	0%
Three Year Recidivism	0%	0%	19.00%	0%	0%
Total active absconders	0	0	987	0	0

Program Summary

Administration

Anna Black , Chief of Staff
 Phone: (602) 364-3738
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	77,421.4	71,218.3	88,371.5
Other Appropriated Funds	43.9	340.3	340.3
Other Non-Appropriated Funds	16,500.1	6,232.8	6,232.8
Total	93,965.4	77,791.4	94,944.6
FTE Positions	432.50	432.50	432.50

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

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Correctional Officer II regrettable attrition rate	72.82	65.00	72.82	75.00	75.00
Quantity of vacant Correctional Officer II positions	1,247	1,200	1,062	1,000	1,000

Agency Summary

Court of Appeals

Description:

The Court of Appeals has jurisdiction in all proceedings appealable from the Superior Court, except for criminal death penalty cases, which are automatically appealed to the Supreme Court. Division I also has statewide responsibility for reviewing appeals from the Arizona Corporation Commission, Industrial Commission, Department of Economic Security unemployment compensation rulings, and Arizona Tax Court. Division I convenes in Phoenix and encompasses the counties of Apache, Coconino, La Paz, Maricopa, Mohave, Navajo, Yavapai, and Yuma. Division II convenes in Tucson and encompasses the counties of Cochise, Gila, Graham, Greenlee, Pima, Pinal, and Santa Cruz.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Court of Appeals - Division I	16,209.5	16,018.3	16,923.8
Court of Appeals - Division II	8,498.2	8,389.1	8,785.9
Total	24,707.7	24,407.4	25,709.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	24,707.7	24,407.4	25,709.7
Total	24,707.7	24,407.4	25,709.7
FTE Positions	162.80	162.80	163.80

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Agency Management	588.5	742.2	742.2
Crime Victims	17,475.2	20,525.0	20,525.0
Statistical Analysis Center	497.1	772.4	5,472.2
Crime Control	13,180.4	16,259.6	16,259.6
Criminal Justice System Improvement	4,212.7	4,899.2	4,899.2
Total	35,954.0	43,198.4	47,898.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	14,427.9	4,600.0	9,299.8
Other Appropriated Funds	2,731.5	7,318.8	7,318.8
Other Non-Appropriated Funds	18,794.6	31,279.6	31,279.6
Total	35,954.0	43,198.4	47,898.2
FTE Positions	20.00	22.00	23.00

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	23.0	23.0	23.0
General Fund	4,600.0	4,600.0	4,600.0
Other Appropriated Funds	7,318.8	7,318.8	7,318.8
Non-Appropriated Funds	10,867.3	10,867.3	10,867.3
Federal Funds	12,912.3	12,912.3	12,912.3

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	588.5	742.2	742.2
Total	588.5	742.2	742.2
FTE Positions	4.00	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of agency legislative events	200	200	200	200	0
Dissemination of criminal justice related legislative information and materials through meetings, publications, reports, and direct personal contact	400	400	400	400	0
Number of criminal justice legislative liaison meetings coordinated	50	30	30	30	0
Obtain increased spending authority for the crime victim compensation program	4.2	4.2	4.2	4.2	0
Increase in compensation awards reported by Operational units	4.0	3.7	4.0	3.7	0
Increase in eligible benefits available to crime victims	3.7	3.7	3.7	3.7	0
Number of studies/reports completed and published	8	8	8	8	0
Number of public and media data requests processed - Anticipating decline because of data dashboard on website.	10	10	10	10	0
Number of legislative and policy-maker data requests processed	6	6	15	8	0
Number of public presentations by SAC staff.	8	5	10	8	0
Completion of annual report by due date.	1	1	5	1	0

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Determine funding based composite index as provided by Arizona Supreme Court	1	1	3	1	0
Percentage of appropriated funds distributed	100	100	100	100	0
Percentage of court fines distributed	100	100	100	100	0
Grants awarded to agencies for improvement of criminal justice/history records	15	15	0	15	0
Development and publication of criminal justice records improvement plan for the criminal justice system in Arizona, including evolutionary revisions to the plan	1	1	0	1	0

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Accurately acquire, monitor, and administer the available funds and related fund requirements for all programs and grants	100	100	100	100	0
Generate and execute contracts, working agreements and other routine fund distribution and expenditure functions	250	250	250	250	0
Audits from state and federal oversight entities and Commission generated compliance audits	65	70	70	70	0
Execute and distribute all required fiscal reports in an accurate and timely manner	100	100	100	100	0
Continuity of administration in the 15 counties	15	15	15	15	0
Percent of counties in which case reviews completed	90	90	100	90	0
Percent of cases reviewed showing no deficiencies	90	90	98	90	0
Percent of programs reviewed reflecting compliance with certified assurances and fiscal management practices	90	90	98	90	0
Conduct training of county and local agency participants in the administration of the program	10	10	100	10	0
Administer, monitor and evaluate program projects and required reports regarding the program	60	60	60	60	0
Grants identified, applications submitted and approved by funding authorities	9	10	10	12	0
Number of grant applications received from criminal justice agencies requesting grant funds for criminal justice system activities authorized by the Commission.	42	45	45	45	0
Number of grant applications evaluated and awarded to criminal justice agencies for criminal justice system activities authorized by the Commission.	42	45	0	45	0
Number of arrests made by grant-funded task forces	2,632	3,000	0	3,000	0
Convictions reported by grant-funded prosecution projects	11,509	13,500	0	13,500	0
Percent of requests for training/technical assistance received and filled	100	100	0	100	0

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
On-site monitoring visits conducted by Commission staff	10	10	0	10	0
Federal grantor agency conferences, workshops and planning sessions attended by Commission staff	20	2	0	20	0
Percent of complete, accurate reports submitted on or before due dates	100	100	0	100	0
Administer, monitor, and evaluate grant program projects and publish required reports regarding the program	44	44	0	44	0
Develop strategies and implement plans to effectively utilize funds and resources available to programs under the commission's authority	100	100	0	100	0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Organize, support and conduct meetings under the Commission responsibility to produce effective results	30	30	30	30	0
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	150	120	120	120	0
Applicants requesting funds	80	80	80	90	0
Grants awarded in a timely manner to victim services providers	15	20	30	20	0
Number of site visits completed	10	15	40	15	0
Program audits reflecting no deficiencies	10	10	20	10	0
Program single audits reflecting compliance with Administrative Rules	50	50	10	50	0
Develop strategies/plans and implement for federal and state resources allocated to commission authority in Arizona	3	3	3	3	0
Solicit grant applications and funding requests, evaluate requests, and allocate available resources to appropriate agencies and activities statewide	10	10	10	10	0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	0
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	0
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	0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Develop strategies and implement plans that effectively utilize funds and resources available to the Commission	100	100	100	100	0
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	0
Organize, support, and conduct all meetings under the Commission responsibility to produce effective results	100	100	100	100	0
Administer, monitor, and evaluate grant programs and projects under the commission's authority and publish required reports regarding the programs	180	180	180	180	0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent completion of statutory mandates regarding Commission duties, responsibilities and mandates	100	100	100	100	0
Number of federal grants	10	6	10	10	0
Number of reports	40	40	40	40	0

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:

Arizona State Schools for the Deaf and the Blind (ASDB) was founded in 1912. ASDB provides education and support services to over 2,000 children who are blind, visually impaired, deaf, hard of hearing, or deafblind, from birth to grade 12. ASDB operates two site-based campuses, three regional cooperatives, and a statewide distance itinerant program. ASDB also has a birth to age 5 Early Learning Program made of two components: The first component is the birth to age 3 program in which early childhood teachers go into the homes of infants and their caretakers. The second component includes the three preschools located at the Phoenix Day School for the Deaf, the Arizona School for the Deaf, and the Foundation for Blind Children.

ASDB is committed to excellence and innovation in (a) education for all Arizona children who are hard of hearing or deaf or have vision loss; (b) leadership and service; (c) collaboration with families, school districts, communities, and others; and (d) partnership with other agencies that will enable children who are hard of hearing or deaf or have vision loss to succeed now and in the future.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Phoenix Day School	14,404.9	14,943.0	17,241.0
Tucson Campus	14,744.0	15,394.4	15,634.3
Regional Cooperatives	15,876.0	20,835.0	20,835.0
Preschool/Outreach	9,875.6	9,305.9	10,904.5
Administration	13,177.4	9,695.5	9,695.5
Total	68,077.9	70,173.8	74,310.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	26,173.6	25,291.3	29,034.8
Other Appropriated Funds	29,973.9	35,138.9	35,531.9
Other Non-Appropriated Funds	11,930.3	9,743.6	9,743.6
Total	68,077.9	70,173.8	74,310.3
FTE Positions	424.23	512.66	512.66

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

5 Year Plan

Issue: Excellent Communication and Relationships

Description: Provide first rate customer service as measured by conducting annual surveys of constituents including students, staff, families, districts and charter schools, analyzing the data, reporting results and developing annual improvement strategies.

Build capacity with districts and charter schools by surveying special education directors.

Engage the community through the guiding principles by conducting analytics data collection on website and facebook usage.

Solutions:

An annual parent satisfaction survey will be conducted on their perception of the overall quality of the education and services that ASDB teachers and staff provide to their children enrolled in the (1) Early Learning Program; (2) Campus-Based Schools; and (3) Itinerant Services.

An annual employee survey will be conducted on: (1) the overall satisfaction of ASDB teachers and staff with their jobs; and (2) the overall satisfaction with the leadership of the Superintendent.

An annual special education directors' survey will be conducted on their perception of the overall quality of the education and services that ASDB teachers and staff provide to their students enrolled in the (1) Early Learning Program; (2) Campus-Based Schools; and (3) Itinerant Services.

An annual community stakeholder survey will be conducted on: (1) the overall satisfaction of ASDB community stakeholders with ASDB; and (2) the overall satisfaction with the leadership of the Superintendent.

Issue: Outstanding Student Development

Description: Ensure outstanding student development through early language acquisition and skill development, social and emotional learning and high academic achievement for all learners.

Develop strategies and measurements to ensure Early Language Acquisition for all ASDB students.

Documented growth in academic achievement by developing learners that are prepared to enter the workforce or College and Career Ready in the 21st century.

Improve social and emotional learning development by providing online resources, increasing proficiency on expanded core curriculum, and developing critical and creative thinking skills.

Solutions:

Participation in ODDACE: Outcomes and Developmental Data Assistance Center for EHDI Programs, out of University of Colorado Boulder and funded by the CDC, allows for comparisons of student progress nationally. Teachers and therapists will receive 4 – 6 hours of training in administration of the assessments, at no cost to the agency, from UC Boulder. ASDB ELP will receive annual accountability reports summarizing the outcomes of children enrolled in the program.

An annual parent satisfaction survey will be conducted on their perception of the overall quality of the education and services that ASDB teachers and staff provide to their children enrolled in the Early Learning Program.

An annual survey will be conducted on graduates one year after graduation on their status of employment, enrollment in post-secondary education, or doing neither.

The CTE data will be calculated by documenting the number of students enrolled, the number of students who complete, the number who earn a certificate and the number involved in work experience.

Students will be surveyed on their feelings about academic opportunities, relationships with staff and other students, safety, culture and climate.

Issue: Superb Organizational Culture

Description: Ensure a superb organizational culture through advancing a climate of continuous improvement, modeling service leadership and staff diversity.

Advancing a climate of continuous improvement by aligning Professional Development (PD) needs, opportunities, attendance, PD evaluations and Staff performance evaluation

Model servitude leadership by creating more leadership opportunities and increased agency communication

Diversity in staff serving our students by increasing the percentage of staff who match the ethnicity, cultural, and abilities of the student population.

Solutions:

Develop and implement a system to capture all professional development for staff members, which include frequency, effectiveness, implementation and costs.

Develop a survey to capture how the staff perceives how the agency is promoting continuous improvement to determine where as an agency we need to make decisions and suggestions for improvement.

Create a program to increase leadership skills, create a means to communicate the strategic plan, develop a process for staff and students to share obstacles they find on campus that disrupts their learning.

Identify “grow your own” opportunities among the student population and post school outcomes. Identifying ways for diverse staff to increase pathways for creating a more diverse and welcoming experience/culture at ASDB.

Issue: Effective Resource Management

Description: Provide the highest-quality education for our students by examining resource management through optimizing human resources, effectively managing capital resources, identifying technology improvements and integration, and maximizing financial resources.

Optimizing human resources by hiring the most qualified people for all positions.

Effectively manage capital resources to ensure that the facilities and fleet meet the educational and fiscal objectives.

Identify technology improvements and integration by training all staff members.

Based on data, maximize financial resources to improve student learning and meet the current and future needs of the agency’s priorities while remaining fiscally responsible.

Solutions:

Hire passionate, innovative and qualified individuals who aspire to assist our students to achieve their full potential, celebrates student success in a welcoming, safe, creating a valued and supportive learning environment for students and staff.

Implement evidence-based practice and formulas that LeCroy & Milligan Associates (LMA) have developed through their workforce analysis when considering staffing of current or future vacancies for more efficient staffing decisions, including staffing versus contracting.

Develop a master facility plan to establish a framework for orderly growth/consolidation and development of capital improvements on ASDB campuses and leased space. It should be responsive to ASDB's current and projected needs and sufficiently flexible to accommodate changes that can be expected to occur. Utilizing the agency strategic plan, the master facilities plan will align the agency's campuses and leased space to meet the programmatic requirements agency-wide.

Utilize the State of Arizona Fleet Council standards to ensure that it is properly utilized (right sized), maintained (preventative maintenance) and well conditioned (age and 10 point system).

Identify technology training needs and facilitate learning and improve performance by creating, using and managing appropriate technological processes and resources.

Enrollment is the basis for planning and decisions related to staffing levels and funding needs. By program, identify the total number of day and residential students enrolled at ASDB.

The number of enrolled students by disability type is a critical factor in planning programs, allocating staff and fiscal resources, and modifying facilities. Identify the total percent of students with multiple disabilities during the school year.

Analyze classroom and non-classroom spending by identifying the percentage of every dollar spent to determine the allocation of fiscal resources.

Identify the average cost per student by program to assist in long-range planning.

Maximize financial resources to improve student learning and meet the current and future needs of the agency's priorities while remaining fiscally responsible.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	562.2	562.2	562.2
General Fund	29,470.3	29,912.4	30,361.1
Other Appropriated Funds	35,894.4	36,432.8	36,979.3
Non-Appropriated Funds	5,731.2	5,817.2	5,904.4
Federal Funds	4,158.6	4,220.9	4,284.2

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,913.1	6,363.2	8,603.8
Other Appropriated Funds	6,532.5	6,143.6	6,201.0
Other Non-Appropriated Funds	2,959.3	2,436.2	2,436.2
Total	14,404.9	14,943.0	17,241.0
FTE Positions	72.22	95.73	95.73

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts.	94	96	89	94	94

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of students who enroll in CTE programs and complete the program in its entirety.	88	73	50	18	60

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.0	8.5	8.0	8.3	8.3

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,504.1	6,849.6	7,089.5
Other Appropriated Funds	4,383.8	5,790.9	5,790.9
Other Non-Appropriated Funds	2,856.1	2,753.9	2,753.9
Total	14,744.0	15,394.4	15,634.3
FTE Positions	100.04	131.24	131.24

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Individualized Education Program (IEP) or Individualized Family Service Plan (IFSP) with participation of the representatives from school districts	94	96	85	92	92

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	100	100	33	0	75

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.0	8.8	8.0	8.3	8.3

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	14,622.8	19,524.8	19,524.8
Other Non-Appropriated Funds	1,253.2	1,310.2	1,310.2
Total	15,876.0	20,835.0	20,835.0
FTE Positions	110.19	125.07	125.07

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.0	8.1	8.0	8.0	8.0

Goal: To ensure school districts are satisfied with the services ASDB provides to their students

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	7.0	7.1	8.0	8.0	8.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,638.3	3,982.8	5,245.8
Other Appropriated Funds	4,434.8	3,679.6	4,015.2
Other Non-Appropriated Funds	1,802.5	1,643.5	1,643.5
Total	9,875.6	9,305.9	10,904.5
FTE Positions	40.56	45.35	45.35

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Goal is to conduct an average of 180 minutes of service per family per month.	78	80	75	75	75

*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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	9.2	9.1	0	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,118.1	8,095.7	8,095.7
Other Non-Appropriated Funds	3,059.3	1,599.8	1,599.8
Total	13,177.4	9,695.5	9,695.5
FTE Positions	101.22	115.27	115.27

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average satisfaction level on a 1-10 Scale is 9.0 or higher.	8.3	8.6	8.0	8.4	8.4

Goal: To maintain a campus (ASD, ASB, and PDSB) student graduation rate of 75% or higher.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average campus (ASD, ASB, and PDSB) student graduation rate.	94.0	92.0	93.0	90.0	90.0

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
This measures what percentage of students who enroll in CTE programs complete the program in its entirety.	91.0	79.0	40.0	10.0	75.0

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) supports Deaf, Hard of Hearing, DeafBlind, and Combined Vision and Hearing Loss (CVHL) individuals and their communities across Arizona, by providing vital resources, services, and education to enhance their communication access and quality of life, in addition to being a statutory licensing body for interpreters, provider of telecommunications relay services, per Federal Communications Commission mandate, as well as telecommunications equipment distribution, ACDHH makes recommendations to the legislature per ARS § 36-1941.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Council Activities	3,366.8	5,047.8	5,797.8
Total	3,366.8	5,047.8	5,797.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,366.8	5,047.8	5,797.8
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	3,366.8	5,047.8	5,797.8
FTE Positions	21.00	21.00	21.00

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

5 Year Plan

Issue: 1

Description: Enhance inclusive and accessible information, education, and training for Deaf, Hard of Hearing, DeafBlind, and CVHL individuals and their communities, including Hispanic and Native populations, increasing resource reach and usability by 50% by June 30, 2029.

Issue: 2

Description: Increase awareness and usage of comprehensive support services for Arizona's Deaf, Hard of Hearing, DeafBlind, and CVHL communities, including enhancement of services for DeafBlind and older adults, by 50% by June 30, 2029.

Issue: 3

Description: Implement targeted professional development resources, including mentorship opportunities for novice interpreters and professional development for current interpreters, by 30%, to enhance the skills and qualifications of ASL interpreters in Arizona by June 30, 2029.

Issue: 4

Description: Increase knowledge of technological advancements, communication access, and access to emergency services and safety, including telecommunications relay services, assistive technology, safety devices, and hearing healthcare by 50% by June 30, 2029.

Issue: 5

Description: Make at minimum three recommendations to the legislature and/or stakeholders regarding changes, statutory or otherwise to develop and support statewide newborn child hearing loss screening programs and update assessment standards that optimize the language acquisition and literacy for children who are Deaf, Hard of Hearing, DeafBlind or have CVHL and their families, by June 30, 2029.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	21.0	21.0	21.0
Other Appropriated Funds	3,638.2	4,826.6	5,047.8

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,366.8	5,047.8	5,797.8
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	3,366.8	5,047.8	5,797.8
FTE Positions	21.00	21.00	21.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of website content updated	13	33	20	53	47
New online technology implemented	0	0	0	50	50
Number of focus groups conducted	0	1	0	1	1
Number of unique pageviews	75,052	100,000	83,577	100,000	150,000
Number of users	30,246	50,000	25,662	40,000	60,000
Percent of bounce rate	62	60	39	60	50
Number of YouTube channel views	10,774	15,000	10,735	15,000	15,000
Number of subscribers	533	570	2,130	2,000	2,200
Conduct survey to measure consumer satisfaction of accessibility of audio/visual content	0	85	0	85	100

Goal: To increase awareness related to ACDHH programs and services and expand programs related to youth and families

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Program criteria developed	0	20	0	20	50
Percent of training curriculum developed by July 1, 2024	0	20	0	20	50
Number of recruitment efforts made to Amabassador program via digital media and in-person (STARTS in FY24)	0	0	0	5	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	87	75	45	60	60
Number of impressions made via events/engagements	2,238,487	200,000	45	60	60
Number of contacts made to Hearing Healthcare Program	7,335	7,500	2,144	2,500	2,500
Number of outreach events related to AzRS and AZTEDP	5	10	3	10	10

Goal: To expand public policy and advocacy efforts related to communication access in public and private sectors

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of policy-related forums/meetings regarding and with public/private entities	20	20	15	20	25
Number of Oral or written comments/response for rule making, ect.	5	5	5	5	5
Number of advocacy/consults with public/private entities regarding effective communication	1,581	3,000	685	1,000	1,000
Number of trainings provided	2,147	200	194	250	250
Number of policy updates issued	0	15	1	5	5
Number of policy subscribers	202	225	395	300	300
Number of contacts made related to HHAP for hearing aid resources	1,326	1,795	1,884	1,795	1,795
Number of hearing aids disctributed to low income Arizonans through ACDHH contractual agreements	41	50	47	50	60

Goal: To expand educational opportunities, supporting both online course and in-person program development for members, interpreters, and stakeholders

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Research and test online learning platform	0	50	15	50	50
Development of online curriculum and materials	0	100	0	35	65
Number of trainings provided	2	2	0	2	4
Number of general licensed interpreters	866	700	917	900	900
Average number of calendar days from receipt of complaint about licensed interpreter to resolution	112	160	190	190	190
Number of complaints about certified/licensed interpreters	8	5	25	10	10

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of events for interpreter outreach campaigns	0	2	0	2	4
Number of licensed legal interpreters	72	75	74	75	75
Number of provisional interpreters	60	60	56	60	60
Design Professional Development Draft Plan	15	65	0	20	0
Implement Professional Development Plan	5	50	0	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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			
FTE Positions			

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of telecommunications relay service calls completed without a complaint	98.27	99.50	97.79	99.50	99.50
Annual call minutes for the telecommunications relay service	83,732.00	100,000.00	46,463.00	45,000.00	45,000.00

Goal: To administer voucher system of the Telecommunications Equipment Distribution Program.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of equipment distributed to consumers	213	300	124	200	200
Percent of customer satisfaction with equipment distribution voucher program	94.00	95.00	98.75	95.00	95.00
Number of demonstrations performed	17	25	33	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of consumers referred to resources	192	250	141	200	200
The development of outreach materials promoting the Hearing Healthcare Program	0	33	10	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	1,881.9	2,129.8	2,524.4
Total	1,881.9	2,129.8	2,524.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,881.9	2,129.8	2,524.4
Total	1,881.9	2,129.8	2,524.4
FTE Positions	13.00	13.00	16.00

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

5 Year Plan

Issue: Improve Employee Efficiencies with Technology

Description: Employees are more efficient when they have access to relevant and up-to-date technology. This access to relevant and current technology is also beneficial to the Board’s licensees and the public who it serves. The impact of an online, automated renewal application is significant and will allow dentists, dental therapists, dental hygienists and denturists to renew their license online 24 hours a day, seven days a week and will increase licensing time frames and overall efficiency.

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.

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 during any legislative session, the Agency must be prepared to make database modifications as amendments are passed.

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. A full-time equivalent Systems Administrator is essential for the Agency to make improvements in technology.

Strategy 4

In FY25, the Agency hopes to have all licensee and compliance files digitized and stored in cloud technology. This will allow staff to work in a paperless environment.

Issue: Agency Website Continue Updating Online Forms

Description: The Agency would like to continue to be paperless and more efficient through fillable forms.

Solutions:

Strategy 1

The agency will transition from paper forms to online fillable forms for all required documents by FY2026. This will not require any addition allocation of resources. The agency will use current staff knowledge to build the required forms.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	16.0	16.0	16.0
Other Appropriated Funds	2,400.0	2,400.0	2,400.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average calendar days to renew a license (from receipt of application to issuance)	21	60	25	60	60
Average number of calendar days from receipt of complaint to resolution of complaint	165	180	258	180	180
Average number of days to issue a universal recognition license	36	30	29	30	25
Number of licenses and business entities issued:	698	750	772	750	800
Number of licenses renewed:	3,573	3,673	3,573	3,673	3,673
Total number of complaints received annually	458	465	539	465	575
Total number of investigations conducted	458	500	466	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of compliance cases opened	458	465	494	465	550
Number of compliance cases that resulted in discipline	23	30	20	30	20
Number of compliance cases that resulted in non-disciplinary orders of letters of	26	30	89	30	89
Number of revocations / surrenders and suspensions	7	7	5	7	5

Goal: To become more efficient with fillable applications / forms and /or online submissions.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of forms on the Board's website that are fillable and/or submittable.	95	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
First Things First	227,481.5	153,962.2	137,871.0
Total	227,481.5	153,962.2	137,871.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	227,481.5	153,962.2	137,871.0
Total	227,481.5	153,962.2	137,871.0
FTE Positions	142.75	145.30	145.30

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:
- Prioritizing high risk and vulnerable populations across the health, education and family serving sectors;
 - Aligning policies and increasing coordination to reduce duplication across health, education and family support; and
 - Continuing focused efforts in improving quality early care and education, improving early language and literacy outcomes, strengthening and expanding professional development, strengthening the comprehensive early intervention system, and alignment with AHCCCS.
 - Continue to align and support the intersection of the early childhood system with k-3 education including emphasis on developmentally effective and appropriate practice; leveraging and alignment of resources; and professional development.
 - Convene state and system partners to address barriers to availability and access to quality services, particularly in rural and tribal areas.
 - Continue to develop and strengthen relationships with local governments and tribes and nations to support new and expand early childhood opportunities.

B. Early Childhood System

- Identify and establish philanthropic, federal, state and tribal partnership and investment opportunities that support and advance the early childhood system.
- Actively prospect, cultivate and steward strategic relationships with national and state foundations, individual/major donors and corporations to invite and secure private philanthropic investments to support established priorities.
- Continue to develop FTFÖs system to search, vet and pursue both public and private grant opportunities.
- Continue to cultivate and identify partnerships with federal agencies and programs.

C. Early Childhood System Data and Evaluation

- Continue to enhance data to inform FTF strategy impact/outcomes that will link to the Integrated Data System.
- Plan and conduct studies, based on 2018-2022 FTF Research and Evaluation Plan, which will evaluate the impact of FTF-funded work that will inform Early Childhood System work.
- Coordinate with system partners on the development and implementation of an Integrated Data System by:
 - Coordinating with system partners to standardize definitions, map, share, and access data indicators to understand impact. OData should inform child outcomes and system progress.
 - Focusing on shared accountability among system partners on quality and integrity of data.
 - 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.
 - 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.
 - Continue coordination with system partners to support implementation of common measure of school readiness.
- 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 childrenÖs school readiness.
- Demonstrate success with a small scale project at community level that evaluates how individual and collective work of early childhood system partners is impacting young childrenÖs 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.

- 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.

Solutions:

A. Building Public Awareness and Support

- a. Increase the engagement of diverse constituents across Arizona who act in support of building an effective early childhood system.
- b. Ensure consistent public messaging about early childhood and increase the presence of consistent early childhood strategic messaging across broad communications channels throughout the state.
- c. Engage parents and caregivers of young children with relevant, credible and appealing content through digital communications channels.
- d. Highlight the impact of FTF funded programs on young children and their families.
- e. Expand the profile and recognition of First Things First as a leader in early childhood policy and practice.
- f. Leverage opportunities to increase understanding of early childhood's impact on a broad range of topics among state, federal, tribal and local policymakers.
- g. Build recognition of First Things First strategies as synonymous with improving outcomes in early childhood.

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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	145.0	145.0	145.0
Non-Appropriated Funds	134,350.0	112,660.0	112,660.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollars (in millions) awarded in support of direct program delivery	164.0	164.0	188.9	125.0	125.0
Number of awards made	187	132	151	152	152
Number of Board service program goal areas funded	7	7	7	7	7

Goal: To increase public awareness of, and support for early childhood investment.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollars (in millions) spent on Communications	2.5	3.2	3.5	4.0	4.0
% of regions participating in a coordinated communications strategy	87	85	89	85	85
% of Arizonans who see Early Education as important and % who see K-12 important.	77	78	78	78	78

Goal: To achieve high level of integration, coordination and collaboration with early childhood partners and stakeholders.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollars (in millions) spent on evaluation and Needs & Assets	2.6	4.4	3.6	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Staff Vacancy Rate (%)	14.0	10.0	2.0	10.0	10.0
Staff External Turnover Rate (%)	10	8	8	8	8
Staff External Voluntary Turnover Rate (%)	10	8	8	8	8
% of regional councils with dedicated staff	100	100	100	100	100
% of female (vs. male) employees	90	90	85	90	90
% of minority employees	48	50	50	50	50

Goal: To be fiscally accountable to the citizens of Arizona

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Major Deficiencies in the Annual Audit	0	0	0	0	0

Agency Summary

Economic Opportunity

Carlos Contreras , Director
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:

The Arizona Office of Economic Opportunity (OEO) coordinates workforce development strategy and evaluation, monitors the state's tax and regulatory competitiveness, and produces labor market, economic and demographic research and analysis. OEO is also home to the Arizona Finance Authority, which offers innovative, responsible, and sustainable financing solutions for public and private borrowers.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Economic Opportunity	17,986.4	19,804.9	20,235.4
Arizona Finance Authority	327.5	1,500.0	1,500.0
Total	18,314.0	21,304.9	21,735.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,519.6	507.1	937.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	12,794.3	20,797.8	20,797.8
Total	18,314.0	21,304.9	21,735.4
FTE Positions	43.00	41.00	41.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : All Arizonans have access to economic opportunities.

Agency Mission: Strengthens Arizona’s workforce and economy.

Agency Description: The Arizona Office of Economic Opportunity (OEO) coordinates workforce development strategy and evaluation, monitors the state's tax and regulatory competitiveness, and produces labor market, economic and demographic research and analysis. OEO is also home to the Arizona Finance Authority, which offers innovative, responsible, and sustainable financing solutions for public and private borrowers.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding Types:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	5		\$514,700	\$0	\$8,530,200	\$3,050,500	\$12,095,400
24	5		\$2,523,300	\$0	\$6,626,600	\$7,413,900	\$16,563,800
25	5		\$3,502,300	\$0	\$6,626,600	\$7,413,900	\$17,542,800

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Arizona Office of Economic Opportunity (OEO) identified the following five outcomes as integral to the Agency’s mission to coordinate workforce development, monitor tax and regulatory competitiveness and produce labor market, economic, and demographic research and analysis. These outcomes serve to sustain a rapidly growing economy with a sustained and supported workforce:

1. Increase the number of apprentices in indemand industries by 20% by June 2029.
2. Connect 450 microbusinesses to \$4.5 million in loans by June 2029.
3. Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.
4. Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation reports by 2029.
5. Develop a minimum of two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.

Breakthrough Project:

The OEO has identified the following outcome as our Breakthrough Project for 2024 - *Create a multi-year strategy for a training resource initiative drawing upon insights from the recent "High-Impact Training (HIT) Programs Report," including identification of funding.*

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase the number of apprentices in in-demand industries by 20% by June 2029.	FY25	Affordable and Thriving Economy	Arizona can address the growing need for workers in sectors with a high need for workers such as construction and trades, by expanding Registered Apprenticeship Programs, which offer a proven pathway to high-paying jobs through an earn-as-you-learn structure.
2	Connect 450 micro-businesses to \$4.5 million in loans by June 2029.	FY25	Affordable and Thriving Economy	Access to capital is limited for Arizona's 85,000 microbusinesses and microloans can stimulate economic growth and make an impact on local communities.
3	Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.	FY25	Affordable and Thriving Economy	Arizona has an Eligible Training Provider List (ETPL) for adults and dislocated workers that does not yet have a methodology to measure training effectiveness using quality metrics such as completion rates and wage gains over time.
4	Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation reports by 2029.	FY25	Affordable and Thriving Economy	Arizona needs to enhance its workforce evaluation system by integrating key data elements from relevant agencies to support data-driven policy and funding decisions that promote quality jobs and long-term impact
5	Develop a minimum of two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.	FY25	Affordable and Thriving Economy	Arizona's communities face several barriers to accessing low -cost capital and technical assistance for many types of projects such as public infrastructure, affordable housing, and clean energy.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1) Increase the number of apprentices in indemand industries by 20% by June 2029.</p> <p>2) Connect 450 micro-businesses to \$4.5 million in loans by June 2029.</p> <p>3) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.</p>	<p>1.1) Increase the number of construction/trades apprentices from 4K to 6K by end of 2025.</p> <p>1.2) Develop two new Registered Apprenticeship Programs (RAPs) by the end of June 2025.</p> <p>2.1) Issue \$5M in grants funds to a network of lending partners covering at least 5 counties by June 2025.</p> <p>2.2) Close 50 loans by June 2025.</p> <p>3.1) Create a multi-year strategy for a high-impact training initiative (including identification of funding) by June 2025. BREAKTHROUGH</p> <p>3.2) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by 5% by June 2025.</p>	<p>1.1) Number of construction/building trades and other in-demand industry apprentices.</p> <p>1.2) Number of Registered Apprentice Programs initiated/funded with help from OEO.</p> <p>2.1) Total funds granted and list of lending partners by geographic area.</p> <p>2.2) Number of micro-business loans.</p> <p>3.1) % of Multi-year Strategy milestones complete</p> <p>3.2) % of individual enrolled in high-impact job programs.</p>	<p>1.1.a). Implement BuildItAZ Apprenticeship initiative including capacity grant awards, targeted outreach campaign, and policy improvements.</p> <p>1.2.a) Establish a workforce grants office to fund work-based learning/apprenticeships.</p> <p>2.1.a) Complete grant solicitation process(es) and disperse funding to eligible entities across state.</p> <p>2.2.a) Track and monitor loan activity per grant agreements with lending partners.</p> <p>3.1.a.) Work with the Governor's Workforce Arizona Council to adopt the high impact training initiative as a key priority.</p> <p>3.1.b)Secure the Governor's Workforce AZ Council adoption the High Impact Training Initiative (based on as a strategic priority.</p> <p>3.2.b) Increase providers' access to, participation in, and completion rates of training programs with a proven track record of success.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4) Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation and labor market reports by 2029.	4.1) Publish three workforce evaluation reports and a demographic report by June 2025.	4.1) Number of reports published	4a) Establish two new data sharing agreements with external state agencies. 4b) Develop and implement comms/stakeholder engagement strategy to maximize reports reach. 4c) Pursue grants and a pay-as-you-go model for workforce and educational evaluation data system.
5) Develop two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.	5.1) Relaunch the Greater Arizona Development Authority (GADA) and close one financial assistance round by June 2025.	5.1) Verification of program launch/existence. 5.2) Funds invested, financings/closings.	5a) Develop and implement comms/stakeholder plan to connect rural borrowers to GADA. 5b) Execute first round of GADA technical assistance funding to rural borrowers.

Stakeholder Engagement Plan (Summary):

Internal: OEO’s internal stakeholder plan aims to foster strong communication, collaboration, and alignment amongst our staff. By ensuring that all team members are informed, engaged, and empowered, we enhance organizational cohesion and effectiveness in achieving our goals. We bring this plan to fruition through ongoing information sharing, alignment to the Governor’s priorities, agency mission and annual objectives, as well as inviting feedback and input and creating a collaborative environment.

External: OEO’s work can only be successful through engagement with various stakeholders. To be successful with the FY 24-25 objectives, OEO plans to prepare objective-specific external stakeholder plans that clearly identify key stakeholders, engage with those organizations and individuals, and deploy communications to those stakeholders with clear calls for action. OEO seeks to collate the program-specific stakeholder engagement strategies and create cross-cutting strategies that further all the agency outcomes and objectives, where possible. This will help the agency and its employees speak with one-voice and cross-promote key programs. Additionally, the work with stakeholders also encompasses the Governor’s Arizona Workforce Council and the Arizona Finance Authority.

Communication Plan (Summary):

Internal: OEO works to foster two-way communication with employees and to ensure team members feel connected to the mission, outcomes and objectives of the agency. Weekly the CEO prepares a report out of major accomplishments and events as well as relevant mission news clips to stay connected with the staff. The CEO also hosts monthly all hands meetings to provide strategic agency wide updates, share and celebrate about accomplishments, bring external speakers or trainers, to have managers present on team initiatives or projects, and preview the priorities and events in the month ahead. Moving into FY 24-25, the CEO has appointed an a leader to organize employee engagement efforts that will support more employee empowerment, communication, recognition, and team unity.

External: A majority of agency outcomes, objectives and initiatives require strategic communications with key partners across state agencies, local workforce boards, the state workforce system, industry partners, community colleges, and state and local elected officials, and more. OEO will use its knowledge of its stakeholders and key audiences to plan and deploy a variety of communication tools including a strategic communications plan for key objectives to include tactics such as convenings, the Arizona Workforce Summit, a statewide labor market and demographic conference. Plus, we will also deploy and use tools such as e-blasts, the agency website, campaign landing pages, and microsites, social media platforms, and press releases to reach stakeholders effectively. Additionally, communications plan span the responsibilities and initiatives of the Governor’s Arizona Workforce Council and the Arizona Finance Authority.

5 Year Plan

Issue: Increasing Apprenticeships

Description: Arizona can address the growing need for workers in sectors with a high need for workers such as construction and trades, by expanding Registered Apprenticeship Programs, which offer a proven pathway to high-paying jobs through an earn-as-you-learn structure.

Solutions:

1) Increase the number of apprentices in indemand industries by 20% by June 2029.

1.1) Increase the number of construction/trades apprentices from 4K to 6K by end of 2025.

1.1.a.) Implement BuildItAZ Apprenticeship initiative including capacity grant awards, targeted outreach campaign, and policy improvements.

1.2) Develop two new Registered Apprenticeship Programs (RAPs) by the end of June 2025.

1.2.a) Establish a workforce grants office to fund work-based learning/apprenticeships.

Issue: Connecting Microbusinesses to Capital

Description: Access to capital is limited for Arizona's 85,000 microbusinesses and microloans can stimulate economic growth and make an impact on local communities.

Solutions:

2) Connect 450 micro- businesses to \$4.5 million in loans by June 2029.

2.1) Issue \$5M in grants funds to a network of lending partners covering at least 5 counties by June 2025.

2.1.a) Complete grant solicitation process(es) and disperse funding to eligible entities across state.

2.2) Close 50 loans by June 2025.

2.2.a) Track and monitor loan activity per grant agreements with lending partners.

Issue: Quality Jobs

Description: Arizona has an Eligible Training Provider List (ETPL) for adults and dislocated workers that does not yet have a methodology to measure training effectiveness using quality metrics such as completion rates and wage gains over time.

Solutions:

3) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.

3.1) Create a multi-year strategy for a high-impact training initiative (including identification of funding) by June 2025. (Breakthrough Project)

3.1.a.) Work with the Governor's Workforce Arizona Council to adopt the high impact training initiative as a key priority.

3.1.b) Secure the Governor's Workforce AZ Council adoption the High Impact Training Initiative (based on as a strategic priority

3.2) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by 5% by June 2025.

3.2.b) Increase providers' access to, participation in, and completion rates of training programs with a proven track record of success.

Issue: Evaluating the Effectiveness of Arizona Workforce System

Description: Arizona needs to enhance its workforce evaluation system by integrating key data elements from relevant agencies to support data-driven policy and funding decisions that promote quality jobs and long-term impact.

Solutions:

4) Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation and labor market reports by 2029.

4.1) Publish three workforce evaluation reports and a demographic report by June 2025.

- 4.1.a) Establish two new data sharing agreements with external state agencies.
- 4.1.b) Develop and implement comms/stakeholder engagement strategy to maximize reports reach.
- 4.1.c) Pursue grants and a pay-as-you-go model for workforce and educational evaluation data system.

Issue: Development of AFA Finance Programs

Description: Arizona’s communities face several barriers to accessing low -cost capital and technical assistance for many types of projects such as public infrastructure, affordable housing, and clean energy.

Solutions:

- 5) Develop two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.
 - 5.1) Relaunch the Greater Arizona Development Authority (GADA) and close one financial assistance round by June 2025.
 - 5.1.a) Develop and implement comms/stakeholder plan to connect rural borrowers to GADA.
 - 5.1.b) Execute first round of GADA technical assistance funding to rural borrowers.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	45.0	45.0	45.0
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,519.7	507.1	937.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	12,466.7	19,297.8	19,297.8
Total	17,986.4	19,804.9	20,235.4
FTE Positions	43.00	41.00	41.00

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

Subprogram Summary

Tax, Regulation and Workforce Analysis

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.

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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,519.7	507.1	937.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	12,466.7	16,202.8	16,202.8
Total	17,986.4	16,709.9	17,140.4
FTE Positions	43.00	41.00	41.00

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

Goal: Increase the number of construction/trades apprentices from 4K to 6K by end of 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of construction/building trades and other in-demand industry apprentices	0%	0%	TBD	20%	20%

Goal: Develop two new Registered Apprenticeship Programs (RAPs) by the end of June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Registered Apprentice Programs initiated/funded with help from OEO.	0	0	TBD	2	2

Goal: Create a multi-year strategy for a high-impact training initiative (including identification of funding) by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Multi-year Strategy milestones complete	0%	0%	TBD	100%	100%

Goal: Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by 5% by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of individual enrolled in high-impact job programs.	0%	0%	TBD	5%	5%

Goal: Publish three workforce evaluation reports and a demographic report by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of reports published	0	0	TBD	3	3

Program Summary

Arizona Finance Authority

Carlos Contreras , Director

Phone: (602) 771-1091

A.R.S. § 41-5351

Mission:

The Arizona Finance Authority, housed in the Arizona Office of Economic Opportunity, strengthens Arizona communities by offering innovative, responsible, and sustainable financing solutions for public and private borrowers.

Description:

The Arizona Finance Authority (AFA) is a one-stop finance shop established in the Office of Economic Opportunity that includes the Water Infrastructure Finance Authority (WIFA) and the Greater Arizona Development Authority (GADA). WIFA is an independent entity authorized to finance the construction, rehabilitation and/or improvement of drinking water, waste water, waste water reclamation, and other water quality facilities/projects. As a “Bond Bank”, WIFA is authorized to issue water quality bonds on behalf of communities for basic water infrastructure. Generally, WIFA offers borrowers below market interest rates on loans for 100% of eligible project costs. GADA assists local communities and tribal governments in developing and financing public infrastructure projects. The AFA also authorized the creation of the Arizona Industrial Development Authority (AZIDA), in accordance with Laws 2016, Chapter 372.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	(0.0)	0.0	0.0
Other Non-Appropriated Funds	327.6	1,500.0	1,500.0
Total	327.5	1,500.0	1,500.0
FTE Positions			

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

Subprogram Summary

Greater Arizona Development Authority
 Carlos Contreras , Authorized Representative
 Phone: (602) 771-1524
 A.R.S. § 41-1554

Mission:

To provide technical assistance and low-cost financing solutions to assist Arizona communities and tribal governments with development of public infrastructure projects that enhance communities and economic development.

Description:

The Greater Arizona Development Authority assists local communities and tribal governments in developing and financing public infrastructure projects.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	(0.0)	0.0	0.0
Other Non-Appropriated Funds	242.8	1,500.0	1,500.0
Total	242.7	1,500.0	1,500.0
FTE Positions			

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

Goal: Relaunch the Greater Arizona Development Authority (GADA) and close one financial assistance round by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Verification of program launch/existence.	0%	0%	TBD	100%	100%
Funds invested, financings/closings.	0	0	TBD	100	100

Agency Summary

Department of Economic Security

Angie Rodgers, Director
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 approximately 9,000, the Arizona Department of Economic Security (DES) is the human services agency for the State that oversees more than 60 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 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	186,168.1	183,517.2	191,831.0
Developmental Disabilities	3,398,242.9	3,424,774.2	4,224,284.2
Benefits and Medical Eligibility	2,435,018.7	2,595,882.4	2,606,862.4
Child Support Enforcement	85,026.7	63,454.9	63,454.9
Aging and Adult Services	320,828.9	292,086.7	266,266.4
Division of Children, Youth and Families	217,029.5	215,071.1	215,071.1
Employment and Rehabilitation Services	809,322.0	971,509.4	937,206.4
Total	7,451,636.7	7,746,295.9	8,504,976.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,202,666.8	1,344,531.1	1,727,177.6
Other Appropriated Funds	422,577.9	549,327.5	469,346.5
Other Non-Appropriated Funds	5,826,392.0	5,852,437.3	6,308,452.3
Total	7,451,636.7	7,746,295.9	8,504,976.4
FTE Positions	8,995.90	9,013.00	9,231.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : A thriving Arizona.

Agency Mission: To strengthen Individuals, Families, and Communities for a better quality of life.

Agency Description: With a staff of 8,900, DES is the human services agency for the State of Arizona that oversees more than 60 different programs and services and distributes benefits to more than 3 million Arizonans. The assistance, care, and services provided to some of Arizona’s most vulnerable populations include Adult Protective Services, Developmental Disabilities, Early Intervention, Rental and Utility Assistance, Emergency Food Assistance, Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation, Unemployment Insurance, Employment Services, Child Care, Refugee Resettlement, Homeless Coordination, Adult Services, Interpersonal Violence Services, and Child Support Services. The agency currently has eight client facing divisions - Arizona Early Intervention Program (AzEIP), Division of Aging and Adult Services (DAAS), Division of Benefits and Medical Eligibility (DBME), Division of Community Assistance and Development (DCAD), Division of Child Care (DCC), Division of Child Support Services (DCSS), Division of Developmental Disabilities (DDD), and Division of Employment and Rehabilitation Services (DERS).

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total*
		GF	AF	NAF	FED	
23	8,686.9	\$ 898,690.50	\$412,748.70	\$6,030,758.50	\$3,934,620.70	\$7,342,197.70
24	8,791.1	\$1,211,415.70	\$417,750.10	\$5,777,155.80	\$3,438,760.80	\$7,406,321.60
25	8,791.1	\$1,336,518.60	\$549,315.10	\$6,104,349.10	\$3,132,361.50	\$7,990,182.80

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

While the Agency operates daily to continue its mission to strengthen individuals, families, and communities for a better quality of life, this plan focuses on outcomes and initiatives aimed at improving client accountability and satisfaction, service availability, employee retention, and operations. The plan supports the Governor’s Roadmap, specifically the Housing and Human Services priority outcome of an increase in participation in prevention initiatives and economic well being programs as well as the Affordable and Thriving Economy priority outcome - putting money in Arizonans pockets. Utilizing Collective Impact and Theory of Change techniques, the Agency Divisions have developed individual plans to support the agency outcomes and are utilizing specific improvement plans (A3’s) for each of the supporting annual initiatives. The *Break Through Objective* of having one client facing site for all programs and services to authenticate individuals seeking Department services to prevent fraud, waste, and abuse is expected to reduce administrative burden and improve client intake and accountability, while improving overall client satisfaction. Progress on all annual objectives is tracked on an agency scorecard as well as divisional scorecards. Regular Business Review meetings track progress and align resources to achieve annual goals.

Department of Economic Security (DES)

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By June 2029, DES will have one client facing site to access all services and programs operating 24/7 to prevent fraud, waste, and abuse as well as improve client experience. <i>(Break Through Objective)</i>	2023	Housing and Human Services Boost the Economic Well-Being of Arizonans	<ul style="list-style-type: none"> The Division of Child Support Services (DCSS) launched AZCARES in May 2024 which included testing, piloting, and staff training. Launched pilot of Child Care Electronic System in June 2023 to eliminate paper billing & expanded to Non-Certified Relative Providers in March 2024.
2	To improve efficiency, by June 2029, DES will reduce average time from application to eligibility decision by 50%	2023	Housing and Human Services Boost the Economic Well-Being of Arizonans	<ul style="list-style-type: none"> Implemented First Contact Resolution for Low Income Home Energy Assistance Program (LIHEAP) clients to streamline the client call center and application process and expedite the adjudication timeline. Initiating new contract for Child Care Resource & Referral (CCR&R) with renewed focus on user experience and metrics for statewide service delivery. Decreased average speed of answer for Unemployment Insurance (UI) Benefit Call Center Queues from 32 to 8 minutes in SFY 24
3	By June 2029, DES will have a robust provider network for critical services and reduce provider deserts by 50%.	2024	Housing and Human Services Boost the Economic Well-Being of Arizonans	<ul style="list-style-type: none"> Collaborated with ADHS and AHCCCS to address the Direct Care Worker (DCW) shortage to foster a partnership with Pipeline AZ and Area Agencies on Aging (AAA) to coordinate the outreach and recruitment of DCWs Expanded physical presence of Supplemental Nutrition Assistance Program Career Advancement Network (SNAP CAN) providers from 19 to 38 locations, and from 4 to 6 counties in Arizona. Services are also available virtually.
4	With investments in leadership development and training, by June 2029, DES will achieve 98% retention of high performing employees.	2022		<ul style="list-style-type: none"> The DCSS has maintained Employee Retention at 93% during SFY24 DDD Total Division turnover has decreased from 20.1% in January 2022 to 12.6% in January 2024 Implementation of DES Mentorship Program Over 1400 leaders have completed the DES Advanced Leadership Program (ALP)
5	Through continuous quality improvement activities, DES will reduce the size of queues and past dues by 10% per year.	2024	Housing and Human Services Boost the Economic Well-Being of Arizonans	<ul style="list-style-type: none"> Revised funding processes with AAAs, reducing turnaround time by 3 months to ensure local areas receive funds faster Centralized APS Records Requests, reducing administration of the process from 36 to 8 staff. Created a system to track and automate requests. Average response time decreased from 2 months to 17 business days Reduced LIHEAP and Rental Assistance call waiting times with 88% of calls now answered in less than 3 minutes.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. By 2030, DES will have one client facing site to access all services and programs operating 24/7 to prevent fraud, waste, and abuse as well as improve client experience. <i>(Break Through Objective)</i>	<ol style="list-style-type: none"> 1. Launch new Information Technology Platform site by October 2024 2. Three Applications live on New Platform by June 2025 <i>(Break Through Objective)</i> 	<ol style="list-style-type: none"> 1. Platform Milestones/Launch 2. Applications Milestones/Launch 	<ol style="list-style-type: none"> 1. New Platform Implementation - Launch new platform for three applications/divisions
2. To improve efficiency, by 2030, DES will reduce average time from application to eligibility decision by 50%	<ol style="list-style-type: none"> 1. DBME - Reduce average days from application to eligibility to 14 by June 2025 2. DCSS - Increase applications completed online to 50% by June 2025 	<ol style="list-style-type: none"> 1. Average days from application to eligibility decision 2. Percent applications completed on-line 	<ol style="list-style-type: none"> 1. DBME- Create full journey map of Nutrition Assistance and Cash Assistance processes and problem solve to reduce elapsed time. 2. DCSS - Create and update customer options to utilize customer portal to apply for services.
3. By 2030, DES will have a robust provider network for critical services and reduce provider deserts by 50%.	<ol style="list-style-type: none"> 1. Complete Statewide Client Demand/Provider Capacity Heat Maps (DAAS, DCAD, DCC, DDD) by June 2025 	<ol style="list-style-type: none"> 1. Milestones/Maps Completed 	<ol style="list-style-type: none"> 1. Identify provider deserts. Supported by DAAS, DCAD, DCC, and DDD initiatives to develop and analyze provider capacity and identify gaps.
4. With investments in leadership development and training, by 2030, DES will achieve 98% retention of high performing employees.	<ol style="list-style-type: none"> 1. Train leaders on Professional Development toolkit by December 2024 (FY25 Q1, Q2) 2. Establish Professional Development Plans for all leaders (50% complete by June 2025, 100% by December 2025). 	<ol style="list-style-type: none"> 1. Percent of Leaders Trained 2. Percent of Professional Development Plans in place 	<ol style="list-style-type: none"> 1. Professional Development Toolkit and Training. Human Resources Administration and Office of Professional Development to organize and train leaders on development tools. (Q1, Q2) 2. Professional Development Planning. Initiative to have plans in place for DES leaders supported by all divisions.
5. Through continuous quality improvement activities, DES will reduce the size of queues and past dues by 10% per year.	<ol style="list-style-type: none"> 1. Measure and benchmark current self service initiatives, DBME and DERS completed by June 2025. 2. DBME - Increase use of client self service by 10% by June 2025. (Based on benchmarks established in #1) 	<ol style="list-style-type: none"> 1. Milestones/Benchmarks completed 2. Percent of calls resolved through self service 	<ol style="list-style-type: none"> 1. Measure and Benchmark Current Self Service Initiatives. Supported by DBME and DERS initiatives 2. DBME- Identify and implement additional self-services opportunities (Q2,Q3,Q4)

Stakeholder Engagement Plan (Summary): The Office of Strategic Communications (OSC) has been established to facilitate clear, collaborative and effective communication. Engaging both internal and external stakeholders to discern methodology and cadence to drive the intended outcome must happen at regular intervals with opportunities for enhancement and improvement. Specific plans to be established during Q1 and Q2 of FY 2025.

Internal: Internal stakeholders have been documented for all divisions.

External: External stakeholders have been documented for all divisions.

Communication Plan (Summary): While communication will vary depending on need and desired outcome, OSC will support divisions through a communication matrix detailing the most effective communications strategies to deploy. Specific plans to be established during Q1 and Q2 of FY2025.

Internal: Current internal communication plans have been documented for all divisions.

External: Current external communication plans have been documented for all divisions.

5 Year Plan

Issue: Modernize Agency Technology

Description: By June 2029, DES will have one client facing site to access all services and programs operating 24/7 to prevent fraud, waste, and abuse as well as improve client experience.

Solutions:

New Platform Implementation - Launch new platform for three applications/divisions

Issue: Drive a Client Centric Culture

Description: To improve efficiency, by June 2029, DES will reduce average time from application to eligibility decision by 50%

Solutions:

1. DBME- Create full journey map of Nutrition Assistance and Cash Assistance processes and problem solve to reduce elapsed time.
2. DCSS - Create and update customer options to utilize customer portal to apply for services.

Issue: Promote Family Stability and Community Support

Description: By June 2029, DES will have a robust provider network for critical services and reduce provider deserts by 50%.

Solutions:

1. Identify provider deserts. Supported by DAAS, DCAD, DCC, and DDD initiatives to develop and analyze provider capacity and identify gaps.

Issue: Optimize Agency Operations, Infrastructure, and Employee Development and Engagement

Description: With investments in leadership development and training, by June 2029, DES will achieve 98% retention of high performing employees.

Solutions:

1. Professional Development Toolkit and Training. Human Resources Administration and Office of Professional Development to organize and train leaders on development tools. (Q1, Q2)
2. Professional Development Planning. Initiative to have plans in place for DES leaders supported by all divisions.

Issue: Quality Improvement and Queue Reduction

Description: Through continuous quality improvement activities, DES will reduce the size of queues and past dues by 10% per year.

Solutions:

1. Measure and Benchmark Current Self Service Initiatives. Supported by DBME and DERS initiatives.
2. DBME- Identify and implement additional self-services opportunities (Q2,Q3,Q4)

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	9,322.0	9,310.0	9,312.0
General Fund	2,081,139.3	2,267,889.9	2,468,904.3
Other Appropriated Funds	1,076,270.5	1,407,688.9	1,765,066.3
Non-Appropriated Funds	6,397,710.6	6,525,664.8	6,656,178.1

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

Program Summary

Administration

Kori Kappes, Chief Financial Officer
Phone: (602) 542-5757
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	31,599.7	27,731.5	36,204.0
Other Appropriated Funds	11,546.6	13,171.2	13,171.2
Other Non-Appropriated Funds	143,021.8	142,614.5	142,455.8
Total	186,168.1	183,517.2	191,831.0
FTE Positions	1,071.00	1,071.00	1,085.00

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

Subprogram Summary

Administration

Kori Kappes, Chief Financial Officer
 Phone: (602) 542-5757
 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, Business Services, Technology Services, Financial Operations, Human Resources, Training and the Inspector General.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	30,346.4	26,466.4	34,938.9
Other Appropriated Funds	8,814.8	10,351.6	10,351.6
Other Non-Appropriated Funds	132,568.6	129,749.4	129,607.1
Total	171,729.8	166,567.4	174,897.6
FTE Positions	954.00	954.00	968.00

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

Goal: Improve Employee Development and Retention

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average calendar days to hire for open positions in the Department	38	45	36	45	45
Investigations Workload	20,333	22,548	19,595	19,188	21,289
New Hire Turnover %	45%	43%	44%	44%	43%
Number of Investigation Cases Opened	14,200	16,161	10,686	11,001	10,771
Number of Investigation Cases Closed	14,259	13,140	11,377	11,408	8,670

Program Summary

Developmental Disabilities

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,041,564.1	1,186,891.4	1,501,601.4
Other Appropriated Funds	36,195.1	35,649.2	35,649.2
Other Non-Appropriated Funds	2,320,483.7	2,202,233.6	2,687,033.6
Total	3,398,242.9	3,424,774.2	4,224,284.2
FTE Positions	2,608.00	2,608.00	2,608.00

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

Subprogram Summary

Developmental Disabilities

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	40,587.3	45,506.5	57,728.5
Other Non-Appropriated Funds	86,768.9	52,148.9	61,473.9
Total	127,356.2	97,655.4	119,202.4
FTE Positions	467.00	467.00	467.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Current Members who Received Services within 14 Days from Assessment Date	73%	74%	75%	76%	77%

Program Summary

Benefits and Medical Eligibility

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

A.R.S. § 41-1954

Mission:

To ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.

Description:

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	42,380.7	42,927.6	44,917.6
Other Appropriated Funds	34,279.4	34,278.2	34,278.2
Other Non-Appropriated Funds	2,358,358.6	2,518,676.6	2,527,666.6
Total	2,435,018.7	2,595,882.4	2,606,862.4
FTE Positions	2,854.90	2,866.00	2,866.00

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

Subprogram Summary

Benefits and Medical Eligibility

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	37,618.4	37,747.3	40,237.3
Other Appropriated Funds	11,543.0	11,541.8	11,541.8
Other Non-Appropriated Funds	236,909.5	235,129.0	244,119.0
Total	286,070.9	284,418.1	295,898.1
FTE Positions	2,561.90	2,561.00	2,561.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Clients Served Virtually	99%	99%	94%	94%	94%

Subprogram Summary

Disability Determination Services Administration

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	53,270.2	55,933.8	55,933.8
Total	53,270.2	55,933.8	55,933.8
FTE Positions	293.00	305.00	305.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
DDSA Error Rate for SSI/SSDI Case Determinations	4.3	3.3	5.7	5.4	5.4

Subprogram Summary

Nutrition Assistance Benefits

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	2,068,178.8	2,227,613.8	2,227,613.8
Total	2,068,178.8	2,227,613.8	2,227,613.8
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer Care Center Completion Rate	68.4	69.5	68.1	69.3	69.9
NA Timeliness Rate	97.4	96.6	96.8	96.7	96.7

Program Summary

Child Support Enforcement

Kori Kappes, Chief Financial Officer
Phone: (602) 542-5757
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,782.7	12,492.6	12,492.6
Other Appropriated Funds	18,758.1	15,107.6	15,107.6
Other Non-Appropriated Funds	53,485.9	35,854.7	35,854.7
Total	85,026.7	63,454.9	63,454.9
FTE Positions	499.00	505.00	505.00

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

Subprogram Summary

Child Support Enforcement

Kori Kappes, Chief Financial Officer
 Phone: (602) 542-5757
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,782.7	12,492.6	12,492.6
Other Appropriated Funds	17,703.8	14,053.3	14,053.3
Other Non-Appropriated Funds	46,000.5	28,369.3	28,369.3
Total	76,487.0	54,915.2	54,915.2
FTE Positions	499.00	505.00	505.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Ratio of current IV-D child support collected and distributed to current IV-D support due	60%	60%	60%	60%	60%
Increased the percentage of cases referred for the next action within 30 days of application from 22.0% to 44.0%	51%	54%	58%	58%	51%

Program Summary

Aging and Adult Services

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	58,459.2	46,809.2	58,579.2
Other Appropriated Funds	14,711.1	16,847.7	16,847.7
Other Non-Appropriated Funds	247,658.7	228,429.8	190,839.5
Total	320,828.9	292,086.7	266,266.4
FTE Positions	589.00	589.00	793.00

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

Subprogram Summary

Aging and Adult Services

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	32,934.6	23,916.4	40,936.4
Other Appropriated Funds	253.4	253.4	253.4
Other Non-Appropriated Funds	30,598.5	41,143.3	22,643.3
Total	63,786.5	65,313.1	63,833.1
FTE Positions	589.00	589.00	793.00

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

Goal: To improve timeliness of the APS investigation process.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of APS cases closed within the 60 day timeframe (Annual Avg)	56%	65%	72%	74%	76%
Adult Protective Services Number of New Reports Annually	34,848	44,275	34,311	38,085	41,894

Subprogram Summary

Refugee Resettlement Program

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	43,674.1	46,205.6	46,205.6
Total	43,674.1	46,205.6	46,205.6
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Clients Receiving Case Management Services	2,105	6,500	3,314	3,320	3,320
Number of Completed Health/Medical Screenings	2,337	9,006	3,737	9,223	9,223

Subprogram Summary

DAAS Family Caregiver Program
 Kori Kappes, Chief Financial Officer
 Phone: (602) 542-5757
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	54.3	0.0	0.0
Total	54.3	0.0	0.0
FTE Positions			

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

Goal: To promote promote support, services and wellbeing of caregivers

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of individuals served with respite care services	0	0	152	0	0

Goal: To provide financial support to caregivers for home modifications to support their loved ones.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of calls to the program	671	671	850	0	0

Program Summary

Employment and Rehabilitation Services

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	15,880.5	27,678.8	73,382.8
Other Appropriated Funds	307,087.6	434,273.6	354,292.6
Other Non-Appropriated Funds	486,353.9	509,557.0	509,531.0
Total	809,322.0	971,509.4	937,206.4
FTE Positions	1,374.00	1,374.00	1,374.00

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

Subprogram Summary

Employment and Rehabilitation Services

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,820.1	8,618.4	8,618.4
Other Appropriated Funds	31,867.1	27,385.5	17,885.5
Other Non-Appropriated Funds	116,245.4	130,171.7	109,208.7
Total	156,932.6	166,175.6	135,712.6
FTE Positions	1,374.00	1,374.00	1,374.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Employment Placement Retention Rate	N/A	N/A	63%	66%	66%

Subprogram Summary

Unemployment Insurance

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	315,222.3	324,499.0	345,436.0
Total	315,222.3	324,499.0	345,436.0
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days to obtain employment	86	92	92	79	85

Subprogram Summary

Employment Services

Kori Kappes, Chief Financial Officer

Phone: (602) 542-5757

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	1,893.7	1,893.8	1,893.8
Total	1,893.7	1,893.8	1,893.8
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of individuals employed through ADC Second Chance Centers or Community Based Reentry Centers	4,070	4,566	4,566	5,079	5,587

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State Board of Education	3,245.2	3,342.4	3,342.4
Total	3,245.2	3,342.4	3,342.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,245.2	3,342.4	3,342.4
Total	3,245.2	3,342.4	3,342.4
FTE Positions	23.00	23.00	23.00

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

5 Year Plan

Issue: Post Secondary Access, Matriculation, and Persistence

Description: To increase postsecondary access, matriculation, and persistence for all students, especially students from vulnerable populations

Solutions:

A-F: Investigate adding elements to the A-F formula to incentivize LEAs to effectively implement dual enrollment courses for all students (*Without detracting from Proficiency and Growth measures.)

Legislation: As appropriate, support legislation that provides programming and funding to increase access for students to postsecondary pathways, especially those from vulnerable populations

Data Analysis and Spotlighting: Use available data, including the ABOR Postsecondary Performance Summary, to identify the high schools having the most success with postsecondary matriculation and performance to build and disseminate a list of successful strategies

Spotlighting and Convening: Convene education and business stakeholders to strengthen the K-12 to workforce pipeline, with a focus on existing programs and tools such as CTE and ECAP

Issue: Early Literacy

Description: All students are reading at or above grade-level by the end of third grade

Solutions:

A-F: Investigate increasing the impact of third grade reading proficiency in A-F letter grades (*Without detracting from Proficiency and Growth measures.)

Rulemaking Guidance: Work with ADE to build and release guidance to require K-5 professional development in literacy that is funded by state or federal funds to be based on the science of reading (R-7-318.C.10)

Education Preparation Approval Guidance: Work with the ADE Certification and MOWR teams and key partners to build guidance for educator preparation programs on effectively incorporating the science of reading into their programs

Legislation: Oppose legislation that seeks to minimize early literacy policies, such as Move On When Reading and the K-5 Early Literacy Endorsement

Advocacy: Work with partner organizations, such as Read on Arizona, to educate stakeholders, legislators, and policymakers in best practices in early literacy

Issue: Special Education

Description: Increase opportunities and educational outcomes for special education students

Solutions:

Rulemaking: Form Ad Hoc Special Education Subcommittees focused on specific topics to review and revise special education rules to align with state law and best practices

A-F: Investigate the possibility of altering the way points are awarded to schools for 4th, 5th, 6th, and 7th year graduation cohorts of special education students (*Without detracting from Proficiency and Growth measures.)

Legislation: As appropriate, support legislation that makes effective changes to special education law, including increasing funding for special education

Issue: Teacher Recruitment and Retention

Description: Recruit and retain effective educators so that all students have access to a high-quality educational environment

Solutions:

Data Analysis: Analyze the impact of the use of the Board-adopted Teacher Induction Standards on teacher retention and spotlight successful programs

Educator Preparation Programs and LEAs: Support statewide initiatives to promote standards-aligned mentorship programs for recent graduates during their first years of teaching

Education Preparation Programs Data Analysis: Review and analyze educator preparation program data to identify successful programs and promote their practices

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	25.0	25.0	25.0
General Fund	3,616.7	3,616.7	3,616.7
Other Appropriated Funds	228.5	228.5	228.5

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of A Schools in Arizona.	29	30	35	30	32
Percentage of D & F schools.	6	11	5	11	8

Goal: To increase the number of adjudicated educator discipline cases.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of adjudicated educator discipline cases in a given school year	214	200	341	200	271

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Office of the Superintendent	14,639.6	7,666.7	7,666.7
Administration	569,249.3	601,675.7	603,532.6
School Finance	9,096,371.2	9,083,813.4	9,083,813.4
Highly Effective Schools	1,938,292.5	1,705,594.6	1,705,594.6
Highly Effective Teachers and Leaders	66,917.7	63,878.2	64,128.2
High Academic Standards for Students	77,719.8	81,889.3	90,116.8
Accountability and Assessment	87,432.4	72,413.2	72,866.8
Total	11,850,622.4	11,616,931.1	11,627,719.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,699,668.6	7,676,669.8	7,687,457.9
Other Appropriated Funds	350,048.3	367,761.0	367,761.0
Other Non-Appropriated Funds	3,800,905.5	3,572,500.3	3,572,500.3
Total	11,850,622.4	11,616,931.1	11,627,719.2
FTE Positions	635.84	717.10	734.10

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

5 Year Plan

Issue: Raise Academic Outcomes

Description: Our five-year plan:

- 1) Will strengthen academic standards.
- 2) Provide multiple pathways for success
- 3) Support students' readiness for post-secondary options.
- 4) Eliminate distractions in the classroom
- 5) Ensure that students time is being spent wisely on appropriate curriculum

Solutions:

The outcomes from our five-year plan will:

Outcome 1) Will continue to strengthen academic standards.

Objective: Work with local LEAs and key stakeholders to identify mechanisms to increase proficiency and graduation rates.

Objective: Create a comprehensive school report card to raise educational standards and provide accountability.

Outcome 2) Provide multiple pathways for success.

Objective: The creation of the Arizona Education Economic Commission to ensure that all students have a clear pathway to graduate, become certified and gain employment in one of Arizona's strategic industries.

Outcome 3) Support students' readiness for post-secondary options.

Objective: The creation of the Arizona Education Economic Commission to ensure that all students are career and college ready upon graduation.

Outcome 4) Eliminate distractions in the classroom

Objective: Work with the state legislature to pass a bill that restricts non-educational usage of cell phones during class time so that students are not distracted and teachers are empowered to teach bell to bell.

Issue: Provide LEAs resources needed to improve schools and to empower and train educators.

Description: Our five-year plan:

- 1) Will deploy highly qualified specialized teams to struggling LEAs.
- 2) Leverage recognized and proven programs to assist educators.
- 3) Provide relevant and accessible PL for teachers and administrators.
- 4) Ensure teachers have the resources necessary for testing and certification.

Solutions:

The outcomes from our five-year plan will:

Outcome 1) Will deploy highly qualified specialized teams to struggling LEAs.

Objective: ADE is investing in Project Momentum to assist LEAs who have historically experienced challenges to ensure long term success.

Outcome 2) Provide relevant and accessible PL for teachers and administrators.

Objective: Through a key initiative, ADE provides a highly successful PL Academy for teachers, principals and administrators.

Outcome 3) Ensure teachers have the resources necessary for testing and certification.

Objective 1.1: Enhance and streamline certification

Objective 1.2: Open up satellite offices in southern and northern Arizona to provide easier access for educators to test and receive certification.

Issue: Empower Parents

Description: Our five-year plan:

- 1) Will continue to support parents and where applicable strengthen the state statute approved Empowerment Scholarship Account program.

- 2) Take innovative steps to streamline both internal and external processes to ensure ease of use for both internal and external users.
- 3) Ensure that all parents have educational options that are accessible and available to all students.
- 4) Provide options and opportunities for parents to express concerns about their child's education.

Solutions:

The outcomes of our five-year plan:

Outcome 1) Will continue to support parents and where applicable strengthen the state statute approved Empowerment Scholarship Account program.

Objective: Enhanced the ease and accessibility of applying.

Outcome 2) Take innovative steps to streamline both internal and external processes to ensure ease of use for both internal and external users.

Objective: In-process of automating purchase review process.

Outcome 3) Ensure that all parents have educational options that are accessible and available to all students.

Objective: Arizona has outstanding public educators and terrific public schools, but if a parent feels that their school is not meeting their child's needs, per state statute, ADE will continue to empower parents by ensuring they have options that best fit their child.

4) Provide options and opportunities for parents to express concerns about their child's education.

Objective: ADE has created a Parental Advisory Committee, periodic newsletters to share vital program information, and a survey to gather parental feedback regarding any potential ESA Handbook changes.

Issue: Educators, students and parents must know that their schools are safe and structured.

Description: Our five-year plan will:

Outcome 1) ADE will make every effort to provide a school resource officer (SRO) to each LEA who so requests to have one.

Outcome 2) Eliminate distractions in the classroom

Outcome 3) Ensure that appropriate curriculum is taught.

Solutions:

The outcomes of our five-year plan will:

Outcome 1) ADE will make every effort to provide a school resource officer (SRO) to each LEA who so requests to have one.

Objective 1.1: ADE has allocated funds to provide an SRO to schools

Objective 1.2: Through ADEs School Safety Division, the Department is providing additional active shooter training to assigned SROs to ensure that they are properly trained and prepared to respond to an array of scenarios.

Outcome 2) Eliminate distractions in the classroom

Objective: Work with the state legislature on legislation that restricts non-educational cell phone use during class time so students can focus on work and educators can teach bell to bell and receive the respect and attention they deserve.

Outcome 3) Ensure that appropriate curriculum is taught.

Objective: Strengthen school report cards so parents can ensure that proper curriculum is being taught.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	233.0	233.0	233.0
General Fund	8,474,653.6	8,898,386.3	9,343,305.6
Other Appropriated Funds	1,762,962.8	1,815,851.7	1,870,327.2
Non-Appropriated Funds	35,583.3	36,650.8	37,750.4
Federal Funds	2,078,706.7	2,171,067.9	2,205,300.0

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:

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	14,128.9	7,193.6	7,193.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	510.7	473.1	473.1
Total	14,639.6	7,666.7	7,666.7
FTE Positions	53.65	65.15	65.15

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Achieve a customer satisfaction rating on all grants trainings of 4.5 (5.0 Scale) in FY23	5	5	5	5	5
Number of school visits	15	20	26	35	35
Provide quarterly 'office hours' sessions to assist LEAs in processing Reimbursement Requests	8	8	8	8	8
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of community events	80	100	100	100	100

Goal: To ensure at least 67% of agency performance measures are met.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Achieve a customer satisfaction rating on all procurement trainings of 4.25 (5.0 Scale)	5	5	5	5	5
Conduct training sessions on the fiscal management of grants	61	34	0	50	0
Create internal and external reporting tool that provides basic workforce data from ADE systems.	0	100	100	100	100
Draw down percentage of allocated funds	57	95	90	90	90
Percentage of agency staff completing Procurement 101 training	90	95	95	90	90
Percentage of performance measures met	80	67	90	95	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Develop and maintain connections with at least 5 stakeholder groups.	5	5	6	5	5
Finalize a standardized a nutrition technical assistance program for food service operations.	0	100	100	100	100
Percent of Arizona high school students who enter 9th grade and graduate within four years	0	78.00	0	0	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,427.1	26,879.3	28,736.2
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	556,822.2	574,796.4	574,796.4
Total	569,249.3	601,675.7	603,532.6
FTE Positions	182.50	206.78	218.78

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

Subprogram Summary

Business and Finance

Tim McCain, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,159.9	2,116.5	2,116.5
Other Non-Appropriated Funds	10,014.9	11,034.3	11,034.3
Total	14,174.9	13,150.8	13,150.8
FTE Positions	82.60	95.60	95.60

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.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
LEA payments processed within 5 days	0	100	90	90	90

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,514.5	1,954.3	3,620.9
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	4,492.8	3,141.7	3,141.7
Total	6,007.3	5,096.0	6,762.6
FTE Positions	19.60	24.03	34.03

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of updated procedures, and standards for critical and prioritized IT policies, including contingency planning and security	0	N/A	14	14	14

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of code associated with all aspects of State and Federal Accountability and document process refined.	0	N/A	0	0	0

Subprogram Summary

Health and Nutrition Services

Cara Alexander, Deputy Associate Superintendent
Phone: (602) 542-8711
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. 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	86.6	152.5	342.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	524,683.3	549,986.0	549,986.0
Total	524,769.9	550,138.5	550,328.8
FTE Positions	58.50	66.35	68.35

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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%.	0	98	96	96	95

Program Summary

School Finance

Xin Liu, 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) 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,483,459.6	7,441,782.9	7,441,782.9
Other Appropriated Funds	342,797.3	357,889.0	357,889.0
Other Non-Appropriated Funds	1,270,114.2	1,284,141.5	1,284,141.5
Total	9,096,371.2	9,083,813.4	9,083,813.4
FTE Positions	13.00	14.00	14.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Classroom Site Fund payments made on a monthly basis	0	100	0	0	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:

Note This PBU Division is now called Exceptional Student Services, Child and Adult Programs

The Highly Effective Schools (HES) Division, consisting of programmatic overview of Exceptional Student Services (ESS), Adult Education Services (AES), Career and Technical Education (CTE) and Health and Nutrition provides 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.

1. Exceptional Student Services (ESS): Serves children with disabilities between the ages of 3 and 22 years, ensuring that public education agencies in Arizona have special education programs, policies, and procedures that comply with the Individuals with Disabilities Education Act (IDEA) and its implementing regulations. This ensures that eligible children and youth with disabilities receive a free appropriate public education (FAPE). ESS provides professional learning opportunities and technical assistance to schools, monitors schools for compliance with the regulations that implement the IDEA, and administers the IDEA Entitlement grant funds, all of which support the needs of students with disabilities.

2. Adult Education Services (AES): AES is responsible for administering Arizona's adult education system and the high school equivalency system as cited in A.R.S. §§ 15-232, 15-234, 15-702. AES serves as the administrative entity for the Workforce Innovations and Opportunity Act (WIOA) Title II-Adult Education and Literacy. Adult Education providers are approved through a competitive grant application process. The adult education programs provide comprehensive services to students 16 years of age and older who are not enrolled in a K-12 school. Educational services include:

- ABE – Adult Basic Education (ABE) instruction for students to improve basic reading, writing, and mathematical skills, and employability skills and transition to HSE services.

- HSE – High School Equivalency instruction for students to earn an Arizona High School Equivalency Diploma through one of three approved pathways, the GED® Test, the College Credit Pathway, and the HSE Plus Career Readiness Pathway.

- IET-Integrated Education and Training Program – Adult Education students are concurrently enrolled in an HSE class and a Workforce Preparation program to obtain an industry recognized credential and prepare for the HSE Diploma.

- ESOL/IELCE– English for Speakers of Other Languages/Integrated English Literacy and Civics Education-instruction for students to improve their English language skills in speaking, listening, reading, and writing concurrently with employability skills and civics education.

3. Career and Technical Education (CTE): Career and Technical Education (CTE) is a program of study that provides students with the skills and knowledge needed to succeed in a variety of careers. CTE programs are designed to be personalized and hands-on and provide students with valuable work experience and knowledge of a specific industry. CTE programs can be part of a multiyear sequence of courses that integrate academic knowledge with technical and occupational knowledge. CTE programs are intended for all students, including those who want to attend college, combine work and learning at a community college, or enter the workforce directly. Each year in Arizona, more than 150,000 high school students enroll in a CTE Course at over 300 public and charter high schools within over 100 school districts and in 14 Career and Technical Education Districts (CTEDs). More than 100,000 enroll in Arizona's community colleges.

Health and Nutrition Services (HNS) Division administers federal programs, commonly referred to as the child nutrition programs which ensure that nutritious food items, financial reimbursement, nutrition education, menu planning and support for food acquisition are offered to schools, childcare/early childhood education centers, family daycare homes, and community organizations in Arizona. In accordance with policy, regulations, and funding provided by the Food and Nutrition Services (FNS) of the USDA, daily work involves conveying information from the federal level to the local level, using technology systems and data for program/grant applications, devel-

oping technical assistance platforms, creating and delivering training and professional development plans, outreach and expanding the use of nutrition education for positive dietary behaviors and following fiscal and program monitoring protocols. Working in concert with the USDA and other state partners, the division aims to reduce the number of children without meal access.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	118,415.0	137,459.7	137,459.7
Other Appropriated Funds	0.0	325.0	325.0
Other Non-Appropriated Funds	1,819,877.5	1,567,809.9	1,567,809.9
Total	1,938,292.5	1,705,594.6	1,705,594.6
FTE Positions	256.32	294.93	294.93

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	262,616.4	287,571.6	287,571.6
Total	262,616.4	287,571.6	287,571.6
FTE Positions	90.45	110.75	110.75

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of secondary students with disabilities engaged in positive post-school outcomes one-year post-school exit.	0	74	0	74	75

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Targeted public education agencies will increase the performance of SSIP students with disabilities in grade 3 on the ELA state assessment.	0	11	12	12	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	21,916.3	20,787.0	20,787.0
Total	21,916.3	20,787.0	20,787.0
FTE Positions	14.50	8.95	8.95

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Comprehensive Support and Improvement (CSI) Site visit calendar/site visit reports within 10% variance	0	100	200	300	300
Targeted Support and Improvement (TSI) checkpoint calendar/ reports within 10% variance	0	100	580	600	600

Subprogram Summary

Career and Technical Education

Colette Chapman, Deputy Associate Superintendent/State Director

Phone: (602) 542-4352

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 Section 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 CTE Section 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. 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	34,808.7	60,543.7	60,543.7
Total	34,808.7	60,543.7	60,543.7
FTE Positions	15.90	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of 12th grade students in the same cohort year who are CTE program concentrators.	0	38	0	0	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of CTE program concentrators who earned an industry recognized credential.	0	38	41	47	52

Goal: To increase the number of districts and charters participating in My Future AZ on an annual basis.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of districts participating in My Future AZ annually.	0	201	0	0	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	8,465.0	8,509.0	8,509.0
Total	8,465.0	8,509.0	8,509.0
FTE Positions	7.30	9.50	9.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Develop and implement guidance and professional learning on tribal consultation in accordance with state and federal guidelines.	105	100	105	100	100
Implementation support, coaching and technical assistance internally and externally on tribal consultation in accordance with state and federal guidelines	105	100	105	100	100
Number of LEAs and tribal nations who engage in the tribal consultation process.	68	50	66	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:

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.

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 and Gifted 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. Ensuring all students have access to a well-rounded education is central to the shared work across programs in ESSA.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,979.2	1,179.5	1,429.5
Other Appropriated Funds	1,809.7	2,547.0	2,547.0
Other Non-Appropriated Funds	60,128.7	60,151.7	60,151.7
Total	66,917.7	63,878.2	64,128.2
FTE Positions	37.28	44.18	44.18

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	9,526.7	7,510.8	7,510.8
Total	9,526.7	7,510.8	7,510.8
FTE Positions	4.30	5.20	5.20

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of academic and governance monitoring visits conducted.	0	40	0	0	0

Subprogram Summary

Educator Excellence Title II - A Improving Teacher Quality

Kelly McQuaid, Deputy Associate Superintendent

Phone: (602) .54-9411

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:

Under Title II-A, the Educator Recruitment and Retention Unit (ERR) and the Effective Teachers & Leaders Unit (ETL) are 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 ETL unit is responsible for equipping teachers and leaders to positively impact student learning outcomes thorough a series of trainings and academies, including Supervisors of Principals Academy, Principal Leadership Academy, Assistant Principal Leadership Academy, Instructional Coach Academy, Teacher Leader Academy, Qualified Evaluator Training, and the Well-Managed Classroom.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	179.5	179.5	179.5
Other Appropriated Funds	152.6	143.4	143.4
Other Non-Appropriated Funds	50,133.9	52,640.9	52,640.9
Total	50,466.0	52,963.8	52,963.8
FTE Positions	19.78	24.58	24.58

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

Goal: To provide timely and reliable customer service.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
100% of department emails responded to within 24 hours with a 10% variance.	100	100	100	100	100
During non-peak time, October through May, reduce the average processing days for certification evaluation services completed.	0	10	25	23	21
Facilitate quarterly communication with stakeholders regarding certification changes and updates.	0	4	4	4	4
Maintain a 4.0 or higher satisfaction rate for professional development opportunities offered to the field.	4	8	10	9	9

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	34,547.5	35,326.8	43,554.3
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	43,172.3	46,562.5	46,562.5
Total	77,719.8	81,889.3	90,116.8
FTE Positions	49.16	49.19	51.19

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	160.7	271.4	271.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	2,269.6	2,076.6	2,076.6
Total	2,430.3	2,348.0	2,348.0
FTE Positions	14.70	15.70	15.70

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Arizona educators who have attended ADE-sponsored early childhood professional development.	6,794	1,000	4,335	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of monitoring visits (virtual and inperson) of early childhood programs to support the implementation of best practices in early childhood education.	76	30	118	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	15,660.4	23,642.5	23,642.5
Total	15,660.4	23,642.5	23,642.5
FTE Positions	12.00	12.00	12.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Increase educators participation in ADE-sponsored events to 600 per year.	2,200	2,500	3,100	3,000	3,000
Number of educators who have attended ADE-sponsored events	2,200	2,200	2,703	2,500	2,000

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of LEAs that participated in technical assistance	130	100	100	100	100

Program Summary

Accountability and Assessment

Joseph Guzman, 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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	31,711.4	26,848.0	27,301.6
Other Appropriated Funds	5,441.2	7,000.0	7,000.0
Other Non-Appropriated Funds	50,279.7	38,565.2	38,565.2
Total	87,432.4	72,413.2	72,866.8
FTE Positions	43.93	42.87	45.87

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

Subprogram Summary

Assessment

Bethany Spangenberg, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	453.6
Other Appropriated Funds	5,441.2	7,000.0	7,000.0
Other Non-Appropriated Funds	13,602.8	9,187.7	9,187.7
Total	19,044.0	16,187.7	16,641.3
FTE Positions	25.73	24.49	27.49

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

Goal: To ensure valid and reliable assessments are administered annually.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Provide Governance and Formative Assessment training for awarded schools.	240	240	0	240	0

Goal: To provide timely and effective professional development to the field to support successful test administration.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Decrease number of reported test irregularities by 5% annually.	0	540	0	0	0

Agency Summary

Department of Emergency and Military Affairs

Major General Kerry L. Muehlenbeck, Director of DEMA

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	7,010.6	6,004.3	8,302.2
Military Affairs	108,243.4	76,464.1	76,464.1
Emergency Management	18,207.5	69,030.5	69,030.5
Total	133,461.5	151,498.9	153,796.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	15,820.5	14,871.4	17,169.3
Other Appropriated Funds	7,317.2	2,023.3	2,023.3
Other Non-Appropriated Funds	110,323.8	134,604.2	134,604.2
Total	133,461.5	151,498.9	153,796.8
FTE Positions	436.88	441.94	457.94

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

Statewide Vision: An Arizona for everyone. (Same for everyone).

Agency Vision : The nation’s premier agency capable of responding to local, state, and federal missions.

Agency 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 five components provide trained military and emergency management professionals to respond to state and federal demands.

Resource Assumptions: Enter Full-time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding:	GF	AF	NAF	FED	Total
23	430	\$407,643,300	\$12,171,000	\$119,411,200	\$195,038,300	\$81,022,800	\$407,643,300
24	420	\$410,621,800	\$21,198,700	\$2,113,500	\$229,984,4	\$157,334,200	\$410,624,800
25	470	\$191,506,500	\$19,522,500	\$2,176,000	\$12,473,80	\$157,334,200	\$191,506,500

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

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 the military and civilian workforce, sustaining the readiness-generating infrastructure, and improving the state’s ability to jointly respond to state emergencies and federal requirements. While providing an opportunity for Arizonans to serve their state/country closer to home, this fosters a collective commitment to public service and good citizenship

The challenges in achieving these goals include recruiting and retaining service members and civilians in a robust economy. Competition for the same talent comes from other entities (e.g. the active-duty Armed Forces, other states’ National Guards, and the public and private sectors) that often provide better incentives/benefits than DEMA. To more effectively staff and develop the agency, additional state investment in infrastructure and human capital is necessary.

Department of Emergency & Military Affairs

FY 2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase Talent Management Effectiveness: DEMA will increase current 92.90% talent management to over 95%, across all DEMA branches within the next five years by June 2029.	2024		<ol style="list-style-type: none"> 1) Pursuing funding for educational training and certification opportunities. 2) Promote state and federal tuition reimbursement programs. 3) Implement resilience and intervention programs with future opportunities for greater use of technology.
2	Enhance Technology Response Capabilities: DEMA will reduce the average time to provide reimbursement funding to impacted communities from 14 months to 4.5 months by June 2029.	2024	<p>Affordable and Thriving Economy</p> <p>Putting Money in Arizonans' Pockets</p>	<ol style="list-style-type: none"> 1) Plan for IT network redundancy evaluation. 2) Transitioning to new online emergency management grants management software, awaiting ADOA response (Form Frenzy).
3	Strengthen Organizational Agility and Community Resilience: DEMA will increase its organizational agility by increasing our average monthly engagements over the next 5 years.	2024	<p>Public Safety, Border Security, and Corrections</p> <p>Coordinate for a Humane and Orderly Border Response</p>	<ol style="list-style-type: none"> 1) Pursue law enforcement partnerships with a stronger drug focus to increase illicit drug seizures. 2) Resilient communities and systems to ensure communities can rapidly adapt to disruptions without devolving into crisis. 3) Cyber Joint Task Force (CJTF) to expedite response time in cyber-attacks through proactive memorandum of agreement (MOA) approvals with state, local, and tribal stakeholders.
4	Meet Federal Objectives to Secure Commitments for Future Missions: DEMA will secure a minimum of three strategic commitments to align future missions with state and national needs by June 2029.	2024	Public Safety, Border Security, and Corrections	<p>Our focus areas to secure future missions will be:</p> <ol style="list-style-type: none"> 1) Air National Guard (ANG) 2) Army National Guard (ARNG) 3) CJTF
5	Enhance Infrastructure Response Capabilities: DEMA will complete two critical infrastructure projects by June 2029.	2024	Public Safety, Border Security, and Corrections	<ol style="list-style-type: none"> 1) Working to secure funding for the State Emergency Management Center (SEOC) construction project. 2) SE AZ Regional Readiness Center. 3) Begin biological and archaeological surveys for Surprise RC. 4) 162nd Wing pending land transfer for main gate expansion. 5) 162nd/214th UAS move to Davis Monthan.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. Increase Talent Management Effectiveness	1a. Breakthrough Objective – By the end of June 2025 we will establish a baseline for the percentage of employees that are utilizing the Lifescore app daily.	1b. % of staff using the Lifescore app.	1c. Conduct workshops and webinars to educate employees about the app’s features, benefits, and how to use it effectively.
2. Enhance Technology Response Capabilities	2a. The new EM Grant System will be operational by June 2025.	2b. % of EM Grant project milestones complete.	2c. <ul style="list-style-type: none"> • Implement new EM grants software and adopt form frenzy. • Facilitate on-time project completion by improving associated Grants Management forms.
3. Strengthen Organizational Agility and Community Resilience Community Resilience	3a. Increase the average number of monthly engagements with the community by 50% by June 2025.	3b. # of monthly community engagements per section.	3c. <ul style="list-style-type: none"> • Increase community education and awareness of Arizona’s threats through online courses, training classes, and social media campaigns. • Bolster and build inter-agency partnerships w/civil authorities.
4. Meet Federal Objectives to Secure Commitments for Future Missions	4a. Make a minimum of 24 relevant engagements with the Arizona Congressional Delegation (CODEL) and Department of Defense (DoD) officials by June 2025.	4b. # of relevant engagements with CODEL members or their staff and DoD officials.	4c. Engagements will include information memos, tours, and quarterly meetings with the CODEL, their staff, and DoD officials to update them on the status of our future missions.
5. Enhance Infrastructure Response Capabilities	5a. Secure federal funding to begin construction of State Emergency Operations Center by June 2025.	5b. # of federal dollars received.	5c. We will apply for Congressionally Directed Spending Requests via the Congress Emergency Operations Center Grant Program and other potential federal funding grant programs.

Stakeholder Engagement Plan: Provide a summary of what stakeholders were involved and how. You should have a more detailed stakeholder engagement plan for the agency.

Internal: Each DEMA division leader and their chief of staff were engaged and worked together in the development of the agency's strategic plan. The Emergency Management Director held employee town halls to share and receive feedback on the proposed plan from State employees.

External: The agency shared and solicited feedback on the drafted plan with external emergency response partners to include county and tribal directors.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders. You should have a more detailed communication plan for the agency.

Internal: Once approved TAG will communicate the strategic plan to the entire DEMA organization (federal & state). DEMA division leaders will communicate the plan to their organizations. Quarterly, TAG and the Senior leadership team will communicate the performance of strategic plan to the DEMA organization.

External: The DEMA Emergency Management Director will continue to communicate the FY25 strategic plan and progress to our external emergency response and tribal partners.



5 Year Plan

Issue: Increase Talent Management Effectiveness

Description: DEMA will increase current 92.90% talent management to over 95%, across all DEMA branches within the next five years by June 2029.

Solutions:

FY25 Annual Objective:

By the end of June 2025, we will establish a baseline for the percentage of employees who are utilizing the Lifescore app daily.

Objective Metric:

% of staff using the Lifescore app.

Annual Initiatives:

Conduct workshops and webinars to educate employees about the app's features, benefits, and how to use it effectively.

Issue: Enhance Technology Response Capabilities

Description: DEMA will reduce the average time to provide reimbursement funding to impacted communities from 14 months to 4.5 months by June 2029.

Solutions:

FY25 Annual Objective:

The new EM Grant System will be operational by June 2025.

Objective Metric:

% of EM Grant project milestones complete.

Annual Initiatives:

- Implement new EM grants software and adopt form frenzy.
- Facilitate on-time project completion by improving associated Grants Management forms.

Issue: Strengthen Organizational Agility and Community Resilience

Description: DEMA will increase its organizational agility by increasing our average monthly engagements over the next 5 years.

Solutions:

FY25 Annual Objective:

Increase the average number of monthly engagements with the community by 50% by June 2025.

Objective Metric:

of monthly community engagements per section.

Annual Initiatives:

- Increase community education and awareness of Arizona's threats through online courses, training classes, and social media campaigns.
- Bolster and build inter-agency partnerships w/civil authorities.

Issue: Meet Federal Objectives to Secure Commitments for Future Missions

Description: DEMA will secure a minimum of three strategic commitments to align future missions with state and national needs by June 2029.

Solutions:

FY25 Annual Objective:

Make a minimum of 24 relevant engagements with the Arizona Congressional Delegation (CODEL) and Department of Defense (DoD) officials by June 2025.

Objective Metric:

of relevant engagements with CODEL members or their staff and DoD officials.

Annual Initiatives:

Engagements will include information memos, tours, and quarterly meetings with the CODEL, their staff, and DoD officials to update them on the status of our future missions.

Issue: Enhance Infrastructure Response Capabilities

Description: DEMA will complete two critical infrastructure projects by June 2029.

Solutions:

FY25 Annual Objective:

Secure federal funding to begin construction of State Emergency Operations Center by June 2025.

Objective Metric:

of federal dollars received.

Annual Initiatives:

We will apply for Congressionally Directed Spending Requests via the Congress Emergency Operations Center Grant Program and other potential federal funding grant programs

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	457.9	457.9	457.9
General Fund	7,488.4	7,488.4	7,488.4
Other Appropriated Funds	110,927.1	55,000.0	5,000.0
Non-Appropriated Funds	6,358.6	6,358.6	6,358.6
Federal Funds	11,234.6	11,234.6	11,234.6

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,136.0	2,467.7	4,765.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	1,874.6	3,536.6	3,536.6
Total	7,010.6	6,004.3	8,302.2
FTE Positions	33.53	34.55	50.55

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

Goal: To fund state-only projects that support National Guard Readiness.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of cabinet-level agencies that have reviewed and updated their COOP plan w/ DEMA	75	100	27	100	60

Goal: To implement ideas to improve employee satisfaction.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Implement non-salary related ideas to improve employee satisfaction and morale.	2	2	0	2	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,865.5	5,472.8	5,472.8
Other Appropriated Funds	6,672.1	1,354.0	1,354.0
Other Non-Appropriated Funds	97,705.8	69,637.3	69,637.3
Total	108,243.4	76,464.1	76,464.1
FTE Positions	355.45	357.45	357.45

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,935.8	2,132.5	2,132.5
Other Non-Appropriated Funds	57,129.5	53,733.7	53,733.7
Total	59,065.3	55,866.2	55,866.2
FTE Positions	280.45	282.45	282.45

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

Goal: To recruit and retain highly qualified Army personnel.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Meet 100% authorized Army end-strength	97.0	100.0	0	100.0	0

Goal: To provide Readiness Centers able to support state missions and Soldier training and readiness requirements.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
AZNG Readiness Centers rated as "fair" or "good" to support Soldier Readiness.	23	25	0	26	0
AZNG Readiness Centers rated as "fair" or "good" that meet space requirements	5	6	0	7	0
Achievement of fiscal year construction milestones for Southeastern Arizona (Tucson) Regional Readiness Center.	50	100	0	100	0
Achievement of fiscal year construction milestones for Surprise Readiness Center.	100	100	0	100	0

Goal: To increase fulfillment of requests for Defense Support to Civil Authorities (DSCA) by our local, state, and federal partners.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Counter-Drug Task Force - Number of engagements to reduce drug demand.	100	0	0	0	0
Cyber Joint Task Force - Number of vulnerability assessments performed for state agencies and responses for immediate cyber support.	21	20	0	20	0

Program Summary

Emergency Management

Gabriel Lavine, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,819.1	6,930.9	6,930.9
Other Appropriated Funds	645.1	669.3	669.3
Other Non-Appropriated Funds	10,743.3	61,430.3	61,430.3
Total	18,207.5	69,030.5	69,030.5
FTE Positions	47.90	49.94	49.94

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	860.3	923.1	923.1
Other Non-Appropriated Funds	7,772.1	25,245.0	25,245.0
Total	8,632.3	26,168.1	26,168.1
FTE Positions	24.85	25.89	25.89

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Emergency Management Performance Grant (EMPG) Application Approval (days)	104	45	270	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.	73	120	0	180	0
Percent completion of statewide evacuation mapping.	0	50	0	100	0

Agency Summary

Department of Environmental Quality

Ben Henderson, Interim Director

Phone: (602) 771-6656

A.R.S. §49-101 et seq.

Mission:

To protect and enhance Arizona's public health and the environment in Arizona.

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.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Support	37,162.6	33,318.0	34,185.6
Air Quality	47,232.8	67,934.9	66,731.8
Waste Programs	56,575.0	66,068.2	81,261.0
Water Quality	43,730.4	36,619.3	50,028.3
Total	184,700.7	203,940.4	232,206.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	11,105.7	1,000.0	25,800.0
Other Appropriated Funds	82,412.7	98,366.0	101,832.4
Other Non-Appropriated Funds	91,182.4	104,574.4	104,574.4
Total	184,700.7	203,940.4	232,206.7
FTE Positions	585.00	588.00	598.00

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

Statewide Vision: An Arizona for everyone.

Agency Mission/Vision : Protect and enhance public health and the environment in Arizona.

Through consistent, science-based environmental regulation; and clear, equitable engagement and communication; With integrity, respect, and the highest standards of effectiveness and efficiency; 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.

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.

Resource Assumptions: Enter Full-time Employees (FTEs) and funding data by type: General Fund (GF), other Appropriated Funds (AF), Non-Appropriated Funds (NAF), and Federal Funds (FED). *Includes three years with actuals for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding Types:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	322	Actual	\$7,736,600	\$75,568,600	\$88,203,700	\$18,625,600	\$171,508,900
24	355.7	Approved	\$31,000,000	\$101,571,800	\$134,210,800	\$35,456,900	\$266,782,600
25	358.7	Approved	\$16,000,000	\$98,584,900	\$109,145,800	\$35,456,900	\$223,730,700

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: ADEQ has focused on five strategic issues that led to the creation of five year tangible outcomes that benefit public health and the environment.

1. Dozens of drinking water systems are not meeting federal safe standards today and are increasingly threatened by emerging contaminants such as Per- and Polyfluoroalkyl Substances (PFAS).
2. Air quality issues negatively impact public health and the environment in Arizona and have the potential to negatively impact the economy.
3. Protecting water quality in Arizona can be enhanced by eliminating cross contamination paths for surface water, groundwater and wastewater.
4. The multi-decade drought has created stakeholder demand to strengthen opportunities and guidance associated with water quality and reuse.
5. ADEQ will need to increase the number of program funds that are sustainable for the next five years.

Arizona Department of Environmental Quality

FY 2025-2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By June 2029, 100% of public drinking water systems will serve water meeting federal safe drinking water standards.	FY24	Resilience, Water and the Environment	Ongoing Agency Outcome: <ul style="list-style-type: none"> Restore water to federal safe drinking water standards at 37 small drinking water systems \$5M PFAS mitigation plan created and implementation effort kicked off Currently, ADEQ has detected PFAS in 126 small drinking water systems, out of the 685 that have been tested Collaborated to build a plan for assessing cyber security at public water systems
2	By June 2029, increase the percentage of people breathing air that meets national ambient air quality standards (NAAQS) by submitting to the EPA all required plans and documentation to achieve attainment with NAAQS.	FY25	Resilience, Water and the Environment	<ul style="list-style-type: none"> This is a new outcome for FY25
3	By June 2029, ADEQ will identify 100% of transmission paths from onsite wastewater systems and abandoned mines that are causing safe drinking water exceedances.	FY25	Resilience, Water and the Environment	<ul style="list-style-type: none"> This is a new outcome for FY25
4	By June 2029, facilitate water sustainability by 100% deployment of the advanced water purification program.	FY24	Resilience, Water and the Environment	Ongoing Agency Outcome: <ul style="list-style-type: none"> Completed advanced water purification road map Started advanced water purification rule making
5	To ensure the continuation of key ADEQ programs, ADEQ will increase the number of program funds that are sustainable from 57% to 100% by June 2029.	FY22	Resilience, Water and the Environment	Ongoing Agency Outcome: <ul style="list-style-type: none"> Started auditing revenue sources for agency funds Authorized to move forward with Solid Waste fees

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>Objective Aligns to Outcome #1</p>	<p>By June 2025, Restore water to federal safe drinking water standards at seven small drinking water systems.</p>	<ul style="list-style-type: none"> • # of drinking water systems discovered exceeding standards • # of mitigation plans complete • # of systems no longer exceeding standards 	<ul style="list-style-type: none"> • Restore water to federal safe drinking water standards at seven small drinking water systems • Finishing the PFAS sampling for small drinking water systems • Continue mitigation of PFAS in drinking water systems serving water above safe drinking water standards
<p>Objective Aligns to Outcome #2</p>	<p>By June 2025, submit to the Environmental Protection Agency (EPA) the Particulate Matter (PM) 2.5 boundary recommendations.</p>	<ul style="list-style-type: none"> • % complete of the PM 2.5 boundary recommendations 	<ul style="list-style-type: none"> • Submit the 2015 ozone serious SIP for the Phoenix-Mesa NAA as early as April 2025 • Address required elements for the Phoenix-Mesa 2015 ozone moderate NAA SIP stemming from a finding of failure to submit for this plan, which started a sanctions clock • Submit the PM 2.5 boundary recommendations to the EPA by February 2025
<p>Objective Aligns to Outcome #3</p>	<p>By June 2025, complete 80% of a statewide septic systems inventory.</p> <p>By June 2025, conduct 15% of a survey to identify abandoned mine lands.</p> <p>By June 2025, complete 100% of Gila County cesspool pilot initiative.</p>	<ul style="list-style-type: none"> • # of septic systems identified impacting public health • # of abandoned mine lands remediated • # of cesspools taken out of service • 50% completion of ADEQ second rule making for onsite wastewater 	<ul style="list-style-type: none"> • Continue inventory of septic systems in the state and identify systems impacting groundwater or surface water • Complete pilot with Gila county to remove cesspools and transition them to modern on-site wastewater systems or connect to centralized treatment • Continue to inventory & prioritize abandoned mine lands impacting surface waters for remediation

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
Objective Aligns to Outcome #4	By June 2025, complete 100% of the regulatory framework for the Advanced Water Purification Program. Breakthrough	<ul style="list-style-type: none"> Percent complete of fully implementing the advanced water purification program - goal 100% complete – 	<ul style="list-style-type: none"> Completed advanced water purification program rulemaking Support the pilot of advanced water purification systems Conduct advanced water purification program outreach
Objective Aligns to Outcome #5	By June 2025, complete 100% of the agency revenue analysis. By June 2025, develop a comprehensive revenue strategy for the agency.	<ul style="list-style-type: none"> 100% complete of the revenue analysis 100% complete of the revenue strategy 	<ul style="list-style-type: none"> Complete an agency revenue analysis Identify appropriate fees

Stakeholder Engagement Plan (Summary):

Internal: FY25 Strategic plan is developed through collaboration with the Executive Leadership Team (ELT), Program Managers and staff.

External: FY25 Strategic plan is developed in consideration of ongoing engagement with the Governor’s Office, Tribes and at our Business and Community meetings.

Communication Plan (Summary):

Internal: FY25 Strategic plan is posted to the ELT Performance Board and briefed to Agency Management.

External: FY25 Strategic plan is posted to the Agency external facing website and continued ongoing engagement will occur during routine stakeholder interactions.

Issue: Public Drinking Water Systems

Description: More than 6 million people in Arizona get drinking water from a regulated public water system overseen by ADEQ. To ensure the quality of tap water meets or exceeds state and federal Safe Drinking Water Act standards, ADEQ, with the help of local counties, assesses the drinking water source and supervises regulations that govern water system design, operation and construction. ADEQ helps measure drinking water quality through required scheduled tests of all public water systems for a wide variety of potential contaminants. As a result of these efforts, drinking water supplies in Arizona are among the cleanest in the country.

Solutions:

1. By June 2029, 100% of public drinking water systems will serve water meeting federal safe drinking water standards.
 - 1.1 By June 2025, Restore water to federal safe drinking water standards at seven small drinking water systems.
 - 1.1.a. Restore water to federal safe drinking water standards at seven small drinking water systems
 - 1.1.b. Finishing the PFAS sampling for small drinking water systems
 - 1.1.c. Continue mitigation of PFAS in drinking water systems serving water above safe drinking water standards

Issue: National Ambient Air Quality Standards

Description: ADEQ conducts ambient air quality monitoring throughout Arizona. Environmental parameters measured in this monitoring network include criteria pollutants (lead, ozone, particulate matter – PM10 and PM2.5, carbon monoxide, nitrogen oxides, sulfur dioxide) as well as air toxins. ADEQ also collects meteorological data at sites throughout the state to support the analysis of pollutant data and to provide support for exceptional event reporting.

ADEQ operates ambient air quality equipment for a variety of federal and state monitoring programs. Data collected by these monitors helps:

- Determine Arizona's current air quality status in regards to attaining the Environmental Protection Agency's National Ambient Air Quality Standards (NAAQS)
- Determine current air quality trends
- Modeling for new sources of pollution
- Air quality forecasters better predict future air quality trends

Solutions:

2. By June 2029, increase the percentage of people breathing air that meets national ambient air quality standards (NAAQS) by submitting to the EPA all required plans and documentation to achieve attainment with NAAQS.
 - 2.1 By June 2025, submit to the Environmental Protection Agency (EPA) the Particulate Matter (PM) 2.5 boundary recommendations.
 - 2.1.a. Submit the 2015 ozone serious SIP for the Phoenix-Mesa NAA as early as April 2025
 - 2.1.b. Address required elements for the Phoenix-Mesa 2015 ozone moderate NAA SIP stemming from a finding of failure to submit for this plan, which started a sanctions clock
 - 2.1.c. Submit the PM 2.5 boundary recommendations to the EPA by February 2025

Issue: Transmission Paths To Drinking Water

Description: ADEQ evaluates each water source used by public water systems in Arizona. These evaluations assess the hydrogeology of drinking water sources to determine the quality of groundwater being drawn into wells, the watersheds supplying surface water and the surveyed land being used for activities occurring near drinking water sources. This information is used to determine the degree to which a public drinking water source is protected from, or at risk of, contamination. It is also used to assist local communities in implementing source water protection measures.

Solutions:

3. By June 2029, ADEQ will identify 100% of transmission paths from onsite wastewater systems and abandoned mines that are causing safe drinking water exceedances.
 - 3.1. By June 2025, complete 80% of a statewide septic systems inventory.
 - 3.1.a. Continue inventory of septic systems in the state and identify systems impacting groundwater or surface water
 - 3.2. By June 2025, conduct 15% of a survey to identify abandoned mine lands.

3.2.a. Continue to inventory & prioritize abandoned mine lands impacting surface waters for remediation

3.3. By June 2025, complete 100% of Gila County cesspool pilot initiative.

3.3.a. Complete pilot with Gila county to remove cesspools and transition them to modern on-site wastewater systems or connect to centralized treatment

Issue: Water Sustainability

Description: Advanced Water Purification — Direct Potable Reuse of Reclaimed Water

In 2017, ADEQ conducted a rulemaking to reorganize the recycled water rules, remove the prohibition on providing treated reclaimed water for potable uses, and provided an interim individual permit rule to allow treatment of reclaimed water for direct potable uses. Currently, a second phase is underway to revise the interim rule and provide more comprehensive regulatory standards and a clearer permitting process, and enable communities to use advanced water purification as a water supply option.

Solutions:

4. By June 2029, facilitate water sustainability by 100% deployment of the advanced water purification program.

4.1. By June 2025, complete 100% of the regulatory framework for the Advanced Water Purification Program.

4.1.a. Completed advanced water purification program rulemaking

4.1.b. Support the pilot of advanced water purification systems

4.1.c. Conduct advanced water purification program outreach

Issue: Sustainable Program Funding

Description: ADEQ's self-funded fee-for-service model has failed to keep up with rising expenses and has structural defects that have not been corrected since implementation in 2011. During that time, ADEQ's scope also has continued to increase. Unfunded mandates include: Voluntary Environmental Stewardship Program; Voluntary Vehicle Repair Program (taken over from Maricopa and Pima County); Underground Injection Control program startup; some Direct Potable Reuse/Advanced Water Purification program startup costs; Coal Combustion Residuals program startup; AZ Surface Water Protection Program; Reestablishment of Recycling grant program; Underground Storage Tank installation inspections (previously conducted by fire departments); air monitoring in Mexico; and Oil and Gas Conservation Commission support.

Solutions:

5. To ensure the continuation of key ADEQ programs, ADEQ will increase the number of program funds that are sustainable from 57% to 100% by June 2029.

5.1. By June 2025, complete 100% of the agency revenue analysis.

5.1.a. Complete an agency revenue analysis.

5.2. By June 2025, develop a comprehensive revenue strategy for the agency.

5.2.a. Identify appropriate fees.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	367.0	367.0	367.0
General Fund	17,500.0	17,500.0	17,500.0
Other Appropriated Funds	101,747.8	101,747.8	101,747.8
Non-Appropriated Funds	72,166.4	72,166.4	72,166.4
Federal Funds	32,408.0	32,408.0	32,408.0

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

Goal: Protect and enhance public health and the environment in Arizona.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Reduce % of Agency on-Site Hours	10%	43%	8%	43%	43%

Program Summary

Support

Karen Peters, Deputy 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	25,709.5	23,356.8	24,224.4
Other Non-Appropriated Funds	11,453.1	9,961.2	9,961.2
Total	37,162.6	33,318.0	34,185.6
FTE Positions	178.11	169.50	169.50

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

Subprogram Summary

Support

Karen Peters , Deputy Director
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 A.R.S. §49-101 et seq.

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Other Non-Appropriated Funds	11,453.1	9,961.2	9,961.2
Total	37,162.6	33,318.0	34,185.6
FTE Positions	178.11	169.50	169.50

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

Goal: To ensure the continuation of key ADEQ programs, ADEQ will increase the number of program funds that are sustainable.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of Healthy Funds for the Next 5 Years	0%	100%	60%	100%	100%
Revenue Analysis 100% Complete	0%	0%	0%	100%	100%
Revenue Strategy 100% Complete	0%	0%	0%	100%	100%

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 commission.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	1,000.0	0.0
Other Appropriated Funds	35,820.6	47,863.3	47,660.2
Other Non-Appropriated Funds	11,412.2	19,071.6	19,071.6
Total	47,232.8	67,934.9	66,731.8
FTE Positions	100.00	106.00	106.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,789.1	2,187.8	2,187.8
Other Non-Appropriated Funds	1,858.3	2,186.4	2,186.4
Total	3,647.4	4,374.2	4,374.2
FTE Positions	23.00	20.00	20.00

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

Goal: By June 2029, increase the percentage of people breathing air that meets national ambient air quality standards (NAAQS) by submitting to the EPA all required plans and documentation to achieve attainment with NAAQS.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
No. of Net Non-attainment areas	14	14	14	13	13
Percent Complete of the PM 2.5 Boundary Recommendations	0%	0%	0%	100%	100%

Subprogram Summary

Oil & Gas

Julie Riemenschneider, Waste Programs Division Director

Phone: (602) 771-4567

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	166.3	217.6	217.6
Other Non-Appropriated Funds	6,515.5	13,173.2	13,173.2
Total	6,681.8	13,390.8	13,390.8
FTE Positions	7.00	7.00	7.00

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

Goal: Protect and enhance public health and the environment in Arizona.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Oil and Gas Wells Inventoried	0	0	86	160	240
Number of Oil and Gas Wells Abandoned	0	0	0	18	36

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	11,105.7	0.0	12,500.0
Other Appropriated Funds	16,213.5	20,540.7	21,449.7
Other Non-Appropriated Funds	16,411.1	16,078.6	16,078.6
Total	43,730.4	36,619.3	50,028.3
FTE Positions	158.89	153.30	160.30

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	500.0
Other Appropriated Funds	6,537.0	5,462.2	6,238.8
Other Non-Appropriated Funds	336.9	0.0	0.0
Total	6,873.9	5,462.2	6,738.8
FTE Positions	36.00	19.00	21.00

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

Goal: By June 2029, ADEQ will identify 100% of transmission paths from onsite wastewater systems and abandoned mines.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Septic Systems Identified Impacting Public Health	0	0	0	282	500
Number of Abandoned Mine Lands Remediated	0	0	0	1	2
Number of Cesspools Taken Out of Service	0	0	0	14	28
50% Completion of ADEQ Second Rule Making for Onsite Wastewater	0%	0%	0%	50%	100%

Subprogram Summary

Safe Drinking Water

Trevor Baggione, Water Quality Division Director

Phone: (602) 771-2321

A.R.S. §49-351 to §49-360

Mission:

To protect and enhance public health and the environment in Arizona.

Description:

The Drinking Water Regulation program is federally mandated to ensure regulated public water systems provide safe drinking water to their customers. The program regulates public water systems based on state drinking water rules that are continually updated to conform to federally promulgated regulations. Staff reviews water system construction plans, conducts compliance inspections on drinking water systems, reviews water quality monitoring data, initiates enforcement actions in response to continued or significant noncompliance, and conducts outreach to educate stakeholders on regulatory requirements. The program also evaluates source waters to ascertain their susceptibility to contamination, promotes voluntary community programs aimed at protecting aquifers for drinking water use, and administers the monitoring assistance program to assist public water systems in complying with monitoring requirements under the federal safe drinking water act.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,472.7	1,938.8	3,072.8
Other Non-Appropriated Funds	8,295.0	9,614.4	9,614.4
Total	10,767.7	11,553.2	12,687.2
FTE Positions	35.89	25.00	25.00

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

Goal: By June 2029, 100% of public drinking water systems will serve water meeting federal safe drinking water standards.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
No. of Net Drinking Water Systems Serving Drinking Water Not Meeting Federal Standards	26	26	34	38	38
Population Served Healthy Drinking Water V2 (%)	99.85%	99.00%	99.48%	99.00%	99.00%
Number of Drinking Water Systems Discovered Exceeding Standards	0	0	0	30	30
Number of Mitigation Plans Complete	0	0	48	24	48
Number of Systems No Longer Exceeding Standards	0	0	0	26	52

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	651.5	4,564.6	4,564.6
Total	651.5	4,564.6	4,564.6
FTE Positions	4.00	27.00	27.00

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

Goal: By June 2029, facilitate water sustainability by 100% deployment of the advanced water purification program.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent Complete of Fully Implementing the Advanced Water Purification Program	0%	0%	0%	100%	100%

Agency Summary

Governor's Office of Equal Opportunity

Chavon Woods, Director

Phone: (602) 769-2127

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Public Advocacy Division	310.5	311.7	311.7
Total	310.5	311.7	311.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	310.5	311.7	311.7
Total	310.5	311.7	311.7
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State Board of Equalization	613.1	724.4	754.4
Total	613.1	724.4	754.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	613.1	724.4	754.4
Total	613.1	724.4	754.4
FTE Positions	3.00	7.00	7.00

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

5 Year Plan

Issue: Information Technology System

Description: The new application is built on a salesforce platform to accommodate current and future Information Security requirements. The SBOE has accomplished the first step and completed Phase 1 of the application replacement process. The SBOE initiated the rebuild of a new software application program in CY 2021. The application will be enhanced in CY25 and CY26. The SBOE continues to explore internet services to be made available to the public.

Solutions:

1. Funding must be obtained to continue the rebuild of the new software application. At present, the SBOE is using year-end residuals to fund the project. However, the heightened requirements for data protection and information security has caused the SBOE to anticipate software upgrades and server replacement in the very near future. All software upgrades require annual renewal of licenses. These amounts must be identified and built into future budgets.

Issue: Information Security

Description: This agency will upgrade and update all hardware and software to the latest technology required to implement the State's Information Security plans.

Solutions:

1.1 The Board will utilize all state ASET available assets and resources to become compliant with all information security requirements.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	7.0	8.0	8.0
General Fund	792.1	831.7	873.3

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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.	90	100	95	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.	98	100	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Cost per appeal (in dollars)	180	180	180	180	165
Appeals received.	1,635	2,000	2,260	2,300	2,400

Goal: To improve efficiencies of agency operations through networking and personnel training.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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.	100	90	90	90	90
Enhance training for staff members. This performance measure is for the percentage of staff members who have completed training.	95	95	95	95	95

Goal: To Complete the processing of the Board's rules.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Board of Executive Clemency	1,368.2	1,405.6	1,917.2
Total	1,368.2	1,405.6	1,917.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,346.6	1,377.6	1,889.2
Other Non-Appropriated Funds	21.6	28.0	28.0
Total	1,368.2	1,405.6	1,917.2
FTE Positions	11.50	14.50	17.50

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

5 Year Plan

Issue: Establish continuous board member training and development

Description: Establish an ongoing training program for the board in compliance with Board policies (8 hours per year)

Solutions:

The Board has set the following performance indicators to ensure that the Board members are given continuous training and development: Track number of hour long monthly trainings put on for Board (goal of 8)

Issue: Maintain on-going staff training and development in efforts to conduct daily operations seamlessly.

Description: The Board has set the following objectives related to this issue:

- Cross-train all staff on packet preparation for all hearing types
- Create standard work for all staff positions

Solutions:

The Board plans to ensure ongoing staff training and development is met by tracking the following performance indicators:

- Percentage of staff members cross-trained on packed preparation
- Percentage of job categories with standard work completed

Issue: Meet hearing timeframes in accordance with the law

Description: Caselaw establishes a goal of holding revocation hearings within 60 after a parolee or individual on community supervision has been arrested. Additionally, the Board has developed a backlog of commutation hearings due to shortage of staff and Board members. The Board has set the following objectives related to this issue:

- Eliminate commutation backlog within one year
- Schedule 90% of revocation hearings within 60 days and 100% within 90 days of arrest
- Schedule all probable cause hearings within 10 days of arrest

Solutions:

The Board plans to ensure it is meeting hearing time frames in accordance with the law by measuring the following performance indicators: Number of commutation hearings is greater than number of applications

- Number/% of revocation hearings held in a month that were received within 60 and 90 days prior
- Average number of days between arrest and a probable cause hearing

Issue: Maintain timeliness for Imminent Danger of Death (IDD) process

Description: An inmate may apply for compassionate release if he or she is deemed within end of life in the next 4 months or less. These hearings require the Board to act quickly to ensure release before end of life.

Solutions:

Schedule all IDD hearings with 5 business days of receipt and transmit any recommendation to the Governor's office within 5 business days.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	14.5	14.5	14.5
General Fund	1,691.6	1,691.6	1,691.6
Non-Appropriated Funds	28.0	28.0	28.0

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

Goal: To meet hearing timeframes in accordance with the law.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Maintain elimination of the commutation backlog by conducting Phase I hearing within 120 days of receipt of application.	100	95	90	85	85
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant within 60 days prior.	99.0	99.0	95.0	95.0	95.0
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant 90 days prior or less.	100.00	100.00	99.00	99.00	99.00
Number of pending pardons is under 2 (amount the board can hear in a month)	1	2	1	2	2

Goal: To establish continuous board member training and development.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of hour long monthly trainings put on for Board (goal of 8)	27	8	9	8	8

Goal: To Maintain Improvement of Imminent Danger of Death Process.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of Imminent Danger of Death cases heard within 5 days of receipt	100	100	100	100	100
Percentage of Imminent Danger of Death cases submitted to Governor within 5 days of decision	100	100	100	100	100

Agency Summary

Exposition and State Fair Board

Wanell Costello, Executive Director

Phone: (602) 252-6771

A.R.S. § 3-1001

Mission:

To provide opportunities for all Arizonans to celebrate the state's heritage, industry, traditions, and future.

Description:

The Arizona Exposition and State Fair (AESF) is a 96-acre entertainment facility that showcases a variety of events, including one of the preeminent state fairs in the country. The AESF, which owns the property and buildings it occupies, rents its facilities to a variety of tenants and promoters, such as the Arizona National Livestock Show and the Maricopa County Fair. The AESF provides a location to showcase industry, agriculture, education, and entertainment for the enjoyment of Arizona residents and visitors.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Interim Events	8,559.7	6,894.4	10,696.5
State Fair	8,257.0	16,804.3	16,804.3
Total	16,816.7	23,698.7	27,500.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	16,816.7	23,698.7	27,500.8
Total	16,816.7	23,698.7	27,500.8
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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	5,653,616.0	5,653,616.0	5,653,616.0
Other Appropriated Funds	18,045.1	18,045.1	18,045.1

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	8,559.7	6,894.4	10,696.5
Total	8,559.7	6,894.4	10,696.5
FTE Positions	71.00	71.00	71.00

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

Goal: To increase the number of non-fair rental days.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
New promoters requesting space	8	6	5	4	4
Repeat promoters annually	26	35	32	30	30
Non-fair rental days over previous year	605	600	953	850	900
New partners acquired	12	10	22	20	20
Exhibit space used by partners for business showcase (square feet)	22,000	25,000	19,635	48,530	25,000

Goal: To maximize the use of existing parking space.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Parking lot rentals	11	10	7	7	9
New strategic partners renting parking lots	4	2	1	0	1
New revenue streams identified	2	2	2	1	2
New revenue received from alternative sources (in dollars)	174,740	7,500,000	3,500,000	500,000	500,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	8,257.0	16,804.3	16,804.3
Total	8,257.0	16,804.3	16,804.3
FTE Positions	113.00	113.00	113.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Increase Wednesday attendance.	0	0	0	0	0
Fair attendance (in thousands)	1,384,269	1,300	1,445,194	1,400,000	1,500,000

Goal: To maximize all fair revenue sources.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of guest service contacts	129	80	61	80	80
Improvements implemented	0	5	7	6	6

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Fingerprint Board	757.1	829.7	829.7
Total	757.1	829.7	829.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	757.1	829.7	829.7
Total	757.1	829.7	829.7
FTE Positions	7.00	8.00	8.00

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

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 2024, 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 (67.9%). The Board received 5,525 applications, which represents a 10.8% increase in applications from FY 2023 (4,987). 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 18 days, but it is still below the statutorily required 20 days. The Board communicates with applicants effectively and efficiently based on the number of applications completed on initial submission (81.93%). 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 (99.44%) 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 2023 and FY 2024. 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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Non-Appropriated Funds	800.0	800.0	800.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of applications approved.	99.25	96.00	99.53	96.00	96.00
Percent of approvals by administrative hearing.	5.00	5.00	4.14	5.00	5.00
Percent of approvals by expedited review.	95.00	95.00	95.86	95.00	95.00
Percent of investigator recommendations for expedited reviews accepted.	99.74	96.00	99.44	96.00	96.00

Goal: To provide applicants with timely decisions on their good-cause-exception applications.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average days from expedited review to hearing.	36.01	35.00	34.52	35.00	36.00
Average days from scheduled hearing to hearing decision/completion.	71.22	65.00	67.90	70.00	70.00
Average number of days spent processing application from receipt to expedited review.	14.01	12.00	20.17	18.00	18.00
Average number of days spent processing application.	17.00	20.00	19.00	20.00	20.00
Average number of days to disposition	24.00	30.00	22.40	30.00	30.00
Number of applications disposed.	4,589	3,700	5,714	4,800	5,000
Number of good-cause-exception applications received	4,987	3,700	5,525	4,800	5,000
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).	93	100	68	65	70
Ratio of cases opened to cases closed.	1:0	1:0	1:1.03	1:1.00	1:1.00

Goal: To develop fair and comprehensible rules, policies, and procedures for determining good cause exceptions.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of good-cause-exception requests received.	0	0	0	0	0
Percent of applications complete on initial submission.	82.06	85.00	81.93	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, Director
 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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State Forester	105,601.9	125,017.3	147,567.5
Eastern Counties Environment Grants	250.0	250.0	250.0
State Fire Marshal	1,773.2	1,805.3	6,398.7
Licensing and Regulation	289.0	289.7	289.7
Total	107,914.1	127,362.3	154,505.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	36,685.1	51,471.6	78,615.2
Other Non-Appropriated Funds	71,229.0	75,890.7	75,890.7
Total	107,914.1	127,362.3	154,505.9
FTE Positions	246.20	283.42	310.42

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

Statewide Vision: An Arizona for everyone.

Agency Vision: An Arizona whose people are protected from the threat of fire and whose diverse landscapes are healthy.

Agency 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 wildfire 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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General Fund (GF), other Appropriated Funds (AF), Non-Appropriated Funds (NAF), and Federal Funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	235.5	\$129,473,400		\$0	\$6,092,875.84	\$59,960,623.31	\$195,526,899.15
24	235.5	\$57,605,200		\$0	\$7,590,034.74	\$56,622,879.98	\$121,818,114.72
25	235.5	\$48,605,200		\$0	\$10,000,000	\$90,766,800	\$149,372,000

* Total reflects GF + AF + NAF. FED funding shown is broken out from NAF

Executive Summary: DFFM identified three strategic outcomes to reach its vision.

Forestry - Increase Wildfire Mitigation Efforts: 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.

Office of the State Fire Marshal - Increase School Safety: Increase the number of annual fire inspections at schools by the Office of the State Fire Marshal (OSFM) and in coordination with partners as required by the State Fire Code in order to increase the safety of students and school staff.

Fire - Increase Wildfire Community Education and Protection: Increase education and protection of Arizona communities from wildfire.

Summary of 5-Year Agency Outcomes
(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	<p>Forestry - Increase Wildfire Mitigation Efforts</p> <p>Treat 40,000 acres annually in FY 2026 and sustain a 40,000 acre annual target through June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>In FY24, DFFM met its annual target of 20,000 acres and is engaged in building additional capacity to meet a 40,000 acre annual target by FY 2026. Additional capacity includes: 1) implementing departmental-wide operational and procedural improvements, 2) hiring additional staff, 3) increasing the number of private contractors on state contract to perform work at increased pace and scale and at lower costs, 4) via GNA, continue working with the United States Forest Service (USFS) on increasing the number of acres to be treated by DFFM on USFS lands from over 80,000 acres currently under agreement to over 100,000 acres in order to treat landscapes at highest risk to private property and communities, 5) implementing wildfire risk mitigation projects on state trust lands to enhance watershed health and minimize fire risk while supporting private industry with sustainable wood fiber, and 6) increase the use of prescribed fire in conjunction with other mitigation methods to minimize wildfire risk and allow fire to play its natural ecological role.</p>
2	<p>Office of the State Fire Marshal - Increase School Safety</p> <p>Increase the number of annual school fire safety inspections by 20% by June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>Largely as a result of a September 2023 performance audit by the Auditor General's Office, the OFSM is implementing several operational improvements intended to significantly increase the accomplishment, tracking, and reporting of fire safety inspections for state and county-owned buildings and schools statutorily required by the OSFM. Improvements include: 1) population of building data, inspection status and scheduling information for jurisdictional buildings into a departmental-wide database, 2) completion of a program assessment in accordance with the National Fire Protection Association (NFPA) 1730 which will inform required staffing levels to allow increased capacity to meet outcomes, 3) Review and update of all existing policy/protocols that govern the OSFM, and 4) Increase LOA (Letter of Approval) partners. Together, these improvements will allow the OSFM to compel increased funding for additional staffing to meet expected outcomes.</p>
3	<p>Fire - Increase Wildfire Community Education and Protection</p> <p>Increase the number of communities prepared for wildfire by enrollment in the Firewise Program by 5% each year through June 2029.</p>	FY25	<p>Resilience, Water and the Environment</p> <p>Healthy Forests and Grasslands to Prevent Fire</p>	<p>Our Fire Prevention Division has increased its staffing and operational capacity to provide increased outreach, education, and protection to Arizona Communities by training and enrollment in the NFPA Firewise Community Program. The continuing education and targeted public events are most beneficial and contribute to the overall Firewise Program success to spur action by private homeowners and community leaders to proactively reduce wildfire risk in their communities.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>Forestry - Increase Wildfire Mitigation Efforts</p> <p>40,000 acres treated annually in FY 2026 and sustained through June 2029.</p>	<p>Breakthrough</p> <p>Increase the number of acres treated (for wildfire risk reduction and forest and watershed restoration) from 20,000 acres annually to 30,000 acres annually in FY 2025.</p>	<p># of Acres Treated for Wildfire Mitigation *</p> <p># of Acres Treated for Wildfire Mitigation in Priority Firesheds</p>	<p>Implement FY25 Annual Program of Work through leveraging Federal and State funds to maximize acres treated.</p> <p>Hire and train remaining forestry staff required to plan and implement projects.</p> <p>Maximize awards to private industry via DFFM's new Wildland Fuels Reduction, Forestry Management and Timber Sale Preparation Contract for logging, mastication, hand thinning, watershed restoration, and other wildfire mitigation activities.</p>
<p>OSFM - Increase School Safety</p> <p>Increase the number of Fire Safety Inspections for Schools by 20% by June 2029.</p>	<p>Increase the current number of Fire Safety School Inspections currently being conducted to 2,381 in FY 2025.</p>	<p># of School Inspections by OSFM</p> <p># of School Inspections by LOA Partners</p> <p># of State and County Owned Building Inspected</p>	<p>Continued deployment of OSFM Salesforce database platform to increase efficiency and productivity.</p> <p>Continued utilization of OSFM analysis results as the benchmark for critical staffing increases, required to meet both the National Fire Protection Association Standards and International Fire Code.</p>
<p>Fire - Increase Wildfire Community Education and Protection</p> <p>Increase the number of communities prepared for fire by enrollment in the Firewise Program by 5% each Fiscal year through June 2029.</p>	<p>Increase the number of communities enrolled in NFPA Firewise Program from 160 to 168 in FY25.</p>	<p># of Communities Enrolled in the Firewise Program</p>	<p>Educate communities to organize, find direction and take action to reduce wildfire risks.</p> <p>Monitor existing communities that have completed the renewal process.</p> <p>Target new communities in the Planning and Development phase that have completed recognition process.</p>

Stakeholder Involvement: *Provide a summary of what stakeholders were involved and how.*

Internal: DFFM's Executive Leadership Team (ELT) includes leaders from all of our divisions, Administration, Human Resources, Finance, Forestry, Wildland Fire, and the Office of the State Fire Marshal. The ELT meets on a weekly basis to discuss DFFM's program of work, directives from the Governor's Office, and the general direction and business of DFFM. This same group scheduled additional meetings to discuss, workshop and draft our FY 2025-2029 Strategic Plan.

External: DFFM's external stakeholders include the Governor's Office, US Forest Service, The Arizona State Land Department, the Division of Emergency Management, Arizona State Parks, the Ecological Research Institute, the Salt River Project, the White Mountain Apache Tribe, the San Carlos Apache Tribe, Arizona Public Service, Arizona Counties, the Arizona Fire District Association, the Arizona Fire Chiefs Association, The Arizona Fire Marshals Association and numerous citizens groups that work to improve the health of Arizona's landscapes and ecosystems. The ELT considered input from these groups and others in developing DFFM's Strategic Plan and Program of Work. The nature of DFFM's work and responsibilities requires collaboration with many different stakeholders in order to get our work completed.

Communication Plan: *Provide a summary of how this strategic plan will be communicated to stakeholders.*

Internal: DFFM's State Forester and Director provides updates to staff through emails and at times, agency-wide 'all hands' meetings. Internal strategic plan communication can also be delivered through the Human Resources monthly updates.

External: DFFM routinely provides Agency wins to Governor's Office as part of Hobbs Highlights, "Arizona for Everyone." Detail 'wins' on our social media channels, including Facebook and X along with media releases, if and when applicable.

5 Year Plan

Issue: Increase Wildfire Mitigation Efforts

Description: In FY24, DFFM met its annual target of 20,000 acres and is engaged in building additional capacity to meet a 40,000 acre annual target by FY 2026.

Additional capacity includes:

- 1) implementing departmental-wide operational and procedural improvements,
- 2) hiring additional staff,
- 3) increasing the number of private contractors on state contract to perform work at increased pace and scale and at lower costs,
- 4) via Good Neighbor Authority (GNA), continue working with the United States Forest Service (USFS) on increasing the number of acres to be treated by DFFM on USFS lands from over 80,000 acres currently under agreement to over 100,000 acres in order to treat landscapes at highest risk to private property and communities,
- 5) implementing wildfire risk mitigation projects on state trust lands to enhance watershed health and minimize fire risk while supporting private industry with sustainable wood fiber, and 6) increase the use of prescribed fire in conjunction with other mitigation methods to minimize wildfire risk and allow fire to play its natural ecological role.

Solutions:

Treat 40,000 acres annually in FY 2026 and sustain a 40,000 acre annual target through June 2029.

Increase the number of acres treated (for wildfire risk reduction and forest and watershed restoration) from 20,000 acres annually to 30,000 acres annually in FY 2025.

Implement FY25 Annual Program of Work through leveraging Federal and State funds to maximize acres treated.

Hire and train remaining forestry staff required to plan and implement projects.

Maximize awards to private industry via DFFM's new Wildland Fuels Reduction, Forestry Management and Timber Sale Preparation Contract for logging, mastication, hand thinning, watershed restoration, and other wildfire mitigation activities.

Issue: Increase School Safety

Description: Increase the number of Fire Safety Inspections for Schools by 20% by June 2029.

Solutions:

Increase the number of Fire Safety Inspections for Schools by 20% by June 2029.

Increase the current number of Fire Safety School Inspections currently being conducted to 2,381 in FY 2025.

Continued deployment of OSFM Salesforce database platform to increase efficiency and productivity.

Continued utilization of OSFM analysis results as the benchmark for critical staffing increases, required to meet both the National Fire Protection Association Standards and International Fire Code.

Issue: Increase Wildfire Community Education and Protection

Description: Increase the number of communities prepared for fire by enrollment in the Firewise Program by 5% each Fiscal year through June 2029.

Solutions:

Increase the number of communities prepared for fire by enrollment in the Firewise Program by 5% each Fiscal year through June 2029.

Increase the number of communities enrolled in NFPA Firewise Program from 160 to 168 in FY25.

Educate communities to organize, find direction and take action to reduce wildfire risks.

Monitor existing communities that have completed the renewal process.

Target new communities in the Planning and Development phase that have completed recognition process.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	310.5	310.5	310.5
General Fund	78,615.2	78,615.2	78,615.2
Non-Appropriated Funds	64,268.5	64,268.5	64,268.5
Federal Funds	11,622.2	11,622.2	11,622.2

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

Program Summary

State Forester

Thomas A. Torres, Director
 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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	34,372.9	49,126.6	71,676.8
Other Non-Appropriated Funds	71,229.0	75,890.7	75,890.7
Total	105,601.9	125,017.3	147,567.5
FTE Positions	227.64	263.99	263.99

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

Goal: To improve the natural environment.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of acres treated Wildfire Mitigation - FORESTRY	0	20,000	21,499	30,000	30,000

Subprogram Summary

State Forester

Thomas A. Torres, Director
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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,129.5	8,938.4	8,938.4
Other Non-Appropriated Funds	71,229.0	75,890.7	75,890.7
Total	81,358.4	84,829.1	84,829.1
FTE Positions	119.42	133.68	133.68

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

Goal: Increase the number of communities enrolled in NFPA Firewise Program from 160 to 168 in FY25.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Communities Enrolled in the Firewise Program	0	0	160	168	176

Program Summary

State Fire Marshal

Thomas A. Torres, Director
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 various Department programs; collaborating in forest restoration projects; and ensuring fire and life safety through permitting, plan reviews and building inspections.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,773.2	1,805.3	6,398.7
Total	1,773.2	1,805.3	6,398.7
FTE Positions	17.55	18.43	45.43

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

Goal: Increase the current number of Fire Safety School Inspections currently being conducted to 2,381 in FY 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of School Inspections by OSFM	0	0	1,250	1,300	1,350
# of School Inspections by LOA Partners	0	0	90	95	100
# of State and County Owned Building Inspected	0	0	537	563	589

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

FTE Positions

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

Agency Summary

Game and Fish Department

Ty Gray, Director

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, enforce off-highway vehicle laws, and develop and operate shooting ranges. 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.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Central Administrative	21,772.3	23,225.8	27,055.8
Wildlife Conservation	95,572.9	105,299.4	105,499.4
Recreation	22,110.3	25,053.5	25,053.5
Total	139,455.4	153,578.7	157,608.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	40,049.7	42,552.2	46,582.2
Other Non-Appropriated Funds	99,405.7	111,026.5	111,026.5
Total	139,455.4	153,578.7	157,608.7
FTE Positions	598.41	670.30	670.30

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

Statewide Vision: An Arizona for everyone.

Agency 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.

Agency 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, enforce off-highway vehicle laws, and develop and operate shooting ranges. 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated (NAF), and federal funds (FED). *Includes three years, with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding Types:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	587.1		\$0	\$50,168,200	\$39,596,100	\$48,931,700	\$138,696,000
24	666.3		\$0	\$41,850,200	\$45,621,500	\$68,235,100	\$155,706,800
25	675.0		\$0	\$41,972,700	\$45,621,500	\$68,235,100	\$155,829,300

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: Being an agency that receives no general fund tax dollars and to ensure financial sustainability continues, the Department must generate revenue through the sale of its products and services to fund operations, serve its customers and all Arizonans, and meet its wildlife conservation, public safety and outdoor recreation mission.

The Commission owns 36 dams across the state, more than any other governmental unit. Due to development downstream and updated climate modeling, 7 dams have been recategorized as ‘high hazard’. Consequently, new assessments, failure mode analyses, enhanced maintenance protocols, and compliance measures will be required, alongside multimillion-dollar remediation investments to safeguard lives and property downstream as well as continue to provide wildlife habitat and recreational access.

The Department manages sportfish populations to maintain robust and healthy fish populations while providing sustainable recreational opportunities that benefit the quality of life and rural economies for all Arizona’s citizens. Hatchery renovations will be a critical piece in maintaining this revenue supporting activity and maintaining a high level of angler satisfaction.

The Department has long recognized and continues work to mitigate barriers to wildlife connectivity which is typically the result of development, road construction or other barriers created by human population growth. These efforts will conserve wildlife while reducing wildlife-vehicle collisions that also represent a significant public safety risk and negative economic impact.

Game and Fish Department

FY 2025 - 2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Identify and secure \$4 million in revenue sources to sustain the Department's current business model to ensure financial sustainability and capacity to fund operations with zero General Fund dollars by June 2029.	2025	Resilience, Water, and the Environment	The Department reached its FY24 revenue target of \$54.2M. Implementing additional initiatives to continue progress with a focus on the additional \$4 million over the next 5 years.
2	The Department will complete all identified and funded actions at 2 high hazard dams by June 2029.	2025	Resilience, Water, and the Environment	New Agency outcome: High hazard dams are dams that pose a high risk to life and property down stream should they fail. AGFD will complete all needed actions to avoid an unsafe or deficient designation at 2 of the 7 dams with a high hazard classification. Note: this is a shared-owner outcome requiring additional state and federal funding.
3	To support outdoor recreational opportunities, Department strategies will increase satisfaction of surveyed anglers by 10% by June 2029.	2025	Resilience, Water, and the Environment	Completed renovation of upper units at the Silver Creek Hatchery and the Largemouth Bass Pond at Bubbling Ponds Hatchery. Stocked 718,789 pounds of sportfish at 147 unique waters in FY24.
4	To conserve wildlife and protect motorists, the Department's collaborative efforts with ADOT, will promote wildlife connectivity and reduce wildlife related vehicle collisions by 90% within identified priority corridors by June 2029.	2025	Infrastructure	Federal Highway Administration wildlife crossing pilot program \$24M grant awarded to AZGFD/ADOT for Willard Springs I-17 Project. National Fish and Wildlife Federation administered America the Beautiful \$1M Challenge Grant awarded to AZGFD/ADOT for Woods Canyon-Munds Park Fence Upgrade.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1 Generate \$1M in FY25 through sustained discretionary revenue-generating initiatives to fund operations and priorities like hatchery infrastructure and dam risk assessments by June 30 2025</p>	<p>1.1 Dollars of Discretionary Revenue Generated</p>	<ul style="list-style-type: none"> - Hold 2 Limited Entry Draws per year - Develop and implement new donation platform for tracking campaigns - Implement courtesy emails and text messages for watercraft registration renewal reminders - Solicit employee generated ideas for new products and services
2	<p>2.1 Breakthrough Objective: Update Emergency Action Plans (EAP) for 7 high hazard dams by June 30 2025</p> <p>2.2 Conduct 100% of annual inspections of all dams and 7 table top exercises for all high hazard dams by June 30 2025</p>	<p>2.1 # of Emergency Action Plans Updated</p> <p>2.2 # of Inspections and Table Top Exercises</p>	<ul style="list-style-type: none"> - Coordinate with the Arizona Department of Water Resources (ADWR) on annual dam inspections to identify maintenance needs - Perform and coordinate Emergency Action Plans (EAP) and Tabletop Exercises with Stakeholders that include counties, municipalities, USDA Forest Service, ADWR and ADOA - Apply for grants to secure an estimated \$550K in additional funding for risk assessments which drives prioritization of needs and identifies required mitigation
3	<p>3.1 To ensure current operations, complete 24 hatchery maintenance projects by June 30 2025</p> <p>3.2 Create recreational opportunities by stocking 700K pounds of Sportfish in Statewide waters by June 30 2025</p>	<p>3.1 # of Medium and High Priority Hatchery Maintenance Projects Completed</p> <p>3.2 Pounds of Sportfish Stocked</p>	<ul style="list-style-type: none"> - Identify and prioritize hatchery maintenance projects using a prioritization matrix evaluating biosecurity, production, safety, regulatory compliance and cost - Execute renewed or new Intergovernmental agreements with municipalities and towns for the Community Fishing Program and include cost adjustments to reflect price increases - Evaluate creel survey data for angler satisfaction - Secure funding for needed large scale renovation and modernization projects for hatcheries

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4.1 Conduct 12 milestones to improve Wildlife Connectivity & Resilience by June 30 2025	4.1 # of Connectivity Milestones Achieved	<ul style="list-style-type: none"> - Secure external funding to support wildlife connectivity investigations and/or implementation - Promote landscape permeability measures that offset and address development and transportation infrastructure impacts on wildlife connectivity - Execute agreement to transfer funds from AZGFD to ADOT - Support habitat permeability vegetation treatments (mastication, prescribed burning, invasive removals, etc) to promote wildlife movement corridor utilization - Secure archeological clearance to support wildlife permeability

Stakeholder Engagement Plan (Summary):

Internal: Commission (appointed by the Governor) and Department priorities that align and support the collective impact of the Governor’s Priorities were selected by Executive Staff as members of the core Strategic Plan Team along with identified Leadership Team members and their involved staff. Updates to Strategic Plan objectives and metrics are provided at a monthly Business Review attended by Leadership Team where discussions of shared responsibilities, challenges, and solutions are content for the meeting.

External: All members of the public are invited and encouraged to attend all Commission meetings which typically occur monthly. To facilitate attendance and provide opportunities for public comment for Department processes (or any agenda item), the meetings rotate at locations around the state, and can be attended onsite or viewed and provide comment at six Regional Offices or Headquarters, or viewed by a live webcast. Priorities are shared with the Commission along with an extended presentation at every meeting. The Director, Deputy Director, and staff attend, present, and take questions at monthly stakeholder meetings with representatives from 47 organizations. Public input is solicited for a variety of Department processes, the public can engage by speaking at a Commission meeting, submitting online comments, attending open houses, and for some processes, being on a steering committee or working group composed of members of the public.

Communication Plan (Summary):

Internal: The Plan and the current status of the Objective Metrics are posted to our internal intranet website. Leadership Team members share the progress and/or hurdles of priorities and Strategic Plan Objective Metrics at a monthly Business Review attended by Executive Staff, Branch Chiefs, Regional Supervisors, Legal Counsel, and Legislative and Government Affairs staff. Leadership shares the content of the Business Review with their staff and the Department’s Planner is utilized at various staff and branch meetings to communicate the Department’s Strategic Plan, planning processes, and metrics. Strategic Plans and processes are shared with new Commissioners as part of their onboarding.

External: The agency’s annual (fiscal year) 2-Page Strategic Plan and overarching Strategic Plan, Wildlife 2030, are posted to the Department’s website. The Department’s priorities and shared responsibilities with partners are communicated at formal and informal coordination meetings that occur with involved Federal and State Agencies, Tribes, and local municipalities throughout the state. The Department’s vision, mission, strategic plan and priorities, Commission system, and promulgation of the North American Model of Wildlife Conservation are shared by Leadership at conferences and at meetings of Regional, National, and International Wildlife Associations. The Department also deploys robust communication efforts across multiple social media platforms.

5 Year Plan

Issue: Sustain the Department’s current business model to ensure financial sustainability and capacity to fund operations.

Description: Being an agency that receives no general fund tax dollars and to ensure financial sustainability continues, the Department must generate revenue through the sale of its products and services to fund operations, serve its customers and all Arizonans, and meet its wildlife conservation, public safety and outdoor recreation mission.

Solutions:

- 1.) Identify and secure \$4 million in revenue sources to sustain the Department’s current business model to ensure financial sustainability and capacity to fund operations with zero General Fund dollars by June 2029.
 - 1.1 Generate \$1M in FY25 through sustained discretionary revenue-generating initiatives to fund operations and priorities like hatchery infrastructure and dam risk assessments by June 30 2025.

Issue: Actions required for High Hazard Dams.

Description: The AGFD Commission owns 36 dams across the state, more than any other governmental unit. Due to development downstream and updated climate modeling, 7 dams have been recategorized as ‘high hazard’. Consequently, new assessments, failure mode analyses, enhanced maintenance protocols, and compliance measures will be required, alongside multimillion-dollar remediation investments to safeguard lives and property downstream as well as continue to provide wildlife habitat and recreational access.

Solutions:

- 2.) The Department will complete all identified and funded actions at 2 high hazard dams by June 2029.
 - 2.1 Update Emergency Action Plans (EAP) for 7 high hazard dams by June 30 2025.
 - 2.2 Conduct 100% of annual inspections of all dams and 7 table top exercises for all high hazard dams by June 30 2025.

Issue: Completion of Hatchery Renovations to Maintain Recreational Opportunities and High Angler Satisfaction.

Description: The Department manages sportfish populations to maintain robust and healthy fish populations while providing sustainable recreational opportunities that benefit the quality of life and rural economies for all Arizona’s citizens. Hatchery renovations will be a critical piece in maintaining this revenue supporting activity and maintaining a high level of angler satisfaction.

Solutions:

- 3.) To support outdoor recreational opportunities, Department strategies will increase satisfaction of surveyed anglers by 10% by June 2029.
 - 3.1 To ensure current operations, complete 24 hatchery maintenance projects by June 30 2025.
 - 3.2 Create recreational opportunities by stocking 700K pounds of Sportfish in Statewide waters by June 30 2025.

Issue: Maintain Wildlife Connectivity while Reducing Wildlife-Vehicle Collisions.

Description: The Department has long recognized and continues work to mitigate barriers to wildlife connectivity which is typically the result of development, road construction or other barriers created by human population growth. These efforts will conserve wildlife while reducing wildlife-vehicle collisions that also represent a significant public safety risk and negative economic impact.

Solutions:

- 4.) To conserve wildlife and protect motorists, the Department’s collaborative efforts with ADOT, will promote wildlife connectivity and reduce wildlife related vehicle collisions by 90% within identified priority corridors by June 2029.
 - 4.1 Conduct 12 milestones to improve Wildlife Connectivity & Resilience by June 30 2025.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	670.3	670.3	670.3
Other Appropriated Funds	46,582.2	46,582.2	46,582.2
Non-Appropriated Funds	48,723.8	48,723.8	48,723.8
Federal Funds	62,302.7	62,302.7	62,302.7

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	10,145.3	11,259.6	15,089.6
Other Non-Appropriated Funds	11,627.0	11,966.2	11,966.2
Total	21,772.3	23,225.8	27,055.8
FTE Positions	92.20	109.40	109.40

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

Subprogram 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	10,145.3	11,259.6	15,089.6
Other Non-Appropriated Funds	11,627.0	11,966.2	11,966.2
Total	21,772.3	23,225.8	27,055.8
FTE Positions	92.20	109.40	109.40

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

Goal: Update Emergency Action Plans for 7 high hazard dams by June 30 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Emergency Action Plans Updated	0	0	3	7	0

Goal: Conduct 100% of annual inspections of all dams and 7 table top exercises for all high hazard dams by June 30 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Inspections and Table Top Exercises	0	0	13	19	20

Goal: Generate \$1M in FY25 through sustained discretionary revenue-generating initiatives to fund operations and priorities like hatchery infrastructure and dam risk assessments by June 30 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollars of Discretionary Revenue Generated	\$0	\$0	\$4,100,000	\$1,000,000	\$1,000,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	22,764.4	23,598.6	23,798.6
Other Non-Appropriated Funds	72,808.5	81,700.8	81,700.8
Total	95,572.9	105,299.4	105,499.4
FTE Positions	409.71	449.20	449.20

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	10,297.1	15,776.3	15,976.3
Other Non-Appropriated Funds	21,447.8	23,995.0	23,995.0
Total	31,744.9	39,771.3	39,971.3
FTE Positions	116.10	182.00	182.00

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

Goal: Conduct 12 milestones to improve Wildlife Connectivity & Resilience by June 30 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Connectivity Milestones Achieved	0	0	0	12	12

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	7,326.8	2,943.9	2,943.9
Other Non-Appropriated Funds	25,895.3	26,249.9	26,249.9
Total	33,222.2	29,193.8	29,193.8
FTE Positions	158.20	125.80	125.80

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

Goal: To perform habitat conservation.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Habitat improvement (Acres)	708,088	815,000	1,008,251	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 Landowner 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	479.4	637.2	637.2
Other Non-Appropriated Funds	12,687.4	18,040.1	18,040.1
Total	13,166.8	18,677.3	18,677.3
FTE Positions	62.91	59.20	59.20

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

Goal: To perform active wildlife conservation.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of sites for wildlife population enhancement actions	97	80	99	80	80

Subprogram Summary

Sportfish Program

Julie Carter, Aquatic Wildlife Branch Chief

Phone: (623) 23-7576

A.R.S. §§ 17-101 et seq;

Mission:

To maintain, manage, and enhance the quality, availability, and diversity of sportfishing opportunities; and disseminate information about Arizona's sportfish and sportfishing opportunities.

Description:

The sportfish subprogram is contained within the Aquatics Branch. This subprogram is responsible for sportfish management, production at hatcheries, community fishing opportunities, monitors water quality, and maintaining compliance with federal regulations.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,603.1	1,183.2	1,183.2
Other Non-Appropriated Funds	12,777.9	13,415.8	13,415.8
Total	14,381.0	14,599.0	14,599.0
FTE Positions	72.50	82.20	82.20

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

Goal: Create recreational opportunities by stocking 700K pounds of Sportfish in Statewide waters by June 30 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Pounds of Sportfish Stocked	711,658	696,000	718,789	730,000	730,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	7,140.0	7,694.0	7,694.0
Other Non-Appropriated Funds	14,970.3	17,359.5	17,359.5
Total	22,110.3	25,053.5	25,053.5
FTE Positions	96.50	111.70	111.70

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,471.8	3,297.7	3,297.7
Other Non-Appropriated Funds	2,202.9	2,739.6	2,739.6
Total	5,674.7	6,037.3	6,037.3
FTE Positions	24.50	24.40	24.40

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

Goal: To ensure current operations, complete 24 hatchery maintenance projects by June 30 2025

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Medium and High Priority Hatchery Maintenance Projects Completed	0	0	8	10	10

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	244.6	245.6	245.6
Other Non-Appropriated Funds	9,603.4	10,752.1	10,752.1
Total	9,848.0	10,997.7	10,997.7
FTE Positions	41.70	50.70	50.70

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

Goal: To increase revenue and provide safe recreational opportunities.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
To increase revenue at the Ben Avery shooting facility.	\$3,349,738	\$3,297,500	\$3,522,555	\$3,403,600	\$3,500,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,403.3	4,129.7	4,129.7
Other Non-Appropriated Funds	1,129.4	1,035.0	1,035.0
Total	4,532.8	5,164.7	5,164.7
FTE Positions	21.30	27.00	27.00

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

Goal: To promote safe recreational opportunities.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Assets created to support Outreach Campaigns.	0	20	38	20	20

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	20.3	21.0	21.0
Other Non-Appropriated Funds	2,034.6	2,832.8	2,832.8
Total	2,054.8	2,853.8	2,853.8
FTE Positions	9.00	9.60	9.60

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

Goal: To provide safe recreational opportunities.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Municipal, County, Tribal and/or State Agencies being certified as instructors by the AZ Game and Fish Department in OHV laws, operation, and enforcement tactics	0	0	4	8	8

Agency Summary

Department of Gaming

Jaclyn Johnson, Director

Phone: (602) 771-4263

A.R.S. § 5-604

Mission:

To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Description:

The Arizona Department of Gaming (ADG) regulates tribal gaming, event wagering, fantasy sports, horse racing and pari-mutuel/simul-cast wagering, and unarmed combat sports; investigates illegal off-reservation activities; and provides and supports prevention, education, and treatment programs for people and families affected by problem gambling through its Division of Problem Gambling (DPG).

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Enforcement	15,939.5	19,350.1	20,350.1
Certification	1,179.5	2,330.3	2,330.3
Division of Racing	16,344.5	17,077.9	17,077.9
Boxing	104.8	105.2	400.0
Total	33,568.3	38,863.5	40,158.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	13,051.6	11,704.5	11,704.5
Other Appropriated Funds	16,684.0	23,444.0	24,738.8
Other Non-Appropriated Funds	3,832.8	3,715.0	3,715.0
Total	33,568.3	38,863.5	40,158.3
FTE Positions	107.00	123.00	123.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : World-class gaming regulation benefiting all of Arizona.

Agency Mission: To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Agency Description: The Arizona Department of Gaming (ADG) regulates tribal gaming, event wagering, fantasy sports, horse racing and pari-mutuel/simulcast wagering, and unarmed combat sports; investigates illegal off-reservation activities; and provides and supports prevention, education, and treatment programs for people and families affected by problem gambling through its Division of Problem Gambling (DPG).

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). Includes three years with actuals reflected for first year and approved for second and third year.

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total*</u>
23	155.8		\$16,956,500	\$22,050,000	\$3,715,000	\$0	\$42,721,500
24	155.8		\$16,956,500	\$23,370,000	\$3,715,000	\$0	\$44,041,500
25	155.8		\$11,704,500	\$23,400,500	\$3,715,000	\$0	\$38,820,000

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

This year, the Arizona Department of Gaming is replacing its high-level, multi-year strategies with measurable 5-year outcomes. The new outcomes relate to the former strategies in the following ways:

Prior Strategy 1 "Promote Fair and Effective Regulation While Fostering Social Responsibility" relates to new Outcomes 1, 2, and 3: "ADG will reduce noncompliance and adverse incidents by 10% by June 2029," "ADG will reduce illegal gambling activity in Arizona by 5% by June 2029," and "ADG will reduce problem gambling in Arizona by 5% by June 2029."

Prior Strategy 2 "Strengthen Resource Network" is being retired as a strategic plan focus, but is likely to manifest itself again in future objectives, contributing to one or more of the agency's new Outcomes. Strategic partnerships play a vital role in the agency's success, and we will continue to identify new ones while strengthening existing relationships.

Prior Strategies 3 and 4 "Provide World-Class Customer Experience" and "Increase Operational Effectiveness, Compliance, and Efficiency" relate to new Outcome 5, "By June 2029, ADG will identify and correct issues in 10 key processes." ADG has fostered a culture of continuous improvement, but this outcome will focus on the improvements that save stakeholders time and money, and will be in direct response to stakeholder feedback and ideas.

Prior Strategy 5 "Develop a World-Class Team" relates to new Outcome 4, "ADG will achieve an average employee engagement score of 90% or greater during fiscal years 2025 - 2030." ADG has achieved engagement scores consistently higher than the statewide average, but an average score of 90% will be an increase from the last four years' average (87.5%). Focusing on employee engagement is an investment into "Our People," the first foundation of the Arizona Management System, which will result in the highest quality of service to the public.

The Arizona Department of Gaming

2025 - 2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	ADG will reduce noncompliance and adverse incidents by 10% by June 2029.	2025		Noncompliance and adverse incident categories include potential issues (Compact), unusual occurrences, serious injuries, rule violations, horse fatalities, escalated patron disputes, and certain license/certification denials and revocations.
2	ADG will reduce illegal gambling activity in Arizona by 5% by June 2029.	2025	Public Safety, Border Security, and Corrections Create Safer Communities through Reduced Violent Crime	Primary metric: # of Departmental Reports (DRs). Secondary metrics: # of inquiries, # of non gaming crimes associated with illegal gambling operations.
3	ADG will reduce problem gambling in Arizona by 5% by June 2029.	2025	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	ADG will operationalize the problem gambling survey that was conducted in fiscal year 2023 to track problem gambling self-reports and risk over the next 5 years. FY25's focus is on implementing DPG Assessment recommendations and expanding services. In FY26, ADG will repeat the survey. Based on the initial study, the % of AZ residents predicted to have a gambling disorder is 4%.
4	ADG will achieve an average employee engagement score of 90% or greater during fiscal years 2025 - 2029.	2025		Results from 2020 through 2024 were 87%, 90%, 89%, 84%, and 80% (Average: 86%)
5	By June 2029, ADG will identify and correct issues in 10 key processes.	2025		Key processes will be decided based on stakeholder feedback, i.e., we will improve the processes customers care about the most. The first three processes with issues have been identified. Minor / low-impact process improvements will not be counted toward this outcome.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Implement all legislative changes in the Unarmed Combat Sports omnibus law by June 2025.	% of omnibus changes implemented, % of referees with completed physicals	-Implement 365 day licensing -Implement referee physicals
1	Complete 25% of ADG's combined rules project (Racing, EWFS, and Boxing/MMA) by June 2025.	% complete of combined rules project, # of proposed rule improvements	-Initiate rulemaking process for Racing, EWFS, and Boxing/MMA
1	Reduce noncompliance related to Fantasy Sports contests down to 0 issues by June 2025.	# of fantasy sports noncompliant issues, # of noncompliant and adverse incidents, % complete of fantasy sports contest guide	-Create and publish fantasy sports contest legalities guide
1	Reduce horse fatality rate to below new industry average of 1.32/1,000 by June 2025	# of horse fatalities per 1,000 starts, % of post race exams by category, % of out-of-state vet's list horses with panel exams	-Expand pre-race exams to include red flag exams -Implement panel exams of out-of-state vet's list horses -Implement HISA's red flag program
2	Double ADG's published educational resources related to illegal gambling by June 2025.	# of published educational resources, # of Departmental Reports (DRs), # of gambling legalities educational inquiries, # of non gaming crimes associated with illegal gambling operations, # of public presentations/meetings, % complete of tribal collaboration PSA project	-Create & publish new educational resources -Revamp website to make illegal gambling educational resources easier to find -Conduct outreach/presentations to public -Collaborate with Tribes on a PSA
3	Achieve a 10% increase in program engagements for the Division of Problem Gambling by June 2025.	# of DPG program engagements by type, % of AZ Residents Predicted to Have Gambling Disorder, % complete of peer support services project, % complete of responsible gaming training project, % complete of self-exclusion form improvement project	-Rollout peer support services -Add responsible gaming training to platform -Expand marketing materials / collateral -Finish self-exclusion form improvement project
4	By June 2025, create and pilot a new onboarding and mentorship/ambassador program.	% complete of onboarding project, employee engagement score, new hire survey score	-Finish onboarding improvement project -Create new hire survey
4	By June 2025, execute quarterly professional development engagements for Supervisors and Managers.	Employee engagement score, % of leaders completing the quarterly trainings	-Identify and execute quarterly leadership trainings
4, 5	Create ADG's first Artificial Intelligence policy by June 2025.	% complete of AI policy	-Conduct agency-wide AI awareness survey -Create AI policy -Create and conduct agency-wide AI risks and benefits training

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	Increase the % of customers with access to ADG Connect by 15.4% by June 2025.	% complete of EWFS module project, % of customers with system access, % system adoption for employee certification	-Finish EWFS module development and go live -Integrate with Tribes' licensing software
5	By June 2025, identify and correct issues in 3 key processes.	# of issues in key processes improved, touch time to complete the individual applications, % of fingerprints completed electronically, Customer touch time during audit, % Complete of Audit Program Breakthrough Project, % of Operators Audited Per Year	-Revamp the financial portion of the individual applications (Gaming, EFWS) -Rollout the electronic fingerprinting option -Complete EWFS Audit Program Breakthrough Project (BREAKTHROUGH INITIATIVE)
5	Reduce licensing and certification QA findings by 50% by June 2025. (BREAKTHROUGH OBJECTIVE)	# of QA Findings, % Complete of Certification & Licensing Quality Breakthrough Project	-Complete Certification and Licensing Quality Assurance Breakthrough Project (BREAKTHROUGH INITIATIVE)

Stakeholder Engagement Plan

Internal: ADG staff submits feedback via Google Forms in Feb and early Mar so that the feedback is ready for review once Strategic Planning sessions begin.

External: Beginning in FY25 (for the FY26 Strategic Plan), a similar Google Form survey will be utilized to solicit feedback from external stakeholders during the same period of time as the internal staff survey. For FY25's Strategic Plan, in lieu of the survey, the Strategic Planning team will discuss feedback received throughout the year. External stakeholders include but may not be limited to Tribal Gaming Offices & Tribal Leadership, DPG Providers, Unarmed Combat Sports Commissioners and Promoters, HIWU, HISA, Arizona Horsemen, Racing Permittees, and EWFS Operators.

Communication Plan

Internal: Present the new Strategic Plan to the agency in an all-hands meeting late July or early August. Provide updates to the agency via Operations Reviews quarterly throughout the year.

External: Email stakeholders. Include highlights, a message from the CEO, and a link to the website where the strategic plan is published.

5 Year Plan

Issue: Reduce noncompliance and adverse incidents

Description: Noncompliance and adverse incident categories include potential issues (Compact), unusual occurrences, serious injuries, rule violations, horse fatalities, escalated patron disputes, and certain license/certification denials and revocations. These are all things that the Department tracks and tries to influence to occur less frequently through fair and efficient regulation.

Solutions:

1. ADG will reduce noncompliance and adverse incidents by 10% by June 2029.
 - 1.1 Implement all legislative changes in the Unarmed Combat Sports omnibus law by June 2025.
 - 1.1a Implement 365 day licensing
 - 1.1b Implement referee physicals
 - 1.2 Complete 25% of ADG's combined rules project (Racing, EWFS, and Boxing/MMA) by June 2025.
 - 1.2a Initiate rulemaking process for Racing, EWFS, and Boxing/MMA
 - 1.3 Reduce noncompliance related to Fantasy Sports contests down to 0 issues by June 2025.
 - 1.3a Create and publish fantasy sports contest legalities guide
 - 1.4 Reduce horse fatality rate to below new industry average of 1.32/1,000 by June 2025
 - 1.4a Expand pre-race exams to include red flag exams
 - 1.4b Implement panel exams of out-of-state vet's list horses
 - 1.4c Implement HISA's red flag program

Issue: Reduce illegal gambling

Description: Linked to the Statewide priority to create safer communities through reduced crime, ADG strives to reduce illegal gambling operations and the non gaming crimes associated with these operations.

Solutions:

2. ADG will reduce illegal gambling activity in Arizona by 5% by June 2029.
 - 2.1 Double ADG's published educational resources related to illegal gambling by June 2025.
 - 2.1a Create and publish new educational resources
 - 2.1b Revamp website to make illegal gambling educational resources easier to find
 - 2.1c Conduct outreach/presentations to public
 - 2.1d Collaborate with Tribes on a PSA

Issue: Reduce problem gambling

Description: Legal gaming continues to expand in Arizona increasing the risk of problem gambling. ADG's Division of Problem Gambling is expanding and enhancing its programs to help with the education, outreach, prevention, and treatment of problem gambling.

Solutions:

3. ADG will reduce problem gambling in Arizona by 5% by June 2029.
 - 3.1 Achieve a 10% increase in program engagements for the Division of Problem Gambling by June 2025.
 - 3.1a Rollout peer support services
 - 3.1b Add responsible gaming training to platform
 - 3.1c Expand marketing materials / collateral
 - 3.1d Finish self-exclusion form improvement project

Issue: Increase employee engagement

Description: To further develop a world-class team, ADG strives to increase employee engagement. Employee Engagement scores from 2020 through 2024 were 87%, 90%, 89%, 84%, and 80% (Average: 86%) which are already strong scores but can improve.

Solutions:

4. ADG will achieve an average employee engagement score of 90% or greater during fiscal years 2025 - 2029.

- 4.1 By June 2025, create and pilot a new onboarding and mentorship/ambassador program.
- 4.1a Finish onboarding improvement project
- 4.1b Create new hire survey
- 4.2 By June 2025, execute quarterly professional development engagements for Supervisors and Managers.
- 4.2a Identify and execute quarterly leadership trainings
- 4.3 Create ADG's first Artificial Intelligence policy by June 2025.
- 4.3a Conduct agency-wide AI awareness survey
- 4.3b Create AI policy
- 4.3c Create and conduct agency-wide AI risks and benefits training

Issue: Improve processes & stakeholder satisfaction

Description: ADG has developed a culture of continuous improvement and realizes small improvements on an ongoing basis. This strategic issue's goal is to identify the issues and realize improvements that have a high impact and that matter most to stakeholders and Tribal partners. Minor / low-impact process improvements will not be counted toward this outcome.

Solutions:

- 5. By June 2029, ADG will identify and correct issues in 10 key processes.
- 5.1 Increase the % of customers with access to ADG Connect by 15.4% by June 2025.
- 5.1a Finish EWFS module development and go live
- 5.1b Integrate with Tribes' licensing software
- 5.2 By June 2025, identify and correct issues in 3 key processes.
- 5.2a Revamp the financial portion of the individual applications (Gaming, EFWS)
- 5.2b Rollout the electronic fingerprinting option
- 5.2c Complete EWFS Audit Program Breakthrough Project
- 5.3 Reduce licensing and certification QA findings by 50% by June 2025. (BREAKTHROUGH OBJECTIVE)
- 5.3a Complete Certification and Licensing Quality Assurance Breakthrough Project

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	130.0	130.0	130.0
General Fund	11,704.5	11,704.5	11,704.5
Other Appropriated Funds	23,714.3	23,856.7	24,950.1
Non-Appropriated Funds	4,173.0	4,722.0	5,381.0

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

Goal: Achieve a 10% increase in program engagements for the Division of Problem Gambling by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of DPG program engagements	0	0	3,658	4,020	4,500

Goal: By June 2025, create and pilot a new onboarding and mentorship/ambassador program.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% complete of onboarding project	0%	0%	0%	100.0%	0%

Goal: By June 2025, execute quarterly professional development engagements for Supervisors and Managers.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of leaders completing the quarterly trainings	0%	0%	0%	80.0%	0%

Goal: Create ADG's first Artificial Intelligence policy by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% complete of AI policy	0%	0%	0%	100.0%	0%

Program Summary

Enforcement

Jaclyn Johnson, Director, Department of Gaming
 Phone: (602) 771-4263
 A.R.S. § 5-602

Mission:

To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Description:

This PBU includes the Department's activities related to the regulation of Tribal Gaming and Event Wagering and Fantasy Sports, as well as general operations and the enforcement of gaming laws off-reservation.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	600.0	0.0	0.0
Other Appropriated Funds	13,264.9	17,060.1	18,060.1
Other Non-Appropriated Funds	2,074.6	2,290.0	2,290.0
Total	15,939.5	19,350.1	20,350.1
FTE Positions	74.00	86.00	86.00

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

Goal: Double ADG's published educational resources related to illegal gambling by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of published educational resources	0	0	2	4	4

Goal: Increase the % of customers with access to ADG Connect by 15.4% by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of customers with system access	0%	0%	39.0%	54.0%	0%

Goal: By June 2025, identify and correct issues in 3 key processes.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of issues in key processes improved	0	0	0	3	0

Program Summary

Certification

Jaclyn Johnson, Director, Department of Gaming
Phone: (602) 771-4263
A.R.S. § 5-602

Mission:

To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Description:

The Certification Team certifies Tribal Gaming Facility employees and vendors pursuant to the Tribal-State Gaming Compact and issues recommendations if the applicants are Tribal members. This team also licenses the participants of the Event Wagering and Fantasy Sports industries, e.g., Operators, Suppliers, Employees, etc.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,179.5	2,330.3	2,330.3
Total	1,179.5	2,330.3	2,330.3
FTE Positions	18.00	21.00	21.00

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

Goal: Reduce licensing and certification QA findings by 50% by June 2025. (BREAKTHROUGH OBJECTIVE)

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Lead Time to Issue Temporary Vendor Certifications	15.0	10.0	0	10.0	0

Program Summary

Division of Racing

Rudy J. Casillas, Director, Division of Racing

Phone: (602) 771-4263

A.R.S. §§ 5-101 to 5-116

Mission:

To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Description:

The Division of Racing regulates and supervises all commercial horse racing meetings and pari-mutuel wagering conducted on and off track in Arizona, conducts investigations, issues licenses, conducts equine drug testing, hears appeals of steward decisions, and collects revenues for the State, in order to enforce laws and regulations and thereby, protect racing participants and the wagering public.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,451.6	11,704.5	11,704.5
Other Appropriated Funds	2,134.8	3,948.4	3,948.4
Other Non-Appropriated Funds	1,758.2	1,425.0	1,425.0
Total	16,344.5	17,077.9	17,077.9
FTE Positions	13.00	14.00	14.00

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

Goal: Reduce horse fatality rate to below new industry average of 1.32/1,000 by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Racehorse Fatalities Per 1,000 Starts	2.0	2.0	1.4	1.3	1.3

Program Summary

Boxing

Phone: () -
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Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	104.8	105.2	400.0
Total	104.8	105.2	400.0
FTE Positions	2.00	2.00	2.00

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

Subprogram Summary

Boxing Commission

Rudy J. Casillas, Deputy Director, Gaming
 Phone: (602) 771-4263
 A.R.S. §§ 5-221 et seq.

Mission:

To ethically and effectively regulate gaming, event wagering, fantasy sports, horse racing, and unarmed combat sports while fostering transparency and collaboration with tribal regulatory partners and industry stakeholders; mitigate the harms associated with gambling; and ensure these industries operate in a socially responsible manner.

Description:

The Department regulates and supervises all boxing, kickboxing, tough man, and mixed martial arts (MMA) events in Arizona to ensure compliance with laws and regulations, thereby protecting all participants.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	104.8	105.2	400.0
Total	104.8	105.2	400.0
FTE Positions	2.00	2.00	2.00

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

Goal: Implement all legislative changes in the Unarmed Combat Sports omnibus law by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of omnibus changes implemented	0%	0%	0%	100%	0%

Goal: Complete 25% of ADG’s combined rules project (Racing, EWFS, and Boxing/MMA) by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% complete of combined rules project	0%	0%	0%	25.0%	100.0%

Agency Summary

Governor's Office of Strategic Planning and Budgeting

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Office of Strategic Planning and Budgeting	0.0	0.0	0.0
Total	0.0	0.0	0.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	0.0
Total	0.0	0.0	0.0
FTE Positions	0.00	0.00	0.00

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

Agency Summary

Office of the Governor

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Governor's Office	532,056.6	932,570.6	932,570.6
Total	532,056.6	932,570.6	932,570.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,580.9	8,456.9	8,456.9
Other Appropriated Funds	1,514.3	1,500.0	1,500.0
Other Non-Appropriated Funds	522,961.4	922,613.7	922,613.7
Total	532,056.6	932,570.6	932,570.6
FTE Positions	120.00	147.00	147.00

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

Agency Summary

Department of Health Services

Jennifer Cunico, Director

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:

The nationally accredited Arizona Department of Health Services (ADHS) is at the forefront of leading Arizona's public health system. Committed to the framework of the 10 Essential Public Health Services, ADHS actively promotes policies, systems, and community conditions conducive to optimal health for all. It is dedicated to eliminating systemic and structural barriers that contribute to health disparities, ensuring equitable health outcomes across the state.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	24,500.4	25,706.7	26,100.4
Public Health	675,117.9	655,942.3	403,101.7
Arizona State Hospital	92,023.8	90,540.5	97,890.5
Funeral Directors and Embalmers	394.6	459.4	459.4
Total	792,036.8	772,648.9	527,552.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	146,967.9	122,466.3	124,713.9
Other Appropriated Funds	52,479.4	63,124.9	67,059.9
Other Non-Appropriated Funds	592,589.5	587,057.7	335,778.2
Total	792,036.8	772,648.9	527,552.0
FTE Positions	1,564.25	1,591.79	1,598.79

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Health and Wellness for all Arizonans.

Agency Mission: To promote, protect, and improve the health and wellness of individuals and communities in Arizona.

Agency Description: The nationally accredited Arizona Department of Health Services (ADHS) is at the forefront of leading Arizona's public health system. Committed to the framework of the [10 Essential Public Health Services](#), ADHS actively promotes policies, systems, and community conditions conducive to optimal health for all. It is dedicated to eliminating systemic and structural barriers that contribute to health disparities, ensuring equitable health outcomes across the state.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year, approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	1638		\$ 142,991,900	\$ 50,428,200	\$ 112,126,600	\$ 486,047,400	\$ 791,594,100
24	1696		\$ 166,360,900	\$ 58,893,700	\$ 183,165,400	\$ 439,149,200	\$ 847,569,200
25	1846		\$ 121,760,000	\$ 62,690,600	\$ 150,329,600	\$ 432,614,400	\$ 767,394,600

* Total reflects GF + AF + NAF. FED funding shown is broken out from NAF

Executive Summary: The Arizona Department of Health Services (ADHS) has identified six priority outcomes to reach our vision. These priorities were informed by the State Health Assessment (SHA), the Hobbs' Administration's priorities, and reflect the most pressing health needs of our community members. While some of the work included within these priorities has been happening for many years, SFY25 marks the first year with these measurable outcomes.

Licensing: Improve accountability among licensed health care institutions to lead to improved health outcomes among individuals receiving care.

Life Expectancy: Implement targeted public health interventions to reduce fatality rates from opioid overdoses, suicides, and heat-related illnesses, and improve survival rates for out-of-hospital cardiac arrests. Additionally, streamline rural hospital transfers, lower injury rates from various causes, improve vaccination rates, and increase engagement with the Arizona Smokers' HelpLine through focused outreach and resource optimization.

Access to Care: Maximize limited federal and state resources for primary care, dental, and mental health provide shortages. **Infant and Infant & Pregnancy-related Mortality:** Prioritize implementation of actions identified in infant and maternal mortality plans, and ensure maternal death reviews are conducted swiftly to address preventable causes. Launch a statewide congenital syphilis collaborative and facilitate timely syphilis identification and treatment.

Reproductive Health: Improve access to family planning services and contraceptives.

Arizona State Hospital: Focus on timely completion of teaching hospital action plan milestones, improving audit compliance, reducing reliance on registry staff, and enhancing trauma-informed training for direct care team members.

Arizona Department of Health Services

2025 -2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Licensing: Reduce the percentage of licensed health care facilities with medium and/or high complaints by 25% by June 30, 2029.	2025	Reproductive Freedom and Health Care Accountable Healthcare	This is a new outcome for ADHS beginning in SFY25. Efforts will focus on reforming licensing processes to improve accountability and compliance among licensed healthcare facilities.
2	Life Expectancy: Increase "life expectancy at birth" to 78.3 years of age, by June 30, 2029.	2025	Reproductive Freedom and Health Care Accessible Healthcare	This is a new outcome for ADHS beginning in SFY25. Efforts will focus preventing opioid overdoses (fatal and non fatal), injuries, deaths by suicide, and improving the social determinants of health.
3	Access to Care: Reduce the number of Health Professional Shortage Areas (HPSAs) by 10% by June 30, 2029.	2025	Reproductive Freedom and Health Care Healthcare Workforce Development	This is a new outcome for ADHS beginning in SFY25. Efforts will focus on supporting providers participating with the Primary Care Office.
4	Infant & Pregnancy-related Mortality: Reduce mortality rates in two primary indicators (the infant and pregnancy-related mortality) by June 30, 2029.	2025	Reproductive Freedom and Health Care Accessible Healthcare	This is a new outcome for ADHS beginning in SFY25. Efforts will focus on implementation of multiple action plans aimed at decreasing fatalities and enhancing birth outcomes.
5	Reproductive Health: Reduce the percentage of unintended pregnancies by 25%, by June 30, 2029.	2025	Reproductive Freedom and Health Care Reproductive Freedom	This is a new outcome for ADHS beginning in SFY25. Efforts will focus on increasing use of the contraception standing order and implementation of the Family Planning Program.
6	Arizona State Hospital: ADHS will achieve a teaching hospital designation from the Centers for Medicare & Medicaid Services (CMS) by June 30, 2029.	2025	Reproductive Freedom and Health Care Healthcare Workforce Development	This is a new outcome for ADHS beginning in SFY25. Efforts will focus on developing the multi-year plan while continuing ASH operations.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Reduce the average number of days between complaint and investigation initiation at licensed health care institutions (HCI) across high and medium-priority areas by 10% by June 30, 2025. (Breakthrough)	# days between complaint and investigation (A/B/C complaints) # facilities that have not had a compliance survey in the last 365 days % initial monitoring surveys completed (w/in 75 days of issuance) % HCI facilities without A/B/C complaints # complaints for unlicensed facilities Ratio for surveyor caseloads # intakes prioritized more than once	Develop and implement the Licensing Reform Action Plan for licensed health care and sober living facilities to support implementation of HB2764 including rulemaking, process changes, technology needs, and legal support. Recruit surveyors and support retention aimed at decreasing caseload. Complete an initial monitoring survey of new licensees. Investigate complaints and process applications in a timely manner. Improve accountability of facilities through enforcement.
2	Decrease the number of heat-related illness emergency department visits by 20%, by June 30, 2025.	# Heat-related illness emergency department visits Fatality Rate for deaths by opioid overdose Fatality rate for deaths by suicide # of hours to transfer patients through AzREACH % of Out-of-Hospital Cardiac Arrest (OHCA) who survive # years potential life lost Fatality rate for unintentional injuries # ASHLine intakes Immunization Coverage Rate	Implement the Suicide Prevention Plan and the Extreme Heat Action Plan. Utilize AzREACH to transfer patients between facilities in rural communities. Provide bystander CPR training. Distribute naloxone and work with clinicians to expand use of medications for opioid use disorder. Investigate infectious disease cases.
3	Increase the number of providers working in Arizona supported by Primary Care Office programs to 1,800 by June 30, 2025.	# of providers working in Arizona supported by Primary Care Office programs # census tracts with populations that do not have access to care # of CHWs receiving voluntary certification # VFC Providers % children and adults who have annual well visits # children receiving dental screening # EMCTs trained & certified in rural/underserved communities	Implement the Primary Care Office programs (State Loan Repayment, J-1 Visa Waiver, National Interest Waiver, NURSE Corps, and Behavioral Health Loan Repayment). Implement new policies to recruit additional Vaccine for Children (VFC) providers. Support and monitor licensure of Community Health Workers (CHWs). Provide funding to community organizations to implement the Oral Health Program.
4	Decrease the rate of infant mortality by 5% by June 30, 2025.	Infant mortality rate % action plan milestones completed on time % maternal deaths reviewed within 24 months % births with adequate prenatal care # of congenital syphilis cases % syphilis cases treated within 14 days Maternal mortality rate	Implement the Stillbirth and Infant Mortality Action Plan as well as the Maternal Mortality Action Plan. Improve review timelines with the Maternal Mortality Review Committee. Launch the Arizona Congenital Syphilis Collaborative and develop an action plan.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	Increase the number of pharmacies utilizing the ADHS standing order for contraceptives to 150 by June 30, 2025.	# pharmacies utilizing standing order # clients receiving family planning services % unintended pregnancies	Provide funding to community organizations to implement the Family Planning Program. Set up tracking system to monitor pharmacies using the standing order. Work with partners to enhance utilization of the standing order.
6	Develop an action plan with key milestones to transition the Arizona State Hospital (ASH) to a teaching hospital by June 30, 2025.	% of milestones completed ontime % of audit measures in compliance % of registry staff covering shifts % of direct care team members trained in trauma informed practices	Develop a multi-year plan to transition ASH to a teaching hospital. Provide professional development on trauma-informed practices. Complete monthly performance audits on hospital operations.

Stakeholder Engagement Plan

Internal: A strategic planning team, composed of leadership from each of the agency’s divisions, convened for a consensus workshop to identify new priorities. Following the finalization and dissemination of the new five-year outcomes, team members across the agency actively engaged in pinpointing existing and new alignment opportunities, as well as determining performance measures to serve as annual objectives.

External: Information from two community engagement initiatives informed the development of the ADHS Strategic Plan. In preparation for the update of the State Health Assessment (SHA), scheduled for early SFY25 release, a series of community listening sessions were conducted with priority population groups. The SHA serves as a guiding document utilized to establish priorities for public health departments. Furthermore, community listening sessions were conducted as part of the Agency's self-assessment process to develop the ADHS Equity Action Plan.

Communication Plan

Internal: The ADHS Strategic Plan and its updated Strategic Map were shared with internal team members using multiple communication channels. Information was disseminated via email announcements from the Director’s Office and the agency newsletter. Additionally, the revised plan and map were presented to ADHS Leadership at a bi-monthly leadership meeting and were presented to all team members at a town hall meeting. Information was shared in two phases. First, the 5-year outcomes were shared to support team member engagement. Second the final plan and map were shared.

External: The ADHS Strategic Plan and its updated Strategic Map were published on the ADHS website by July 15th. Moreover, CEO Cunico released a blog post to formally unveil these updated strategic documents. This post was disseminated through various channels, including multiple listservs such as the Equity Partner list, to ensure our community partners were promptly informed. Lastly, a presentation was delivered to leaders from Arizona’s local health departments during the June Arizona Local Health Officers Association (ALHOA) meeting and will be provided to tribal health health department leaders at November’s Tribal Connect meeting.

5 Year Plan

Issue: Licensing

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus on reforming licensing processes to improve accountability and compliance among licensed healthcare facilities.

Solutions:

1. Reduce the percentage of licensed health care facilities with medium and/or high complaints by 25% by June 30, 2029.
- 1.1 Reduce the average number of days between complaint and investigation initiation at licensed health care institutions (HCI) across high and medium-priority areas by 10% by June 30, 2025.

Issue: Life Expectancy

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus preventing opioid overdoses (fatal and non fatal), injuries, deaths by suicide, and improving the social determinants of health.

Solutions:

2. Increase “life expectancy at birth” to 78.3 years of age, by June 30, 2029.
- 2.1 Decrease the number of heat-related illness emergency department visits by 20%, by June 30, 2025.

Issue: Access to Care

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus on supporting providers participating with the Primary Care Office.

Solutions:

3. Reduce the number of Health Professional Shortage Areas (HPSAs) by 10% by June 30, 2029.
- 3.1 Increase the number of providers working in Arizona supported by Primary Care Office programs to 1,800 by June 30, 2025.

Issue: Infant & Pregnancy-related Mortality

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus on implementation of multiple action plans aimed at decreasing fatalities and enhancing birth outcomes.

Solutions:

4. Reduce mortality rates in two primary indicators (the infant and pregnancy-related mortality) by June 30, 2029.
- 4.1 Decrease the rate of infant mortality by 5% by June 30, 2025.

Issue: Reproductive Health

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus on increasing use of the contraception standing order and implementation of the Family Planning Program.

Solutions:

5. Reduce the percentage of unintended pregnancies by 25%, by June 30, 2029.
- 5.1 Increase the number of pharmacies utilizing the ADHS standing order for contraceptives to 150 by June 30, 2025.

Issue: Arizona State Hospital

Description: This is a new outcome for ADHS beginning in SFY25. Efforts will focus on developing the multi-year plan while continuing ASH operations.

Solutions:

6. ADHS will achieve a teaching hospital designation from the Centers for Medicare & Medicaid Services (CMS) by June 30, 2029.
- 6.1 Develop an action plan with key milestones to transition the Arizona State Hospital (ASH) to a teaching hospital by June 30, 2025.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	1,040.0	1,040.0	1,040.0
General Fund	124,713.9	124,713.9	124,713.9
Other Appropriated Funds	67,349.5	67,349.5	67,349.5
Non-Appropriated Funds	355,778.2	355,778.2	355,778.2
Federal Funds	189,973.8	189,973.8	189,973.8

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,370.8	12,383.0	12,383.0
Other Appropriated Funds	12,129.6	13,323.7	13,717.4
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	24,500.4	25,706.7	26,100.4
FTE Positions	99.44	99.44	101.44

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

Goal: To Transform and Modernize Public Health Infrastructure

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
AzHIP Milestones Completed On Time	15%	80%	82%	80%	80%
Number of Opioid Deaths	1,918	N/A	1,928	2,003	2,003

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	46,158.8	23,588.5	18,486.1
Other Appropriated Funds	36,369.6	45,296.1	48,837.4
Other Non-Appropriated Funds	592,589.5	587,057.7	335,778.2
Total	675,117.9	655,942.3	403,101.7
FTE Positions	828.41	857.95	862.95

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

Goal: Decrease the number of heat-related illness emergency department visits by 20%, by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Heat-related Illness ED Visits	0	0	New	3,850	3,850

Goal: Increase the number of providers working in Arizona supported by Primary Care Office programs to 1,800 by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Primary Care Office (PCO) Supported Providers	0	0	New	1,600	1,600

Goal: Decrease the rate of infant mortality by 5% by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Infant Mortality Rate	0:1	0:1	(888,888.0): 1	5.5:1	5.5:1

Goal: Increase the number of pharmacies utilizing the ADHS standing order for contraceptives to 150 by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Access to Contraceptives	0	0	New	1,500	1,500

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	88,438.3	86,494.8	93,844.8
Other Appropriated Funds	3,585.6	4,045.7	4,045.7
Total	92,023.8	90,540.5	97,890.5
FTE Positions	634.40	634.40	634.40

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

Goal: Develop an action plan with key milestones to transition the Arizona State Hospital (ASH) to a teaching hospital by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
ASH Performance Audit Score	92%	100%	97%	100%	100%
ASH Teaching Hospital Milestones	0%	0%	New	80%	80%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	394.6	459.4	459.4
Total	394.6	459.4	459.4
FTE Positions	2.00	0.00	0.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			
FTE Positions			

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

Goal: Reduce the average number of days between complaint and investigation initiation at licensed health care institutions (HCI) across high and medium-priority areas by 10% by June 30, 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Intake Investigation Timeliness	0	0	New	92	92
Percent of Complaints Initiated On Time	88%	100%	N/A	N/A	N/A

Agency Summary

Governor's Office of Highway Safety

J.M. "Jesse" Torrez, Director
Phone: (602) 255-3200
A.R.S. § 28-602

Mission:

To create a comprehensive and coordinated approach integrating highway safety programs through leadership, funding, public awareness and community engagement throughout Arizona.

Description:

The Arizona Governor's Office of Highway Safety (GOHS) funds programs aimed at enhancing road safety. The programs address critical areas such as Speed and Reckless Driving, Impaired Driving, Occupant Protection, Motorcycle Safety, and Pedestrian and Bicycle Safety.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Governor's Office of Highway Safety	12,012.9	15,669.1	15,669.1
Total	12,012.9	15,669.1	15,669.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	12,012.9	15,669.1	15,669.1
Total	12,012.9	15,669.1	15,669.1
FTE Positions	13.50	13.50	13.50

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Committed toward achieving zero fatalities on Arizona roadways.

Agency Mission: To create a comprehensive and coordinated approach integrating highway safety programs through leadership, funding, public awareness and community engagement throughout Arizona.

Agency Description: The Governor's Office of Highway Safety (GOHS) funds programs aimed at enhancing road safety. The programs address critical areas such as Speed and Reckless Driving, Impaired Driving, Occupant protection, Motorcycle Safety and Pedestrian/bicycle safety.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	11.5		\$0.00	\$0.00	\$2,709.5	\$14,101.5	\$16,811.0
24	13.5		\$0.00	\$0.00	\$1,960.5	\$13,698.9	\$15,659.4
25	13.5		\$0.00	\$0.00	\$1,980.3	\$13,783.3	\$15,763.6

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

In compliance with the new Bipartisan Infrastructure Law (BIL) and ideology of the new administration, GOHS develops and implements the Arizona Triennial Highway Safety Plan (3HSP). This new plan supports external and internal partners statewide with the necessary funding for traffic safety initiatives, focusing on the reduction of statewide traffic fatalities and serious injuries.

GOHS is strategically focused on highway safety issues emphasizing these values:

- Collaboration
- Data-Driven Approach
- Equity and Inclusivity
- Innovation
- Accountability

3HSP emphasizes collaboration among various stakeholders and the general public; together we work towards a common goal of achieving highway safety

Governor's Office of Highway Safety

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Reduce fatalities and serious injuries by 10% across all program areas by December 31, 2029.	2024	Infrastructure	<ul style="list-style-type: none"> All highway safety programs (occupant protection, pedestrian and bicycle safety, motorcycle safety, impaired driving, distracted driving, speed and reckless driving, traffic records, accident investigation, emergency medical services, roadway safety) have been enhanced by using a more robust data driven analysis. Collaborating with Arizona Department of Transportation (ADOT) and Federal Highway Administration (FHWA) to identify program areas of concern where fatalities are more prominent to strategically allocate resources.
2	Increase community engagement by 10% each year between now and June 30, 2029.	2024	Infrastructure	<ul style="list-style-type: none"> Defined community engagement as town halls, virtual meetings and social media engagement, including the website. Defined underserved and overrepresented communities as populations sharing a geographic location with a disproportionately large number of a category of person shown impacted through data. Implemented new public participation and engagement approach to ensure all program areas now focus on community specific traffic safety needs, supported by data driven analysis. Increased occupant protection program community involvement, targeting underserved and overrepresented communities, including tribal communities.
3	Reduce by 20% the number of Reports returned to sub-grantees for non-compliance with State or Federal guidelines each fiscal year between now and June 30, 2029.	2024	Infrastructure	<ul style="list-style-type: none"> Focused on State and Federal regulations to educate sub-grantees to comply with established requirements. Increased monitoring of submitted reports and supporting financial documents to identify areas and partners requiring additional guidance.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.1 Reduce total fatalities and serious injuries by 2% by June 30, 2025 1.2 Draft all program area plans by June 30, 2025	1.1.1 Number of quarterly fatalities reported by ADOT 1.1.2 Number of quarterly citations 1.1.3 Number of quarterly arrests 1.1.4 Number of officers trained 1.1.5 Number of quarterly traffic stops 1.2.1 Percentage of program area plans drafted	<ul style="list-style-type: none"> Continue to analyze data focusing on fatalities and serious injuries Continue collaborating with transportation agencies and stakeholders to identify and address traffic safety needs statewide Identify proposals for traffic safety program needs to allocate resources accordingly Update program area plans with statewide stakeholders by creating a task force for each area to address concerns and allocate resources
2	2.1 Increase GOHS website visitors and social media reach by 20% by June 30, 2025 (Breakthrough Project) 2.2 Increase public engagement by 10% by June 30, 2025	2.1.1 Number of GOHS website visitors 2.1.2 Number of GOHS social media impressions (reach) 2.2.1 Number of all public engagements 2.2.2 Number of communities identified for public engagement 2.2.3 Number of public participation and engagement events with underserved and overrepresented communities	<ul style="list-style-type: none"> Update and restructure GOHS website and social media presence by developing new platforms Identify underserved and overrepresented communities for public engagement Engage with underserved and overrepresented communities by conducting traffic safety events, training, and awareness initiatives
3	3.1 Increase training for sub-grantees by 20% by June 30, 2025 3.2 Increase the number of sub-grantees engaged and trained after post award by June 30, 2025	3.1.1 Number of sub-grantees in pre- and post-award training 3.2.1 Number of sub-grantees engaged and trained due to submitted reports returned for correction	<ul style="list-style-type: none"> Continue to host pre- and post-award training sessions for sub-grantees to educate them about program and financial requirements Monitor reports submitted to identify opportunities for additional guidance

Stakeholder Engagement Plan (Summary):

Internal:

GOHS internal stakeholders are: Governor's Office, Arizona Department of Transportation (ADOT), Department of Administration, Department of Public Safety (DPS), Department of Emergency and Military Affairs (DEMA), Arizona Supreme Court, Department of Liquor Licenses and Control, Arizona State University (ASU), Northern Arizona University (NAU), University of Arizona (UofA) and Arizona Department of Health Services (ADHS).

Host town hall meetings to foster an open line of communication. Set agenda to address any concerns and create a space for Q & A.

External:

GOHS external stakeholder are: National Highway Traffic Safety Administration (NHTSA) - Region 9, Arizona State Traffic Safety Plan Committee, Arizona DUI Abatement Council (state funds), Arizona Association of Chiefs of Police, Arizona Sheriffs Association, Arizona Prosecuting Attorneys Advisory Council; Arizona DRE Committee, Local and State Law Enforcement Agencies, Non-Profit Organizations, and Governmental Agencies.

Through periodic in-office meetings with our Region 9 NHTSA representative, we're able to incorporate feedback on current projects and strategies to ensure they align with NHTSA guidelines. Furthermore, we are able to work through obstacles together to ensure we are not only federally compliant, but state compliant as well.

Annual in-person Region 9 summits allow for engagement and collaboration with our counterparts in California, Hawaii, Guam, American Samoa, and the Northern Mariana Islands.

Communication Plan (Summary):

Internal:

Disseminate newsletters that highlight current projects and relevant information. Schedule periodic meetings that allow for one on one communication with agency liaisons.

External:

GOHS employs a range of strategies to generate earned media, as well as leveraging paid media to amplify important traffic safety messages and support national campaigns in Arizona. These efforts help in reaching a wide audience and conveying key messages related to impaired driving, speeding, distracted driving, pedestrian and bicycle safety, motorcycle safety, and occupant protection.

Media Activities play a crucial role in highway safety campaigns, employing various channels such as newspaper advertisements, radio broadcasts, television commercials (both broadcast and cable), public service announcements, billboards, banners and stickers.

When determining which projects to fund for implementing communication plans, GOHS will consider several key factors. These considerations will include 1) Public Engagement to gather community input and understand their concerns regarding traffic safety. This will help GOHS identify specific needs and priorities of the community being served and ensure funded projects align with their expectations; 2) - Traffic Safety data to analyze crash data, traffic volume, and historical trends, identify high-risk areas, prevalent traffic violations, and patterns of unsafe behaviors. This data-driven approach will help prioritize projects based on the severity and frequency of incidents; 3) Directly affected communities impacted by traffic safety issues. Understanding the unique challenges different communities face will guide the countermeasure strategy; 4) Areas such as intersections, highways, or neighborhoods that experience a higher volume of accidents or unsafe behaviors. By focusing on these locations, GOHS can strategically allocate resources to address the most critical areas; and 5) Solicitation of Proposals from relevant stakeholders, including government agencies, nonprofit organizations, and community groups will encourage diverse project ideas, innovation, and collaboration in addressing traffic safety concerns.

5 Year Plan

Issue: Roadway Fatalities and Serious Injuries Throughout Arizona

Description: The Governor's Office of Highway Safety (GOHS) supports activities aimed at reducing the number of crashes and resulting injuries and fatalities on Arizona's roadways. The primary highway safety goal for Arizona is to reduce fatalities and serious injuries across all program areas. GOHS tracks performance measures based on the Fatality Analysis Reporting System (FARS) data in combination with several other data sources to understand trends and set safety performance targets. The data validates that the four leading causes of fatalities and serious injuries from vehicular collisions in Arizona are: unrestrained passenger vehicle occupants, speeding and reckless driving, impaired driving, and pedestrians. Consequently, the majority of funding in the Highway Safety Plan is allocated to include Police Traffic Services, Impaired Driving, and Occupant Protection initiatives. Since Maricopa County and Pima County account for over 80% of the State's total population, as of 2022 estimates, the majority of these efforts are focused in those two counties; however, highway safety initiatives are funded throughout all of Arizona.

Effective strategies to improve road safety require a multifaceted approach. They involve enforcement, public participation, and educational campaigns to foster positive behavioral changes in all road users. A targeted approach to enforcement, such as focusing on specific violations like speeding or reckless driving, and public education campaigns are key components in reducing the number of accidents and injuries on our roads. Ultimately, all stakeholders must work together to prioritize road safety and create a culture of responsible driving. The Data Driven Approach to Crime and Traffic Safety (DDACTS) model and similar strategies, using data to identify high crash locations requiring specific solutions, are also employed.

In 2024, all highway safety programs (occupant protection, pedestrian and bicycle safety, motorcycle safety, impaired driving, distracted driving, speed and reckless driving, traffic records, accident investigation, emergency medical services, roadway safety) have been enhanced by using a more robust data driven analysis. Additionally, GOHS is collaborating with the Arizona Department of Transportation (ADOT) and Federal Highway Administration (FHWA) to identify program areas of concern where fatalities are more prominent to strategically allocate resources.

Solutions:

1. Reduce Fatalities and serious injuries by 10% across all program areas by December 31, 2029.

1.1 Reduce total fatalities and serious injuries by 2% by June 30, 2025

1.1.a. Continue to analyze data focusing on fatalities and serious injuries.

1.1.b. Continue collaborating with transportation agencies and stakeholders to identify and address traffic safety needs statewide.

1.1.c. Identify proposals for traffic safety program needs to allocate resources accordingly.

1.2 Draft all program area plans by June 30, 2025

1.2.a. Update program area plans with statewide stakeholders by creating a task force for each area to address concerns and allocate resources.

Issue: Community Engagement

Description: In order to identify and address highway safety needs specific to underserved and overrepresented communities throughout Arizona, is necessary for the Arizona Governor's Office of Highway Safety (GOHS) to analyze traffic safety data, conduct focus groups, non-traditional events, and community meetings and surveys. GOHS will engage state municipalities and surrounding populations across counties that GOHS have identified as underserved and overrepresented in the various programs that would best prevent crashes resulting in fatalities and serious injuries. Based on input from these communities, GOHS aims to strengthen its outreach efforts focusing on the programs that best serve each community. Using data from the Arizona Department of Transportation (ADOT) and the National Highway Traffic Safety Administration (NHTSA), GOHS plans on engaging with local municipalities, community organizations, and State partners where there is a trend in traffic safety incidents. GOHS aims to continue leveraging existing relationships with the law enforcement community while expanding relationships with community organizations, schools, and non-profits that serve families.

In 2024, GOHS defined community engagement as town halls, virtual meetings and social media engagement, including GOHS website. Underserved and overrepresented communities were also defined as populations sharing a geographic location with a disproportionately large number of a category of person shown impacted through data. GOHS increased occupant protection program community involvement, targeting underserved and overrepresented communities, including tribal communities. Additionally, GOHS implemented new public participation and engagement approach to ensure all program areas are now focus on community specific traffic safety needs, supported by data driven analysis.

Solutions:

2. Increase community engagement by 10% each year between now and June 30, 2029.

2.1. Increase GOHS website visitors and social media reach by 20% by June 30, 2025

2.1.a. Update and restructure GOHS website and social media presence by developing new platforms

2.2. Increase public engagement by 10% by June 30, 2025

2.2.a. Identify underserved and overrepresented communities for public engagement

2.2.b. Engage with underserved and overrepresented communities by conducting traffic safety events, training, and awareness initiatives

Issue: Compliance with State and Federal Guidelines

Description: The Arizona Governor's Office of Highway Safety (GOHS) administers State and Federal grant programs related to highway safety. State and Federal guidelines related to grant management must be followed to ensure the appropriate use of funds in accordance to general and specific requirements established for each program. Since the approval of the Bipartisan Infrastructure Law (BIL) and the implementation of new, more robust, review and monitoring processes, GOHS have found that additional education, awareness and training of sub-grantees and stakeholders is needed to ensure compliance with State and Federal guidelines governing how each specific program is administered.

In 2024, GOHS focused on State and Federal regulations to educate sub-grantees to comply with established requirements. Additionally, GOHS increased monitoring of submitted reports and supporting financial documents to identify areas and partners requiring additional guidance.

Solutions:

3. Reduce by 20% the number of reports returned to sub-grantees for non-compliance with State and Federal guidelines each fiscal year between now and June 30, 2029.

3.1. Increase training for sub-grantees by 20% by June 30, 2025

3.1.a. Continue to host pre- and post-award training sessions for sub-grantees to educate them about program and financial requirements

3.2. Increase the number of sub-grantees engaged and trained after post award by June 30, 2025

3.2.a. Monitor reports submitted to identify opportunities for additional guidance

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	13.5	13.5	13.5
Non-Appropriated Funds	2.0	2.0	2.0
Federal Funds	13.8	13.8	13.8

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

Program Summary

Governor's Office of Highway Safety

J.M. "Jesse" Torrez, Director
Phone: (602) 255-3200
A.R.S. § 28-602

Mission:

To create a comprehensive and coordinated approach integrating highway safety programs through leadership, funding, public awareness and community engagement throughout Arizona.

Description:

The Arizona Governor's Office of Highway Safety (GOHS) funds programs aimed at enhancing road safety. The programs address critical areas such as Speed and Reckless Driving, Impaired Driving, Occupant Protection, Motorcycle Safety, and Pedestrian and Bicycle Safety.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	12,012.9	15,669.1	15,669.1
Total	12,012.9	15,669.1	15,669.1
FTE Positions	13.50	13.50	13.50

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

Subprogram Summary

Governor's Office of Highway Safety

J.M. "Jesse" Torrez, Director
 Phone: (602) 255-3200
 A.R.S. § 28-602

Mission:

To create a comprehensive and coordinated approach integrating highway safety programs through leadership, funding, public awareness and community engagement throughout Arizona.

Description:

The Arizona Governor's Office of Highway Safety (GOHS) funds programs aimed at enhancing road safety. The programs address critical areas such as Speed and Reckless Driving, Impaired Driving, Occupant Protection, Motorcycle Safety, and Pedestrian and Bicycle Safety.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	12,012.9	15,669.1	15,669.1
Total	12,012.9	15,669.1	15,669.1
FTE Positions	13.50	13.50	13.50

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

Goal: Reduce total fatalities and serious injuries by 2% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of quarterly fatalities reported by ADOT	N/A	0	1,138.0	1,116.0	1,092.0
Number of quarterly citations	0	0	697,829.0	715,000.0	733,000.0
Number of quarterly arrests	0	0	129,483.0	133,000.0	136,000.0
Number of officers trained	0	0	1,182.0	1,212.0	1,242.0
Number of quarterly traffic stops	0	0	1,235,439.0	1,266,000.0	1,298,000.0

Goal: Draft all program area plans by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of program area plans drafted	0%	0%	25.0%	100.0%	100.0%

Goal: Increase GOHS website visitors and social media reach by 20% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of GOHS website visitors	0	0	34,000.0	40,800.0	48,960.0
Number of GOHS social media impressions (reach)	0	0	0	12,000.0	14,400.0

Goal: Increase public engagement by 10% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of all public engagements	N/A	0	12.0	14.0	16.0
Number of communities identified for public engagement	0	0	5.0	6.0	7.0
Number of public participation and engagement events with underserved and overrepresented communities	0	0	1.0	4.0	5.0

Goal: Increase training for sub-grantees by 20% by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of sub-grantees in pre-and post-award training	0	0	78.0	94.0	113.0

Goal: Increase the number of sub-grantees engaged and trained after post award by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of sub-grantees engaged and trained due to submitted reports returned for correction	0	0	164.0	131.0	105.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Arizona Historical Society	3,777.0	4,535.8	5,400.5
Total	3,777.0	4,535.8	5,400.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,044.2	2,978.7	3,843.4
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	732.7	1,557.1	1,557.1
Total	3,777.0	4,535.8	5,400.5
FTE Positions	36.00	50.90	54.90

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

5 Year Plan

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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	56.0	56.0	56.0
General Fund	3,777.2	3,777.2	3,777.2
Non-Appropriated Funds	2,322.3	2,322.3	2,322.3
Federal Funds	66.2	66.2	66.2

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

Goal: Make AHS the most trusted authority on Arizona history.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of museum visitors and researchers	4,172	4,500	19,388	5,000	22,500
Number of volunteer hours	1,063	3,000	1,593	3,500	2,200
Public program attendance	10,000	10,000	1,354	15,000	1,600
website and social media users, reach and followers analytics	409,374	400,000	914,686	450,000	4,500,000

Goal: Enhance AHS' capacity to collect, preserve, interpret, and disseminate Arizona's history.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
increase earned various incomes	185,091	200,000	173,304	200,000	200,000

Goal: Develop experiences that are meaningful and relevant to today's audiences.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
improve collections accessibility	1,285,000	1,285,000	1,285,000	1,285,000	1,285,000
Number of Journal of Arizona History downloads.	40,128	41,000	42,306	42,000	43,000

Goal: Establish AHS as a strong, recognizable brand.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
improve quality of collections	60	60	100	60	60

Goal: Enhance financial resources to advance AHS' mission and ensure long-term sustainability and growth.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Museum visitation	24,233	30,000	7,748	40,000	8,500

Agency Summary

Prescott Historical Society

Stuart Rosebrook, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Sharlot Hall Museum	1,989.5	2,312.5	2,468.8
Total	1,989.5	2,312.5	2,468.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	972.4	995.3	1,151.6
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	1,017.1	1,317.2	1,317.2
Total	1,989.5	2,312.5	2,468.8
FTE Positions	22.00	13.00	15.00

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

5 Year Plan

Issue: Increase attendance

Description: Attendance has not increased as rapidly as hoped.

Solutions:

Increase attendance by 15%.

Increased targeted marketing is planned.

Issue: Membership

Description: Memberships revenue had flattened out over the past 3-4 years. One reason is the elimination of higher level memberships.

Solutions:

Increase membership revenues by 10-15%. More effective marketing as well as increased low cost benefits are planned.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	13.0	13.0	13.0
General Fund	1,145.3	1,145.3	1,145.3
Non-Appropriated Funds	1,317.2	1,317.2	1,317.2

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

Goal: To increase museum visitation annually.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of people served (includes museum attendance, festivals, and other event attendees; and researchers)	28,500	30,000	29,000	32,000	33,000
Percent of museum clients pleased with service and exhibits.	99	99	98	99	99
Number of volunteer hours	29,100	30,000	29,800	30,500	31,000
Number of museum researchers	2,870	3,000	2,920	3,100	3,200
Number of website unique visitors	520,000	660,000	630,000	650,000	660,000

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Capital campaign dollars raised to build new square footage (in thousands)	0	0	0	0	0
Increase in number of dues-paying members	720	750	725	750	800

Goal: To increase the private, non-state funding support for expansion and operations

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollars of supplemental non-state funds per annum in thousands	925	1,150	1,000	1,075	1,150

Agency Summary

Department of Homeland Security

Kim O'Connor, Director
Phone: (602) 309-4519
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Homeland Security	62,648.2	64,945.7	67,542.7
Total	62,648.2	64,945.7	67,542.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	20,386.6	20,995.7	21,744.1
Other Appropriated Funds	9,421.1	11,094.4	12,943.0
Other Non-Appropriated Funds	32,840.5	32,855.6	32,855.6
Total	62,648.2	64,945.7	67,542.7
FTE Positions	35.00	35.00	45.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To be a unifying voice for statewide partners in support of a safe and resilient Arizona.

Agency Mission: To protect Arizona by providing strategic direction and access to resources that will enable all of the state's homeland security sub-recipient stakeholders to achieve our collective goals of:

- Preventing terrorist attacks in Arizona
- Enhancing border security
- Heightening cybersecurity efforts
- Reducing Arizona's 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
- 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. We strive to lead the nation as a best practice for grant management and administration in addition to being a premier leader in cybersecurity among all state homeland security departments nationwide.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:					Total
		GF	AF	NAF	FED*		
23	32	\$12,000,000	\$11,930,300	\$0	\$31,576,890	\$55,507,190	
24	35	\$12,000,000	\$11,319,400	\$0	\$33,836,632	\$56,706,032	
25	35	\$12,000,000	\$12,000,000	\$0	\$32,000,000	\$56,000,000	

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Department continues 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.

In FY 25, the Department will continue to comply with all federal grant guidelines including obligating funds within 45 days of receipt of the 2024 grant award and monitoring sub recipients 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.

The Department will also create the Border Coordination Office which will unify a diverse set of stakeholders in order to facilitate efficient and effective support to border communities addressing humanitarian aid efforts and public safety threats.

Arizona Department of Homeland Security

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	<p>Organizational Advancement Maximize the positive stakeholder experience in all areas of AZDOHS by June 2029.</p>	2024		<ul style="list-style-type: none"> The Department will focus on reducing barriers to apply for grants, streamlining the reimbursement processes, updating forms to be more user friendly, updating our website, and creating standard work for 100% of our processes. 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.
2	<p>Cyber Readiness and Prevention Decrease the number of impactful cyber attacks and/or breaches against state and local entities by 25% by June 2029.</p>	2024	Public Safety, Border Security, and Corrections	<ul style="list-style-type: none"> The Statewide Cyber Readiness Program is now supporting approximately 300 local government entities, K-12 school districts, and tribal communities including all 15 counties, but some are undeployed on the services awarded. Augmenting the Statewide Cyber Readiness Program with Federal, State, and Local Cybersecurity Grant funding. All 15 counties are collaborating and communicating with each other through AZ-ISAC and a shared communication platform during the 2024 Elections. This will continue for other major events in the next few years. Establish relevant scorecards and reporting metrics to measure and monitor for statewide Cyber Readiness and Risk.
3	<p>Cyber Readiness and Prevention To address the gap of cybersecurity professionals, AZDOHS will establish, in partnership with community colleges, five (5) Regional Security Operations Centers by June 2029.</p>	2024	Public Safety, Border Security, and Corrections	<ul style="list-style-type: none"> Expand the number of cybersecurity interns within AZDOHS and across the state agencies. Assist with developing cyber talent pipelines for local governments. Meet with Higher Education Institutions to discuss curriculum and workforce development initiatives to solve supply and demand shortages for cyber talent. Participate in the Phoenix Chamber Foundation Workforce Development Collaborative. Meet with internal and external Stakeholders to plan a statewide Cybersecurity Apprenticeship program.
4	<p>Investment in Border and Local Communities - Establishment of a Statewide Border Coordination Office (BCO). AZDOHS will work with other state agencies and local entities to establish a Statewide Border Coordination Office (BCO) that will increase funding for border communities by 5% by June 2029.</p>	2024	Public Safety, Border Security, and Corrections	<ul style="list-style-type: none"> Central POC for State activities related to border security and safety. Monitor Border Operations. Coordinate State response to situations along the southern border. Mitigate the impact of mass migration in State border communities. Improve support for local emergency management and law enforcement. Support humanitarian partner operations. Facilitate collaboration between state and local leaders. Build and maintain relationships with local governments, law enforcement agencies, NGOs, and emergency management.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1 - Organizational Advancement	1-1 By June 2025, complete 75% standard work product. 1-2 By June 2025, host a minimum of four Department-wide all hands meetings per year to increase Department-wide cohesion.	1-1 % standard work completed 1-2 # Department-wide all hands meetings hosted	1-1 Review business related functions and determine areas where policies and procedures can be revised, improved or re-written using standard work. 1-2 Support and champion our workforce and advance a culture of excellence.
2 - Cyber Readiness and Prevention	2-1 By June 2025, define new statewide Risk and Vulnerability Management Standard and incorporate into Scorecard 2-2 (BREAKTHROUGH): By June 2025, develop and have fully implemented the statewide cyber readiness and risk scorecard as part of the Governor's Statewide Readiness Measures 2-3: By June 2025, increase the number of enterprise security tools deployed, utilized, and configured to standard by 50%. 2-4: By June 2025, increase the number of participants in the Statewide Cyber Readiness Program fully deployed and configured to standard by 50%. 2-5 By June 2025, increase the number of IOC's shared with SLTT partners by 100%. 2-6 By June 2025, implement the Statewide Water and Wastewater Cybersecurity Action Plan	2-1 % of Statewide Risk and vulnerability Management Standard completed and incorporated into Scorecard 2-2 # of Cyber Risk Scorecards updated monthly 2-3 % of agencies where enterprise security tools are deployed, utilized, and configured within compliance 2-4 % of participants in the cyber readiness program fully deployed and configured to standard 2-5 # of Indicators of Compromise shared with and between SLTT partners and the State 2-6 % of Action Plan Implemented	2-1 The statewide vulnerability management solution was discontinued, and a new vulnerability management strategy is being discussed to clearly define the statewide standard. 2-2 AZDOHS-SISPO has created a scorecard to measure deployment and compliance with enterprise security control standards. This is being rolled out to all agencies this year, and will continue to be matured with additional measurements throughout this year and next. 2-3, 2-4 Increase enterprise cybersecurity tool adoption and maturity within State Agencies and local governments supported by the Statewide Cyber Readiness Program (measured by scorecard). 2-6 Implement the statewide Water and Wastewater cybersecurity plan in coordination with DEQ, DEMA, and DPS and local systems.
3 - Cyber Readiness and Prevention	3-1 Enter into partnership with one Community College or institution of higher education for student-led experiential learning opportunities (Regional SOC) and recruit at least 10 students into the program by June 2025. 3-2 By June 2025, Increase the # of attendees at AZDOHS hosted events by 50%.	3-1 # of students in the program 3-2 # of attendees at AZDOHS cyber events	3-1 Continuously build the cybersecurity ecosystem with education and community partners to increase number of individuals entering the cybersecurity workforce. 3-1 Collaborate with Community Colleges and Universities on workforce development efforts and Regional cybersecurity support. 3-1 Deploy a statewide managed Security Operations Center to support incident reporting and monitoring for local governments 24 / 7 / 365. 3-2 Host annual "Girls in Cyber" event for middle and high school girls as a workforce development initiative to increase number of girls and women in cybersecurity. 3-2 Conduct tabletop exercises and job shadow days with high school and college students.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4 Border Coordination Office	4-1 By December 2024, establish a centralized dashboard and curate data that will be displayed in dashboard. 4-2 By June 2025, establish a Statewide Border Coordination Council and hold quarterly meetings. 4-3 By June 2025, complete a minimum of 8 outcome-driven meetings with Arizona Sheriffs.	4-1 # of NGO network partners and where (heat map), bed space, funding available/remaining, fentanyl seizures, border crossings, etc. 4-2 # of BCOCC meetings 4-3 # of meetings with the Arizona Sheriffs	4-1, 4-2, 4-3 Onboard the Border Coordination employees. 4-1 Identify and create a centralized dashboard. 4-2 Create a Statewide Border Coordination Council. 4-3 Schedule regular meetings with the Sheriffs and develop an outcome driven agenda.

Stakeholder Engagement Plan (Summary):

Internal:

Engaged and met with staff to review current and future strategic plan goals. Identified metrics to be associated with team and individual goals.

External:

Developing a stakeholder engagement dashboard to track current and future engagements, and identify gaps and/or underrepresented stakeholders. Engaged with DEMA, DPS, AZ Department of Health Services, and ADOT, in addition, we consulted with the Enterprise Security Program Advisory Council (ESPAC) and Local Government Statewide Cybersecurity Planning Committee on the development of our strategic goals.

Communication Plan (Summary):

Internal:

As we developed the strategic plan, we solicited input from the AZDOHS team regarding our mission and vision statements. In addition, 1:1 meetings have occurred to better develop a roadmap for our strategic plan. The strategic plan will be rolled out during a spring/summer all staff meeting, follow up with our teams will occur during monthly staff meetings, and 1:1 meetings will help with tracking individual progress towards our collective goals.

External:

Several methods will be utilized to communicate our strategic plan to external stakeholders. The strategic plan will be posted on our website, it will be shared via our RAC, IPT, ESPAC, and the Statewide Cybersecurity Planning Committee. In addition, we will create a one page handout that can be shared during our stakeholder meetings.

5 Year Plan

Issue: 1 - Organizational Advancement

Description: Staff turnover and lack of standardized processes/procedures have curtailed the organizational advancement of AZDOHS. Creating standardized work and building consistent processes/procedures will allow staff to focus more time on maximizing the positive stakeholder experience.

Solutions:

1- Maximize the positive stakeholder experience in all areas of AZDOHS by June 2029.

1-1 By June 2025, complete 75% standard work product.

1-1a Review business related functions and determine areas where policies and procedures can be revised, improved or re-written using standard work.

1-2 By June 2025, host a minimum of four Department-wide all hands meetings per year to increase Department-wide cohesion.

1-2 a Support and champion our workforce and advance a culture of excellence.

Issue: 2 - Cyber Readiness and Prevention- Cyber Attacks

Description: As cyber attacks increase in frequency, impact, and sophistication through emerging technologies like artificial intelligence, state and local governments in Arizona continue to see the critical services they provide to their citizens being degraded or taken offline, and sensitive citizen data being breached and stolen.

This outcome seeks to reduce the amount of those attacks which impact governments to a manageable level through increased deployment of foundational cyber defenses, optimization of those defenses, training for cyber professionals, and enhanced information sharing efforts across the state.

Solutions:

2- Decrease the number of impactful cyber attacks and/or breaches against state and local entities by 25% by June 2029.

2-1 By June 2025, define new statewide Risk and Vulnerability Management Standard and incorporate into Scorecard.

2-1a The statewide vulnerability management solution was discontinued, and a new vulnerability management strategy is being discussed to clearly define the statewide standard.

2-2 (BREAKTHROUGH): By June 2025, develop and have fully implemented the statewide cyber readiness and risk scorecard as part of the Governor's Statewide Readiness Measures.

2-2a AZDOHS-SISPO has created a scorecard to measure deployment and compliance with enterprise security control standards. This is being rolled out to all agencies this year, and will

continue to be matured with additional measurements throughout this year and next.

2-3: By June 2025, increase the number of enterprise security tools deployed, utilized, and configured to standard by 50%.

2-3a Increase enterprise cybersecurity tool adoption and maturity within State Agencies and local governments supported by the State-wide Cyber Readiness Program (measured by scorecard).

2-4: By June 2025, increase the number of participants in the Statewide Cyber Readiness Program fully deployed and configured to standard by 50%.

2-4a Increase enterprise cybersecurity tool adoption and maturity within State Agencies and local governments supported by the State-wide Cyber Readiness Program (measured by scorecard).

2-5 By June 2025, increase the number of IOC's shared with SLTT partners by 100%.

2-5a Increase enterprise cybersecurity tool adoption and maturity within State Agencies and local governments supported by the State-wide Cyber Readiness Program (measured by scorecard).

2-6 By June 2025, implement the Statewide Water and Wastewater Cybersecurity Action Plan.

2-6a Implement the statewide Water and Wastewater cybersecurity plan in coordination with DEQ, DEMA, and DPS and local systems.

Issue: 3 - Cyber Readiness and Prevention

Description: High turnover, limited funding, stagnated wages, and a lack of cybersecurity professionals in the workforce causes State and local governments in Arizona to struggle with supporting cybersecurity efforts which leads to increased data breaches and impactful cybersecurity incidents.

This outcome seeks to solve two issues at once by creating more cybersecurity professionals who have real world, hands-on experience better preparing them for careers in cybersecurity, as well as providing cybersecurity support for vulnerable, under-resourced local governments who would otherwise be unable to staff these resources themselves.

Solutions:

3- To address the gap of cybersecurity professionals, AZDOHS will establish, in partnership with community colleges, five (5) Regional Security Operations Centers by June 2029.

3-1 Enter into partnership with one Community College or institution of higher education for student-led experiential learning opportunities (Regional SOC) and recruit at least 10 students into the program by June 2025.

3-1a Continuously build the cybersecurity ecosystem with education and community partners to increase number of individuals entering the cybersecurity workforce.

3-1b Collaborate with Community Colleges and Universities on workforce development efforts and Regional cybersecurity support.

3-1c Deploy a statewide managed Security Operations Center to support incident reporting and monitoring for local governments 24/7/365.

3-2 By June 2025, Increase the # of attendees at AZDOHS hosted events by 50%.

3-2a Host annual "Girls in Cyber" event for middle and high school girls as a workforce development initiative to increase number of girls and women in cybersecurity.

3-2b Conduct tabletop exercises and job shadow days with high school and college students.

Issue: 4 - Border Coordination Office

Description: Arizona's border communities bear the brunt of the crisis at the border and the country's desperate need for comprehensive immigration reform. They are subject to both direct and indirect impacts of illegal drug and human smuggling operations operated by Mexican Cartels that access Arizona's transportation corridor between ports of entry along our southern border. The humanitarian crisis at the border disproportionately impacts these communities as well, calling on them to provide services to ensure safe passage in the absence of permanent transportation infrastructure and social services to manage the daily influx of legally processed asylum seekers.

Without real federal solutions that balance the needs of those seeking safe refuge (sometimes more than one thousand a day) with our capacity to ensure safe passage to their final destinations and the resources needed to secure the border and stop the influx of illegal drugs and people who threaten the safety of our citizens, border communities are left to deal with higher crime rates, physical danger, and greater public health and social impacts on their own. The Border Coordination Office (BCO) will work to gain a comprehensive understanding of the challenges these communities face and seek opportunities to provide support. Working with state agencies, NGO's, county and local governments, and public safety partners, the BCO will be uniquely positioned to identify critical needs and opportunities in these communities and will coordinate State interventions and response. The BCO is charged with and committed to coordinating for a humane and orderly border response and to increasing investments that support the critical infrastructure needed to lessen the impacts on these communities.

Solutions:

4- AZDOHS will work with other state agencies and local entities to establish a Statewide Border Coordination Office (BCO) that will increase funding for border communities by 5% by June 2029.

4-1 By December 2024, establish a centralized dashboard and curate data that will be displayed in dashboard.

4-1a Onboard the Border Coordination employees.

4-1b Identify and create a centralized dashboard.

4-2 By June 2025, establish a Statewide Border Coordination Council and hold quarterly meetings.

4-2a Create a Statewide Border Coordination Council.

4-3 By June 2025, complete a minimum of 8 outcome-driven meetings with Arizona Sheriffs.

4-3a Schedule regular meetings with the Sheriffs and develop an outcome driven agenda.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	35.0	35.0	35.0
General Fund	12,000.0	12,000.0	12,000.0
Other Appropriated Funds	12,000.0	12,000.0	12,000.0
Federal Funds	32,000.0	32,000.0	32,000.0

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

Goal: 1-2 By June 2025, host a minimum of four Department-wide all hands meetings per year to increase Department-wide cohesion.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# Department-wide all hands meetings hosted	0	0	0	4	4

Goal: 4-1 By December 2024, establish a centralized dashboard and curate data that will be displayed in dashboard.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of NGO network partners and where (heat map), bed space, funding available/remaining, fentanyl seizures, border crossings, etc.	0	0	0	1	1

Goal: 4-2 By June 2025, establish a Statewide Border Coordination Council and hold quarterly meetings.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of BCOCC meetings	0	0	0	1	4

Goal: 4-3 Beginning June 2024, minimum of eight outcome driven meetings with the Arizona Sheriffs.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of meetings with the Arizona Sheriffs	0	0	0	8	8

Goal: To create a more efficient Department

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Phishing Click Rate	5	6	6	N/A	N/A
To Maintain or Improve the States' cybersecurity risk score	715	725	725	N/A	N/A

Goal: To provide strategic direction and improve regional collaboration on homeland security issues within Arizona

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Drawdown Rate	99	99	99	N/A	N/A
Funding Reallocated	1,860,000	2,000,000	1,009,575	N/A	N/A
Projects Monitored	220	250	228	N/A	N/A
Projects Reallocated	42	50	21	N/A	N/A
Reimbursement Process Improvements	8.9	9.0	9.0	N/A	N/A

Goal: To effectively manage homeland security grant funds

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Federal allocation compliance rate	100	100	100	100	100
Operation Stonegarden Apprehensions	7,877	8,000	562	N/A	N/A
Operation Stonegarden OT Hours	725,589	750,000	104,336	N/A	N/A
Operation Stonegarden Vehicle Stops	249,092	250,000	36,150	N/A	N/A

Program Summary

Homeland Security

Kim O'Connor, Director

Phone: (602) 309-4519

A.R.S. § 41-4252

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.

Description:

The Department administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona's vulnerability to terrorist attacks, as well as, driving best-in-class, enterprise cybersecurity solutions in an effort to ensure the protection of all government functions within the State of Arizona

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	20,386.6	20,995.7	21,744.1
Other Appropriated Funds	9,421.1	11,094.4	12,943.0
Other Non-Appropriated Funds	32,840.5	32,855.6	32,855.6
Total	62,648.2	64,945.7	67,542.7
FTE Positions	35.00	35.00	45.00

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

Subprogram Summary

Homeland Security

Kim O'Connor, Director

Phone: (602) 309-4519

A.R.S. § 41-4252

Mission:

To protect Arizona by providing strategic direction and access to resources that will enable all of the State's homeland security stakeholders to achieve our collective goals of: preventing terrorist attacks; enhancing border security; heightening cybersecurity efforts; reducing our vulnerability to all critical hazards; enhancing the capacity and expertise to plan for, mitigate, respond to and recover from all critical hazards that affect the safety, well-being, and economic security of Arizona; and building the resiliency of Arizona.

Description:

The Department administers federal grants to State and local agencies to protect our border and prevent or reduce Arizona's vulnerability to terrorist attacks, as well as driving best-in-class, enterprise cybersecurity solutions in an effort to ensure the protection of all government functions within the State of Arizona

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	32,840.5	32,855.6	32,855.6
Total	32,840.5	32,855.6	32,855.6
FTE Positions	10.00	10.00	10.00

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

Goal: 1-1 By June 2025, complete 75% standard work product.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% Standard Work Completed	0%	0%	0%	75%	75%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	59.0	61.5	61.5
Total	59.0	61.5	61.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	59.0	61.5	61.5
Total	59.0	61.5	61.5
FTE Positions	2.00	0.00	0.00

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

Agency Summary

House of Representatives

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

Total	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
FTE Positions			

FTE Positions

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

Agency Summary

Arizona Department of Housing

Joan Serviss, Director
Phone: (602) 771-1007
A.R.S. § 41-3951 to 41-4065

Mission:

Funding quality affordable housing and community revitalization to benefit all Arizonans and ensuring safe manufactured buildings throughout the state.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Department of Housing	468,639.0	248,290.2	288,290.2
Total	468,639.0	248,290.2	288,290.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	196,900.0	15,000.0	55,000.0
Other Appropriated Funds	371.1	388.8	388.8
Other Non-Appropriated Funds	271,367.9	232,901.4	232,901.4
Total	468,639.0	248,290.2	288,290.2
FTE Positions	88.00	103.00	103.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : An Arizona with safe, inclusive, livable communities and affordable housing options for all.

Agency Mission: Funding quality affordable housing and community revitalization to benefit all Arizonans and ensuring safe manufactured buildings throughout the state.

Agency Description: The Arizona Department of Housing (ADOH) 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.

Resource Assumptions: Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). Includes three years with actuals reflected for first year and approved for second and third year.

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	89	\$ -	\$ 22,245,000	\$ 38,509,000	\$ 228,218,800	\$ 288,972,800
24	99	\$ 46,900,000	\$ 150,371,000	\$ 31,722,300	\$ 168,102,200	\$ 397,095,600
25	99	\$ 88,800,000	\$ 200,601,100	\$ 16,722,300	\$ 112,780,500	\$ 418,903,900

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Department’s focus for FY 2025-2030 is to: 1) Maximize efficiency to meet the housing insecurity challenges faced by all Arizonans. 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, equitable, 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 access to affordable housing 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.

Arizona Department of Housing

FY 2025 -2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase the supply of affordable rental and homeownership units throughout the state by 10,000 by June 2029.** **Agency Breakthrough	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Support the development and operating efforts and capacity of stakeholders who have been awarded federal and state funding to aid in the creation of quality affordable homeownership opportunities, affordable rental units, as well as additional shelter and transitional beds.
2	Reduce overall homelessness by 10% by June 2029.	2025	Housing and Human Services Rehouse and Shelter more Arizonans	On an annual basis, have quantifiable outcomes from the Governor's Interagency Council on Housing and Homelessness that address the housing crisis experienced by Arizonans that lack safe and accessible shelter and are in need of affordable housing.
3	By June 2029, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 15%.	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Track performance of weatherization providers on a monthly basis and move funding as necessary to gain optimal performance for more assisted homeowners. Establish and track Owner Occupied Housing Emergency Repair program. Release Notice of Funding Available for Owner Occupied Housing Rehabilitation Programs with priority points for Owner Occupied Manufactured Housing.
4	Increase percentage of housing providers that are using homeless preferences from 65% to 90% by June 2029.	2025	Housing and Human Services Rehouse and Shelter more Arizonans	To assist in the reduction in homelessness and unsheltered population, on a quarterly basis, we will communicate and train for the implementation and management of homeless preferences in Tenant Selection Plans that includes US Department of Housing and Urban Development's (HUD) increased management fees.
5	Reduce processing times for permit applications from an average of 10 (current baseline) days to 7 days by June 2029.	2025	Housing and Human Services Produce the Housing Affordability Arizona Needs	Permit applications are required for the installation of each unit that is regulated by the Manufactured Housing and Building Division. A reduction in turnaround will allow licensees to rapidly proceed with the installation of these regulated buildings. Travel and outreach planning is underway to ensure communication and information sharing sessions are provided on at least three occasions per quarter.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1**	<p>1a) By the end of June 2025, Increase the supply of affordable rental and homeownership units throughout the state using ADOH resources..</p> <p>1b) By the end of June 2025, Increase the number of shelter and transitional beds provided throughout the state using ADOH resources.</p> <p>**Agency Breakthrough</p>	<p>1a- Number of units constructed/completed using ADOH resources</p> <p>1b- Number of transitional and shelter beds created using ADOH resources.</p>	<p>1a- Administer federal, state tax credit allocations, federal HUD funding as well as state housing trust funds to expand the supply of affordable housing throughout the state, particularly for low- and moderate income households and households who face barriers to accessing affordable housing opportunities.</p> <p>1b- Utilize federal and state funding, including the state Homeless Shelter and Services Fund to expand the supply beds for shelter and transitional housing.</p>
2	2) By June 2025, reduce overall homelessness by 2%	- % of homelessness reduction	Measured annually through the Point in Time (PIT) Count and statewide Homeless Management Information Systems report as well as data produced through the Governor's Interagency Council on Housing and Homelessness (GICCHH), strategically deploy ADOH resources such as State HTF and HSSF, as well as the GICCHH Action Framework to end homelessness.
3	3) By June 2025, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 3%.	- Percentage of households served compared to last year.	Utilize federal and local funding to support weatherization and rehabilitation improvements for homeowners and renters. Trumpet ADOH's role in mitigating extreme heat in housing through its weatherization programs and state funding.
4	4) By June 2025, increase the percentage by 5% of housing providers with a preference for homeless and unsheltered in their Tenant Selection Plans.	- % increase of providers with homeless and unsheltered preference in their Tenant Selection Plans.	- Provide technical assistance to communicate homeless preferences in Tenant Selection Plans. Reiterate the US Department of Housing and Urban Development (HUD)'s increased management fees and test for compliance in the homeless preferences.
5	<p>5a) By June 2025, partner with local industry groups to highlight the Manufactured Housing and Building Division requirements and the benefits of offsite construction.</p> <p>5b) By June 2025, process and manage the number of days from receipt to approval of permit applications to ensure a reduction in turnaround time from 10 days to 7 days or less.</p>	<p>- Increase # of meetings, communications & roundtables held quarterly</p> <p>- Reduction in # of days from receipt to approval</p>	<p>- Through increased touchpoints, industry meetings, and roundtable discussions, the manufactured housing industry will be more knowledgeable on the division's regulatory processes and rationale and both parties will be kept up to spend on industry trends.</p> <p>- Real time monitoring through improved internal systems and processes to maintain permit approval and issuance within 7 days of receipt of a complete applications.</p>

Stakeholder involvement: Provide a summary of what stakeholders were involved and how.

Internal: Before completing and circulating Housing's Strategic Plan, Housing will engage in internal strategic planning sessions with key Executive Leadership and the Agency at large. We believe that an all-hands-on-deck approach incites Agency-wide buy-in to the Agency's mission, and demonstrate that each opinion, idea, and collaboration is critical to the Agency's success. Following external feedback sessions, Executive Leadership will share these outcomes as well with all Staff, and before the final Plan is complete, confirm an Agency-wide understanding of the Agency's mission and goals. As with external engagement, we will provide updates and metric accomplishments, solicit feedback on challenges, and keep communication open and collaborative throughout the entire Plan period.

External: To develop a people-first holistic Strategic Plan, Housing will engage and collaborate with sister agencies and the broader housing community, including non traditional stakeholders (local, regional/state, tribal, for profit, and non-profit experts and practitioners) for the mutually beneficial creation and exchange of knowledge and resources in a context of partnership and reciprocity. Housing will generate a positive impact for all Arizonans by engaging in cutting-edge research on what housing and housing services are most impactful complimentary in mitigating supporting the State's affordable housing crisis and promoting the creation, preservation, and long-term sustainability of Arizona's affordable housing stock. With this research, and Housing serving as a funding conduit, we will program dollars informed by the community in full cloaked in transparency and accountability. We will provide updates and metric accomplishments, solicit feedback on challenges, and keep communication open and collaborative throughout the entire Plan period.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders.

Internal: We will provide all employees with an opportunity to collaborate, provide feedback, and understand all components, roles, and responsibilities of the Plan via the right channels and at the appropriate time so that everyone is on the same page **and takes a sense of responsibility or ownership.** We will hold several strategic planning meetings at various levels, Executive, Administrators, and front-line staff to obtain feedback and recommendations to this end. As we report on metrics will have all agency staff meetings to apprise of wins, challenges, and any modifications to the Plan as needed. We will distribute the final Plan to all ADOH staff via email as well as post it on our website.

External: We will share our final Plan with all constituents and stakeholders by posting the plan on our website. We will explain our core values and how the Plan was derived to meet the needs of all Arizonans. We hope to communicate our brand, purpose, outcomes, and how to effectively engage with Housing so that it is clear, and concise which includes website modernization.

5 Year Plan

Issue: Increase the supply of affordable rental and homeownership units throughout the state by 10,000 by June 2029.

Description: To produce the housing affordability that Arizona needs, the Department will increase the supply of affordable rental and homeownership units statewide. The Department will support the development and operating efforts and capacity of stakeholders who have been awarded federal and state funding to aid in the creation of quality affordable homeownership opportunities, affordable rental units, and additional shelter and transitional beds.

Solutions:

1 Increase the supply of affordable rental and homeownership units throughout the state by 10,000 by June 2029.

1.1 By the end of June 2025, Increase the supply of affordable rental and homeownership units throughout the state using ADOH resources..

1.1.a Administer federal, state tax credit allocations, federal HUD funding as well as state housing trust funds to expand the supply of affordable housing throughout the state, particularly for low- and moderate income households and households who face barriers to accessing affordable housing opportunities.

1.2 By the end of June 2025, Increase the number of shelter and transitional beds provided throughout the state using ADOH resources.

1.2.a Utilize federal and state funding, including the state Homeless Shelter and Services Fund to expand the supply beds for shelter and transitional housing

Issue: Reduce overall homelessness by 10% by June 2029.

Description: The need for affordable housing is one of the state's most urgent issues. In an effort to reduce overall homelessness by ten (10) percent by June 2029, the Department through the Governor's Interagency Council on Housing and Homelessness (GICHH) will develop and implement quantifiable outcomes. The GICHH is responsible for developing and implementing a plan to prevent and end homelessness in the state and serve as a statewide homelessness planning and policy development resource for the Governor.

Solutions:

2 Reduce overall homelessness by 10% by June 2029.

2.1 By June 2025, reduce overall homelessness by 2%

2.1.1 Measured annually through the Point in Time (PIT) Count and statewide Homeless Management Information Systems report as well as data produced through the Governor's Interagency Council on Housing and Homelessness (GICHH), strategically deploy ADOH resources such as State HTF and HSSF, as well as the GICHH Action Framework to end homelessness

Issue: By June 2029, increase the percentage of households served through the weatherization and homeowner rehabilitation program

Description: The Weatherization Assistance Program (WAP) enables income-eligible families to reduce their energy bills, by making their homes more energy efficient. In an effort to assist more families, the Department will increase the percentage of households served through WAP. The Department will implement a series of methods to accomplish this goal, which includes, but is not limited to, 1) moving funding as necessary to gain optimal performance for more assisted homeowners; 2) Establish and track the Department's Owner Occupied Housing Emergency Repair program; and 3) Issue Notice of Funding Available for Owner Occupied Housing Rehabilitation Programs with priority points for Owner Occupied Manufactured Housing.

Solutions:

3 By June 2029, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 15%

3.1 By June 2025, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 3%.

3.1.1 Utilize federal and local funding to support weatherization and rehabilitation improvements for homeowners and renters. Trumpet ADOH's role in mitigating extreme heat in housing through its weatherization programs and state funding.

Issue: Increase percentage of housing providers that are using homeless preferences from 65% to 90% by June 2029.

Description: To assist in the reduction in homelessness and unsheltered populations, the Department will increase the percentage of housing providers who use homeless preferences in their Tenant Selection Plans (TSP). A TSP ensures applicants are selected for occupancy in compliance with the US Department of Housing and Urban Development's (HUD) guidelines and established management policies. The Department will communicate and train for the implementation and management of homeless preferences TSPs that includes HUD's increased management fees.

Solutions:

4 Increase percentage of housing providers that are using homeless preferences from 65% to 90% by June 2029.

4.1 % increase of providers with homeless and unsheltered preference in their Tenant Selection Plans.

4.1.1 Provide technical assistance to communicate homeless preferences in Tenant Selection Plans. Reiterate the US Department of Housing and Urban Development (HUD)'s increased management fees and test for compliance in the homeless preferences.

Issue: Reduce processing times for permit applications from an average of 10 (current baseline) days to 7 days by June 2029.

Description: Permit applications are required for the installation of each unit regulated by the Department's Manufactured Housing and Building Division (MHBD). Currently, it takes about ten (10) days for the MHBD to process a permit application. The Department will reduce permit processing times, as a reduction in turnaround will allow licensees to rapidly proceed with the installation of these regulated buildings.

Solutions:

5 Reduce processing times for permit applications from an average of 10 (current baseline) days to 7 days by June 2029.

5.1 By June 2025, partner with local industry groups to highlight the Manufactured Housing and Building Division requirements and the benefits of offsite construction.

5.1.a Through increased touchpoints, industry meetings, and roundtable discussions, the manufactured housing industry will be more knowledgeable on the division's regulatory processes and rationale and both parties will be kept up to spend on industry trends.

5.2 By June 2025, process and manage the number of days from receipt to approval of permit applications to ensure a reduction in turnaround time from 10 days to 7 days or less.

5.2.a Real time monitoring through improved internal systems and processes to maintain permit approval and issuance within 7 days of receipt of a complete applications

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	103.0	103.0	103.0
General Fund	15,000.0	15,000.0	15,000.0
Other Appropriated Funds	388.8	388.8	388.8
Non-Appropriated Funds	54,033.3	54,033.3	54,033.3
Federal Funds	16,635.6	16,635.6	16,635.6

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

Goal: 1.1 By the end of June 2025, Increase the supply of affordable rental and homeownership units throughout the state using ADOH resources.

1.2 By the end of June 2025, Increase the number of shelter and transitional beds provided throughout the state using ADOH resources.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of low-income rental units funded annually.	TBD	TBD	2,922	3,775	TBD
1b # Number of transitional and shelter beds created using ADOH resources.	0	0	N/A	496	TBD
1a # of units constructed/completed using ADOH resources	0	0	N/A	3,401	TBD

Goal: 2 By June 2025, reduce overall homelessness by 2%

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of homelessness reduction	0%	0%	N/A	4%	TBD

Goal: 3 By June 2025, increase the percentage of households served through the weatherization and homeowner rehabilitation programs by 3%.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of households served compared to last year.	0%	0%	N/A	15%	TBD

Goal: 4 By June 2025, increase the percentage by 5% of housing providers with a preference for homeless and unsheltered in their Tenant Selection Plans.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% increase of providers with homeless and unsheltered preference in their Tenant Selection Plans.	0%	0%	65%	70%	TBD

Goal: 5.1 By June 2025, partner with local industry groups to highlight the Manufactured Housing and Building Division requirements and the benefits of offsite construction.

5.2 By June 2025, process and manage the number of days from receipt to approval of permit applications to ensure a reduction in turn-around time from 10 days to 7 days or less.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
5a Increase # of meetings, communications & roundtables held quarterly.	0	0	3	6	TBD
5b Reduction in # of days from receipt to approval	0	0	N/A	7	TBD

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			
FTE Positions			

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

Agency Summary

Industrial Commission of Arizona

Gaetano J. Testini, Director
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administrative Services	23,154.5	10,663.5	8,232.6
Workers Compensation Claims Assurance	3,490.3	3,398.2	3,537.6
Adjudication of Disputes	4,758.5	5,206.9	5,206.9
Labor Law Administration	1,176.5	1,332.3	1,388.4
Occupational Safety and Health Administration	7,456.1	7,575.1	7,873.3
Special Fund Claims Processing	16,324.7	15,892.4	16,031.8
Legal Counsel	1,443.2	1,157.9	1,290.6
SLI Municipal Firefighters Cancer Reimbursement Fund	5,534.0	7,584.7	7,584.7
Total	63,337.8	52,811.0	51,145.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	75.1	84.7	84.7
Other Appropriated Funds	20,498.0	22,138.0	23,038.3
Other Non-Appropriated Funds	42,764.7	30,588.3	28,022.9
Total	63,337.8	52,811.0	51,145.9
FTE Positions	216.00	225.00	238.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : To be the best state in the proactive, collaborative, and steadfast protection of the life, health, safety, and welfare of the workforce.

Agency 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	216		\$84,600	\$21,313,000	\$17,588,200	\$3,622,900	\$42,608,700
24	216		\$84,700	\$21,985,500	\$39,112,500	\$3,532,500	\$64,715,200
25	225		\$84,700	\$21,985,500	\$20,112,500	\$3,532,500	\$45,715,200

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The ICA’s FY25 strategic plan builds upon continual efforts to strengthen fulfillment of our core mission. We are focused on workplace safety through proactive partnerships, improving customer participation and satisfaction, and increasing staff retention by having a high-performing and engaged workforce.

The ICA will: (1) develop and expand partnership engagement with the Arizona Division of Occupational Safety and Health (ADOSH) to develop a heat safety standard, and to reduce workplace injuries and fatalities, (2) improve the operational efficiency of the ADOSH compliance, bureau of labor statistics (BLS), and elevator programs, (3) enhance the workers’ compensation Claims division, including updating forms, (4) modernize the Administrative Law Judge (ALJ) Division’s online resources, and the Legal Department’s attorney program, (5) enhance community engagement, and (6) increase employee retention.

With the focus of workplace safety, ADOSH will develop a task force and create a comprehensive plan to target the top three industries where fatalities and injuries occur. ADOSH will develop an additional task force which will provide recommendations to the ADOSH Advisory Committee to review and consider for drafting of the heat safety standard. ADOSH will enhance upon the Heat Stress State Emphasis Program (SEP) through on-demand webinar trainings, downloadable materials both in English and Spanish, and refine website resources. ADOSH will also create an inspection checklist to assist employers in understanding the SEP requirements.

The agency will improve customer participation and satisfaction by developing a stakeholder survey; establishing a Claims Advisory Committee; modernizing the workers’ compensation forms; increasing training and education for the payer representatives managing medical benefits in the Arizona workers’ compensation system; updating the online resources to assist the public and external customers with the hearing process involving labor appeals; and creating a website tracker outlining Labor awards.

Recognizing the importance of a high-performing and engaged workforce, the ICA will increase support to our front-line supervisors by developing a Supervisor Academy; increase staff professional development opportunities; develop an ADOSH Academy; and initiate foundational efforts for an on-site health club facility and child care opportunities.

Industrial Commission

FY 2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By June 2029, ICA will have established a Heat Safety Standard for ADOSH.	FY25	Resilience, Water, and the Environment	Arizona does not have a Heat Safety Standard, therefore for the protection of the life, health, safety, and welfare of the citizens of Arizona ADOSH will establish milestones for this completion. For FY25, a Heat Advisory Task Force will be established and will present recommendations to the ADOSH Advisory Committee. ADOSH will enhance upon the Heat Stress State Emphasis Program (SEP) through on-demand webinar trainings, downloadable materials both in English and Spanish, refine website resources, create an inspection checklist to assist employers in understanding the SEP requirements, and double the number of annual inspections.
2	Decrease Workplace Fatalities 10% by June 2029.	FY25	Affordable and Thriving Economy	With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where fatalities occur.
3	Decrease Workplace Injuries 5% by June 2029.	FY25	Affordable and Thriving Economy	With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where injuries occur.
4	By June 2029, ICA will see a 10% improvement with the Customer Satisfaction Survey.	FY25		The ICA will improve customer participation and satisfaction. For FY25, a survey will be developed and sent to stakeholders; ALJ labor appeals hearing resources will be updated; a Workers' Compensation Claims Advisory Committee will be established with a focus of modernizing the workers' compensation forms; and increase the number of payers managing medical benefits in the workers' compensation system trained.
5	By June 2029, ICA will increase Staff Retention by 10%.	FY25		Recognizing the importance of a high-performing and engaged workforce, for FY25, the ICA will increase support to our front-line supervisors by developing a Supervisor Academy and train all supervisory staff with 2 years or less in a supervisory position; restructure the Legal department into specialized focus areas; develop an ADOSH Academy; and initiate foundational efforts for an on-site health club facility and child care opportunities.

Industrial Commission

FY 2025 -2029 Strategic Plan

Current Annual Focus

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1. By June 2025, ADOSH will double the # of annual inspections as part of the Heat Stress SEP to 132. BREAKTHROUGH</p> <p>1.2. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for drafting of the standard.</p>	<p>1.1 # of inspections conducted. 1.2. % of milestones completed.</p>	<p>1.1. Create a Heat Stress SEP inspection checklist and train Compliance Safety Health Officers (CSHOs) on completion of the checklist. 1.2.Establish a Heat Advisory Task Force 1.2. a. Commitment of task members. 1.2.b. Identify the scope, goals, and meeting cadence.</p>
2	<p>2.1. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for reducing fatalities. 2.2. Identify the top 3 industries where fatalities occur by June 2025.</p>	<p>2.1. % of milestones completed. 2.2. # of quarterly fatalities.</p>	<p>2.1.Establish a Reduction in Fatalities and Injuries Task Force 2.1. a. Commitment of task members. 2.1.b. Identify the scope, goals, and meeting cadence. 2.2. Determine the top 3 industries.</p>
3	<p>3.1. By June 2025 have recommendations presented to the ADOSH Advisory Committee to review and consider for reducing injuries. 3.2. Identify the top 3 industries where injuries occur by June 2025</p>	<p>3.1. % of milestones completed. 3.2. # of quarterly injuries.</p>	<p>3.1. Establish a Reduction in Fatalities and Injuries Task Force 3.1. a. Commitment of task members. 3.1.b. Identify the scope, goals, and meeting cadence. 3.2. Determine the top 3 industries.</p>
4	<p>4.1. By June 2025, all ALJ labor appeals hearing resources will be updated . 4.2. By June 2025, have recommendations presented regarding changes to the workers' compensation division. 4.3. By June 2025, train 900 payers in managing medical benefits in the workers' compensation system. 4.4. By June 2025, ICA will launch an initial customer satisfaction survey to external customers.</p>	<p>4.1. % of resources updated. 4.2. % of milestones completed. 4.3. # of payers trained. 4.4. % of milestones completed.</p>	<p>41. Review current ICA and appellate rules regarding labor matters. 4.1. a. Review current ALJ Labor matters for judge directed deadlines and case management orders to incorporate into the hearing process and FAQs. 4.2. Establish a Claims Advisory Committee. 4.2. a. Commitment of task members. 4.2.b. Identify the scope, goals, and meeting cadence. 4.3. Target payers that need to be certified to manage Arizona claims. 4.3. a. Expand outreach and training opportunities. 4.4. Identify external customers and contact information.</p>
5	<p>5.1. By June 2025, train all supervisory staff with 2 years or less in a supervisory position. 5.2. By June 2025, restructure the Legal department into specialized focus areas.</p>	<p>5.1. % of supervisors trained. 5.2. % of restructure complete.</p>	<p>5.1. Create a Supervisor Academy 5.1.a. Develop the curriculum 5.1.b. Identify potential trainers and partners. 5.1.c. Research and develop Google Classroom courses. 5.2. Assign one attorney to each division to be the leader for that division, who will draft and review standard work. 5.2.a. Provide professional development to attorneys</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	5.3. By June 2025, the ICA will complete a feasibility report for an on-site health club facility. 5.4. By June 2025, the ICA will complete a feasibility report for an on-site child care. 5.5. By June 2025, identify 2 new funding sources. 5.6. By June 2025, develop plan for establishing an ADOSH academy.	5.3. % of milestones timely completed. 5.4 % of milestones timely completed. 5.5. # of new funding sources identified. 5.6. % of milestones timely completed.	5.3. Identify safety and health requirements, permits, hazards, risks, and liabilities. 5.4 Identify safety and health requirements, permits, hazards, risks, and liabilities. 5.5. Develop state budget funding issue to permanently increase the Admin Fund Appropriation. 5.5. a. Request increased USDOL funding of 23G and 21D federal grants. 5.5. b. Research the availability of other funding sources. 5.6. Develop the curriculum and identify potential trainers and partners. 5.6. a. Research training facilities. 5.6. b. Research other states' training programs.

Stakeholder Engagement Plan:

Internal: ICA concerns and communication form, which has been placed on every employees desktop, and responses are only provided to the director and deputy director. ICEA events. Cross divisional training.

External:

- Customer Satisfaction Survey, which will be developed in FY25 and distributed to external stakeholders.
- Modernized/Updated Claims Forms, this will be one of the goals for the Claims Advisory Committee.
- Create a Heat Stress SEP inspection checklist to assist employers in understanding the SEP requirements.
- ADOSH Consultations and Partnerships. Heat Advisory Task Force. Reduction in Fatalities and Injuries Task Force.

Communication Plan:

Internal: Email to managers and/or all staff. Monthly managers/business review meetings. One on ones. Gemba walks. Monthly director's newsletter.

External:

- Distribute through Constant Contacts.
- Postings and updated FAQs on the website.
- Printed at Ombudsman Front Desk at the ICA building.
- Increase social media.
- Disperse the ADOSH Advocate newsletter.
- Create a website tracker outlining Labor awards.
- Create an educational packet of ICA division resources for new businesses.
- Enhance upon the Heat Stress SEP through on-demand webinar trainings, and downloadable forms both in English and Spanish..

5 Year Plan

Issue: By June 2029, ICA will have established a Heat Safety Standard for ADOSH.

Description: Arizona does not have a Heat Safety Standard, therefore for the protection of the life, health, safety, and welfare of the citizens of Arizona ADOSH will establish milestones for this completion. For FY25, a Heat Advisory Task Force will be established and will present recommendations to the ADOSH Advisory Committee. ADOSH will enhance upon the Heat Stress State Emphasis Program (SEP) through on-demand webinar trainings, downloadable materials both in English and Spanish, refine website resources, create an inspection checklist to assist employers in understanding the SEP requirements, and double the number of annual inspections.

Solutions:

1.1. BY JUNE 2025, ADOSH WILL DOUBLE THE # OF ANNUAL INSPECTIONS AS PART OF THE HEAT STRESS SEP TO 132.

1.1.1. Create a Heat Stress SEP inspection checklist and train Compliance Safety Health Officers (CSHOs) on completion of the checklist.

1.2. BY JUNE 2025 HAVE RECOMMENDATIONS PRESENTED TO THE ADOSH ADVISORY COMMITTEE TO REVIEW AND CONSIDER FOR DRAFTING OF THE STANDARD.

1.2.1. Establish a Heat Advisory Task Force

1.2.1.a. Commitment of task members.

1.2.1.b. Identify the scope, goals, and meeting cadence.

Issue: Decrease Workplace Fatalities 10% by June 2029.

Description: With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where fatalities occur.

Solutions:

2.1. BY JUNE 2025 HAVE RECOMMENDATIONS PRESENTED TO THE ADOSH ADVISORY COMMITTEE TO REVIEW AND CONSIDER FOR REDUCING FATALITIES.

2.1.1 Establish a Reduction in Fatalities and Injuries Task Force

2.2. IDENTIFY THE TOP 3 INDUSTRIES WHERE FATALITIES OCCUR BY JUNE 2025.

2.2.1. Establish a Reduction in Fatalities and Injuries Task Force

2.2.1.a. Commitment of task members.

2.2.1.b. Identify the scope, goals, and meeting cadence.

2.2.2. Determine the top 3 industries.

Issue: Decrease Workplace Injuries 5% by June 2029.

Description: With the focus of workplace safety, ADOSH will develop a Reduction in Fatalities and Injuries Task Force and will present recommendations to the ADOSH Advisory Committee, and create a comprehensive plan to identify and target the top three industries where injuries occur.

Solutions:

3.1. BY JUNE 2025 HAVE RECOMMENDATIONS PRESENTED TO THE ADOSH ADVISORY COMMITTEE TO REVIEW AND CONSIDER FOR REDUCING INJURIES.

3.1.1 Establish a Reduction in Fatalities and Injuries Task Force

3.1.1.a. Commitment of task members.

3.1.1.b Identify the scope, goals, and meeting cadence.

3.2. IDENTIFY THE TOP 3 INDUSTRIES WHERE INJURIES OCCUR BY JUNE 2025

3.2.1 Determine the top 3 industries.

Issue: By June 2029, ICA will see a 10% improvement with the Customer Satisfaction Survey.

Description: The ICA will improve customer participation and satisfaction. For FY25, a survey will be developed and sent to stakeholders; ALJ labor appeals hearing resources will be updated; a Workers' Compensation Claims Advisory Committee will be established with a focus of modernizing the workers' compensation forms; and increase the number of payers managing medical benefits in the workers' compensation system trained.

Solutions:

4.1. BY JUNE 2025, ALL ALJ LABOR APPEALS HEARING RESOURCES WILL BE UPDATED .

4.1.1. Review current ICA and appellate rules regarding labor matters.

4.1.1.a. Review current ALJ Labor matters for judge directed deadlines and case management orders to incorporate into the hearing process and FAQs.

4.2. BY JUNE 2025, HAVE RECOMMENDATIONS PRESENTED REGARDING CHANGES TO THE WORKERS' COMPENSATION DIVISION.

4.2.1. Establish a Claims Advisory Committee.

4.2.1.a. Commitment of task members.

4.2.1.b. Identify the scope, goals, and meeting cadence.

4.3. BY JUNE 2025, TRAIN 900 PAYERS IN MANAGING MEDICAL BENEFITS IN THE WORKERS' COMPENSATION SYSTEM.

4.3.1. Target payers that need to be certified to manage Arizona claims.

4.3.1. a. Expand outreach and training opportunities.

4.4. BY JUNE 2025, ICA WILL LAUNCH AN INITIAL CUSTOMER SATISFACTION SURVEY TO EXTERNAL CUSTOMERS

4.4.1. Identify external customers and contact information.

Issue: By June 2029, ICA will increase Staff Retention by 10%.

Description: Recognizing the importance of a high-performing and engaged workforce, for FY25, the ICA will increase support to our front-line supervisors by developing a Supervisor Academy and train all supervisory staff with 2 years or less in a supervisory position; restructure the Legal department into specialized focus areas; develop an ADOSH Academy; and initiate foundational efforts for an on-site health club facility and child care opportunities.

Solutions:

5.1. BY JUNE 2025, TRAIN ALL SUPERVISORY STAFF WITH 2 YEARS OR LESS IN A SUPERVISORY POSITION.

5.1.1. Create a Supervisor Academy

5.1.1.a. Develop the curriculum

5.1.1.b. Identify potential trainers and partners.

5.1.1.c. Research and develop Google Classroom courses.

5.2. BY JUNE 2025, RESTRUCTURE THE LEGAL DEPARTMENT INTO SPECIALIZED FOCUS AREAS.

5.2.1. Assign one attorney to each division to be the leader for that division, who will draft and review standard work.

5.2.1.a. Provide professional development to attorneys

5.3. BY JUNE 2025, THE ICA WILL COMPLETE A FEASIBILITY REPORT FOR AN ON-SITE HEALTH CLUB FACILITY.

5.3.1. Identify safety and health requirements, permits, hazards, risks, and liabilities.

5.4. BY JUNE 2025, THE ICA WILL COMPLETE A FEASIBILITY REPORT FOR AN ON-SITE CHILD CARE.

5.4.1 Identify safety and health requirements, permits, hazards, risks, and liabilities.

5.5. BY JUNE 2025, IDENTIFY 2 NEW FUNDING SOURCES.

5.5.1. Develop state budget funding issue to permanently increase the Admin Fund Appropriation.

5.5.1.a. Request increased USDOL funding of 23G and 21D federal grants.

5.5.1.b.. Research the availability of other funding sources.

5.6. BY JUNE 2025, DEVELOP PLAN FOR ESTABLISHING AN ADOSH ACADEMY.

5.6. Develop the curriculum and identify potential trainers and partners.

5.6.1.a. Research training facilities.

5.6.1 b. Research other states' training programs.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	264.0	264.0	264.0
General Fund	84.7	84.7	84.7
Other Appropriated Funds	25,316.1	25,316.1	25,316.1
Non-Appropriated Funds	24,348.1	24,348.1	24,348.1
Federal Funds	3,674.8	3,674.8	3,674.8

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,900.6	7,867.7	8,204.3
Other Non-Appropriated Funds	17,253.9	2,795.8	28.3
Total	23,154.5	10,663.5	8,232.6
FTE Positions	40.00	43.00	47.00

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

Goal: Decrease Workplace Injuries.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
DIR - # of quarterly injuries. (ICA5941)	0	0	New	TBD	TBD

Goal: Increase satisfaction in Customer Satisfaction Survey.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
MRO - # of Education/Training for payers (ICA5940)	0	0	New	900	900
DIR - % of customer satisfaction survey milestones completed. (ICA5942)	0%	0%	New	100.0%	N/A

Goal: Increase staff retention by 10%

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
DIR - % of supervisors trained. (ICA5943)	0%	0%	New	100.0%	100.0%
DIR - % of on-site health club feasibility milestones timely completed. (ICA5944)	0%	0%	New	100.0%	N/A
DIR - % of on-site child care feasibility milestones timely completed. (ICA5945)	0%	0%	New	100.0%	N/A
ACCT- # of new funding sources identified. (ICA5932)	0	0	New	2	N/A

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,271.6	3,208.0	3,347.4
Other Non-Appropriated Funds	218.8	190.2	190.2
Total	3,490.3	3,398.2	3,537.6
FTE Positions	35.00	34.00	36.00

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

Goal: Increase satisfaction in Customer Satisfaction Survey.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of quarterly milestones completed by the advisory committee. (ICA5938)	0%	0%	New	100.0%	N/A

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Oldest average monthly wage pending not to exceed 50 days.	108	50	27	50	50

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	4,758.5	5,206.9	5,206.9
Total	4,758.5	5,206.9	5,206.9
FTE Positions	37.00	38.00	38.00

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

Goal: Increase satisfaction in Customer Satisfaction Survey.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of ALJ labor appeals hearing resources updated. (ICA5937)	0%	0%	New	100.0%	N/A

Goal: To achieve operational excellence through continuous improvement

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of decisions on the merit issued within 45 days.	N/A	N/A	New	85.0%	90.0%

Program Summary

Labor Law Administration

Melissa Spurgeon, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,156.5	1,283.8	1,339.9
Other Non-Appropriated Funds	20.0	48.5	48.5
Total	1,176.5	1,332.3	1,388.4
FTE Positions	17.00	17.00	18.00

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

Goal: To achieve operational excellence through continuous improvement.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Labor - Daily case resolutions = 98%.	New	98%	100%	98%	98%

Program Summary

Occupational Safety and Health Administration

Brian Hudson, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,830.4	3,906.9	4,205.1
Other Non-Appropriated Funds	3,625.6	3,668.2	3,668.2
Total	7,456.1	7,575.1	7,873.3
FTE Positions	62.00	69.00	72.00

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

Goal: Establish a Heat Safety Standard for ADOSH.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of Heat Stress SEP inspections conducted. (ICA5931)	0	0	New	132	132
% of heat standard recommendation milestones completed. (ICA5933)	0%	0%	New	30.0%	50.0%

Goal: Decrease Workplace Fatalities.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of reduction in fatalities recommendation milestones completed. (ICA5934)	0%	0%	New	20.0%	40.0%
# of quarterly fatalities. (ICA5946)	0	0	New	TBD	TBD

Goal: Decrease Workplace Injuries.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of reduction in injuries recommendation milestones completed. (ICA5935)	0%	0%	New	20.0%	40.0%

Goal: Increase staff retention by 10%

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of developing an ADOSH academy milestones timely completed. (ICA5936)	0%	0%	New	10.0%	20.0%

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of targeted elevators inspected.	0	0	New	1,200	1,200

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	458.2	0.0	0.0
Other Non-Appropriated Funds	15,866.5	15,892.4	16,031.8
Total	16,324.7	15,892.4	16,031.8
FTE Positions	12.00	13.00	15.00

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

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Process initial compensation payment <= 60 days of acceptance of the claim.	0	0	New	60	60

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,122.3	664.7	734.6
Other Non-Appropriated Funds	321.0	493.2	555.9
Total	1,443.2	1,157.9	1,290.6
FTE Positions	12.00	10.00	11.00

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

Goal: Increase staff retention by 10%

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of the attorney program restructure completed. (ICA5939)	0%	0%	New	100.0%	N/A

Goal: To achieve operational excellence through continuous improvement.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# of employers that obtained WC insurance (=60 monthly).	991	720	769	720	720

Agency Summary

Department of Insurance and Financial Institutions

Barbara Richardson , Director

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, facilitates compliance of, and ensures the safety and financial 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.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Policy and Administration	12,478.2	4,062.4	4,062.4
Solvency Oversight	27,807.4	8,202.6	8,202.6
Consumer Protection	4,753.6	4,863.8	4,863.8
Insurance Fraud Investigation and Deterrence	1,780.7	1,878.1	1,878.1
Licensing	1,377.9	1,312.8	1,312.8
Automobile Theft Authority	6,017.7	6,027.1	6,027.1
Total	54,215.5	26,346.8	26,346.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,153.6	8,090.1	8,090.1
Other Appropriated Funds	40,406.2	12,857.1	12,857.1
Other Non-Appropriated Funds	5,655.7	5,399.6	5,399.6
Total	54,215.5	26,346.8	26,346.8
FTE Positions	139.50	141.00	141.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Facilitating growing, healthy, innovative, and safe insurance and financial services industries in Arizona as an efficient and responsive regulator.

Agency 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 financial 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	152	\$7,751,700	\$11,287,300	\$19,462,000	\$123,700	\$38,624,700
24	155.4	\$8,548,500	\$12,398,700	\$19,612,700	\$123,700	\$40,683,600
25	159.4	\$8,326,000	\$12,786,100	\$18,916,100	N/A	\$40,028,200

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: The Department of Insurance and Financial Institutions (DIFI) 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.

Dept. of Insurance and Financial Institutions

FY 2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Implement 15 reforms and initiatives to improve access to insurance coverage, focusing on Health, Homeowner, Life, Long Term Care, Auto, and Title lines by June 2029.	2024	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	This involves researching ways to enhance access to insurance coverage, with a focus on Health, Homeowner, Life, Long Term Care, Auto, and Title Lines, while creating suitable educational outreach tools tailored to the needs of Arizonans.
2	DIFI will implement 6 cost mitigating strategies & supporting actions through 3 new industry-focused stakeholder advisory groups in (Property & Casualty; Life & Health; Producers & Brokers) by June 2029.	2024	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	Develop advisory groups in 2024 to discuss consumer costs for home, auto and health insurance and launch consumer outreach campaigns targeting market and compliance issues causing premium increases.
3	DIFI will increase customer satisfaction with website accessibility by June 2029.	2024		DIFI will develop and implement a customer satisfaction survey focused on website accessibility and will annually assess the website for usability and readability. This will enhance consumer education, improve satisfaction, and reduce simple service calls, allowing staff to focus on more complex issues.
4	An increase of 10% in investigation capacity, by June 2029.	2024	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	DIFI needs to improve processing and reduce manual work to increase investigative capacity. Focusing on restructuring the division's management and reporting structure will enhance outcomes by using existing resources more effectively.
5	By June 2029, reduce backlogs in existing examinations by 80%.	2024	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	Research existing processes to identify causes of delays and implement new procedures to improve existing examination processes.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	1.a.Generate a report detailing DIFI’s reforms and initiatives, including the time required to complete each item by June 30, 2025.	# of recommendations from outreach events # of outreach events conducted to gather recommendations for initiatives	Determine the necessary resource from the detailed report to generate 15 reforms and initiatives by June of 2030.
2	2a. Establish a template charter to use as a base for each of 3 industry-focused stakeholder advisory groups (Property & Casualty; Life & Health; Producers & Brokers) by June 2025.	# of advisory groups established # of meetings with industry stakeholders discussing home, auto, and health insurance # of new initiatives that DIFI is working on as a result of meetings with advisory groups	Outline the necessary steps to draft a charter for each advisory group.
3	3.a Complete an accessibility audit of DIFI’s website to establish a baseline of ease of use and readability by June 30, 2025. *Breakthrough Project*	# of website usability issues resolved % of accessibility audit/report complete	Develop an internal and external survey to identify issues with DIFI’s website and gather ideas for improvements. Develop a brief phone survey that the licensing division can direct calls to after each interaction. The survey aims to gather information about the ease of using DIFI’s website.
4	4.a. Review all current forms used by DIFI to make recommendations to preserve, update or sunset by June 30, 2025. 4.b Improve Administrative Enforcement Section (AES) processes by June 30, 2025. 4.c Improve Product Filing and Compliance Division (PFCF) processes by June 30, 2025.	4.a % of forms reviewed and referred for action 4.b % of AES improvement milestones complete. Decrease the average investigation time to 80 days for AES cases 4.c. % of PFCF improvement milestones complete. Decrease the average time to complete an Market Regulation and Consumer Services (MRCS) investigation by 5%	Create a report showing opportunities to decrease manual tasks and outlining areas for enhancement. Identify software capable of automating tasks, if appropriate. Develop the quantitative criteria for AES Investigation.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	<p>5.a Implement procedures for eliminating backlog and timely reviews for financial enterprises by June 2025.</p> <p>5.b Implement procedure addressing backlog and timely reviews of Long-Term Care (LTC) filings by June 2025.</p>	<p>5.a Decrease the # of past due examinations</p> <p>5.a. Increase the # of completed examinations by calendar year</p> <p>5.a. # of processes and procedures implemented towards eliminating financial enterprises' backlogs</p> <p>5.b. Eliminate all remaining prior-year backlog of LTC filings by June 30, 2025</p> <p>5.b. # of LTC filings requiring additional actuarial peer reviews</p>	<p>Identify problems, simplify processes, and evaluate the need for more examiners in each industry category based on the report.</p> <p>Develop a report that identifies the obstacles in conducting examinations as scheduled.</p> <p>Establish a process for recruiting interns to help reduce the administrative burden for financial enterprises.</p> <p>Implement new processes that aim to eliminate existing backlogs.</p> <p>Assess strategies implemented by other states in conducting financial enterprises examinations to identify and adopt best practices.</p> <p>Create a process for recruiting Actuarial interns.</p> <p>Outline the steps required to develop a new process for LTC filings.</p>

Stakeholder Engagement Plan (Summary):

Internal: We organized planning sessions and working groups involving all Assistant Directors to explore opportunities within their divisions. This initiative aimed to establish goals for the next five years.

External: We received feedback from consumers about difficulties navigating our website and finding the necessary information. Additionally, we listened to concerns regarding the rising costs of health, auto, and homeowners insurance, as well as the increasing number of individuals who are uninsured or underinsured.

Communication Plan (Summary):

Internal: We plan to publish the new Strategic Plan on our intranet and create a video to explain it. The Business Operations Administrator will meet with each division during team huddles to emphasize the plan's significance. DIFI will hold monthly Operations Review meetings to discuss our annual objectives and the progress we are making. Additionally, we will produce quarterly update videos to share our progress.

External: The new Strategic Plan will be posted on the agency's website, accompanied by a video outlining its key points. This video will also be shared on DIFI's YouTube channel and other social media platforms. Furthermore, quarterly update videos will be posted to provide progress updates on the Strategic Plan.

5 Year Plan

Issue: Enhance access to insurance coverage

Description: Improving access to insurance coverage in the areas of Health, Homeowner, Life, Long Term Care, Auto, and Title Lines.

Solutions:

Outcome #1 Implement 15 reforms and initiatives to improve access to insurance coverage, focusing on Health, Homeowner, Life, Long Term Care, Auto, and Title lines by June 2029.

Annual Objective 1.a. Generate a report detailing DIFI's reforms and initiatives, including the time required to complete each item by June 30, 2025.

Issue: Consumer costs for Home, Auto and Health insurance

Description: Addressing the rising cost of home, auto, and health insurance for consumers each year.

Solutions:

Outcome #2 DIFI will implement 6 cost mitigating strategies & supporting actions through 3 new industry-focused stakeholder advisory groups in (Property & Casualty; Life & Health; Producers & Brokers) by June 2029.

Annual Objective 2.a. Establish a template charter to use as a base for each of 3 industry-focused stakeholder advisory groups (Property & Casualty; Life & Health; Producers & Brokers) by June 2025.

Issue: Website Accessibility

Description: Consumers are unable to navigate DIFI's website with ease, leading to increased frustration.

Solutions:

Outcome #3 DIFI will increase customer satisfaction with website accessibility by June 2029.

Annual Objectives 3.a. Complete an accessibility audit of DIFI's website to establish a baseline of ease of use and readability by June 30, 2025.

Issue: Improve processes and reduce manual work

Description: To enhance our investigation efforts, we need to identify ways to reduce manual work and improve our processes to help us move forward.

Solutions:

Outcome #4 An increase of 10% in investigation capacity, by June 2029.

Annual Objectives 4.a. Review all current forms used by DIFI to make recommendations to preserve, update or sunset by June 30, 2025.

Annual Objectives 4.b. Improve Administrative Enforcement Section (AES) processes by June 30, 2025.

Annual Objectives 4.c Improve Product Filing and Compliance Division (PFCD) processes by June 30, 2025.

Issue: Reduce backlog in existing examinations

Description: We currently have a backlog of over 800 examinations. To reduce this by 80% within the next five years, we need to identify and implement effective procedures to address this backlog.

Solutions:

Outcome #5 By June 2029, reduce backlogs in existing examinations by 80%.

Annual Objectives 5.a Implement procedures for eliminating backlog and timely reviews for financial enterprises by June 2025.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	156.4	156.4	156.4
General Fund	8,090.1	8,090.1	8,090.1
Other Appropriated Funds	12,857.1	12,857.1	12,857.1
Non-Appropriated Funds	18,916.1	18,916.1	18,916.1

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

Program Summary

Policy and Administration

Frank Ceballos , Business Operations Administrator
Phone: (602) .66-1324
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,153.7	1,974.7	1,974.7
Other Appropriated Funds	10,116.8	1,823.5	1,823.5
Other Non-Appropriated Funds	207.7	264.2	264.2
Total	12,478.2	4,062.4	4,062.4
FTE Positions	23.00	24.00	24.00

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

Subprogram Summary

Policy and Administration

Frank Ceballos , Business Operations Administrator
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,153.7	1,974.7	1,974.7
Other Appropriated Funds	10,116.8	1,823.5	1,823.5
Other Non-Appropriated Funds	207.7	264.2	264.2
Total	12,478.2	4,062.4	4,062.4
FTE Positions	23.00	24.00	24.00

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

Program Summary

Solvency Oversight

Greg Dunn, Assistant Director

Phone: (602) .77-2822

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,330.0	1,264.5	1,264.5
Other Appropriated Funds	21,758.2	2,491.8	2,491.8
Other Non-Appropriated Funds	4,719.2	4,446.3	4,446.3
Total	27,807.4	8,202.6	8,202.6
FTE Positions	75.90	47.40	47.40

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,457.1	2,586.8	2,586.8
Other Appropriated Funds	1,567.7	1,587.9	1,587.9
Other Non-Appropriated Funds	728.8	689.1	689.1
Total	4,753.6	4,863.8	4,863.8
FTE Positions	14.15	41.15	41.15

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

Goal: To timely investigate and effectively monitor compliance of financial enterprises with laws that protect consumers and taxpayers.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Days required to close a complaint about an appraiser or appraisal management company from date received.	100.0	100.0	100.0	100.0	100.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	432.1	386.0	386.0
Other Appropriated Funds	945.8	926.8	926.8
Other Non-Appropriated Funds	(0.0)	0.0	0.0
Total	1,377.9	1,312.8	1,312.8
FTE Positions	14.00	16.00	16.00

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

Goal: To efficiently and effectively process professional service license applications.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of financial enterprise for license/renewal applications processed within 15 days.	97.0	95.0	96.0	95.0	95.0
Percentage of insurance professional license/renewal applications submitted online	99.0	99.0	99.0	99.0	99.0
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).	1.5	2.5	2.2	2.5	2.2

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	6,017.7	6,027.1	6,027.1
Total	6,017.7	6,027.1	6,027.1
FTE Positions	0.25	0.25	0.25

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Arizona vehicle theft rate (# per 100,000 population)	270.5	275.0	240.5	280.0	285.5

Agency Summary

Joint Legislative Budget Committee

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

FTE Positions

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

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 2024 Actual	FY 2025 Estimate	FY 2026 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other proceedings in prior fiscal year	36,000	36,000	36,000	36,000	36,000
All cases on file (in thousands)	1,332	1,000	1,261	1,261	1,261
Operational reviews conducted	5	4	4	4	4
All cases terminated (in thousands)	933	750	900	900	900
Percent of operational reviews completed within prescribed time frame	100	100	100	100	100
Cases pending (in thousands)	400	350	361	361	361
New case filings	888	700	866	866	866
State Bar matters on file	111	100	98	98	98
State Bar matters terminated	96	90	83	83	83
State Bar activity reports	2,413	2,400	2,302	2,302	2,302
All other cases on file	29	30	34	34	34
All other cases terminated	13	10	21	21	21
Operational reviews completed	15	20	17	20	20
Average days to complete an operational review report	137	160	180	160	160
Average reviews per specialist	6	7	6	7	7
Percent of eligible IPS probationers participating in a treatment program	50	48	48	52	54

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of IPS probationers maintaining full-time employment	38	42	33	35	37
Percent of IPS probationers not testing positive for illegal drug use	53.0	50.0	53.7	56.0	58.0
Percent of court-ordered restitution paid by active IPS probationers	30	30	19	21	23
Percent of community restitution hours completed	43	45	33	36	38
Percent of probationers exiting IPS and not committed to county jail or DOC	56	60	58	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	1,108	2,200	896	1,000	1,000
Number of alternative format programs reviewed.	1	0	0	0	0
Percent of transfer investigation requests completed within forty-five days of receipt, as required	97.0	99.0	96.6	97.0	98.0
Percent of victim assistance fund payments collected	59	60	62	62	63
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	2,434	3,500	3,060	3,500	3,500
Applications received (new and renewal)	337	335	323	300	280
Number of probationers convicted of an ARS 13-901.01 1st or 2nd offense that received DTEF funded treatment services	239	750	242	750	750
Certifications granted	304	335	419	400	380
Number of probationers on GPS	257	300	307	315	320
Certifications denied	0	1	0	1	1
Claims processed	4	5	2	3	3
Percent of juvenile probation departments in compliance with mandated standard case load ratios of 35:1	93	100	100	100	100
Average number of days from receipt of application to decision regarding certification	60	60	128	100	80
Claims processed	8	14	5	7	7
Percent of standard probationers who successfully complete their term of probation	69	75	67	70	70
Number of active certified reporters (end of year)	332	325	309	300	280
Number of counties receiving a formal standard probation operational review.	4	4	4	5	5
Reimbursement provided	0	0	N/A	N/A	N/A
Average annual cost per standard probation slot in prior fiscal year	3,269	3,000	3,269	3,500	3,500
Percent of counties' criminal cases processed within 90 days (target is 65%)	35	40	42	50	50
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	(4.5)	(5.0)	0.3	0.3	0.3
Difference in percentage change from previous fiscal year in court revenue collections and case filings	4.2	(2.0)	4.2	4.2	4.2

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of county JIPS programs (15) receiving informal site monitoring visits	100	100	100	100	100
Average annual cost per JIPS probation slot in prior fiscal year	11,983	12,000	11,738	12,000	12,000
Number of applicants for certification	2	3	3	3	3
Percent of counties maintaining appropriate caseload ratios as evidenced by monthly capacity reports.	93	100	100	100	100
Average number of days from receipt of complete application requirements to decision regarding certification	120	120	150	120	120
Number of counties receiving a formal JIPS operational review.	4	4	4	5	5
Number of individuals granted certification	2	3	2	5	3
Percent of JIPS probationers who successfully complete their term of probation.	64	75	58	65	65
Number of individuals denied certification	0	0	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.	11	15	13	15	15
Active Cis certified (end of year)	17	20	21	23	23
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	43	50	71	50	50
Number of volunteer mediator training sessions held	4	5	6	5	5
Percent growth in filings in prior fiscal year	3.0	3.0	8.5	8.5	8.5
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	53	65	25	40	40
Months for disposition of pending cases in prior fiscal year	19	12	18	18	18
Percent of contractors monitored in satisfactory compliance with established program standards (70%+)	91	95	1	1	1
Average cost per contract to audit (dollars).	69	3,500	48	70	80
Children eligible for review during the fiscal year	15,132	15,000	12,923	13,000	12,000
Number of applications received	28	30	34	40	45
Number of child reviews held during the fiscal year	19,050	18,500	15,982	16,000	15,000
Number of individuals licensed	13	25	36	40	45
Number of applications denied	0	1	0	1	1
Total number of reviews conducted within the fiscal year	11,948	11,500	10,278	10,500	10,000
Number of days from receipt of complete application requirements to decision regarding licensure	120	90	120	80	60
Percent of reviews during fiscal year for which the board found that progress was being made towards establishing permanency	51.60	51.00	52.73	50.00	50.00
Number of fiduciaries licensed at end of year	345	340	332	350	380

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of families served by the family counseling fund in prior fiscal year	448	500	448	500	500
Average cost per family in prior fiscal year	1,461.00	1,500.00	887.00	1,000.00	1,000.00
Average age of youth participating in family counseling program in prior fiscal year	15	15	15	15	15
Average sessions per family in prior fiscal year	11.0	10.0	12.0	12.0	12.0
Percent of juvenile courts (15) whose family counseling program plan and budget are reviewed and approved.	100	100	100	100	100
Percent of juveniles with an intake interview within 30 days of receipt of referral by the juvenile court	33	50	34	35	35
Children eligible for CASA assignment during the year	15,132	15,500	12,923	13,000	12,000
Number of volunteers during the year completing the required number of hours	675	700	794	867	1,006
Children with CASA assigned as of 6/30	1,954	2,400	1,928	2,000	2,100
Percent of number of volunteers serving during the year completing the required number of hours	52	54	77	80	85
Total Number of volunteers as of 6/30	1,288	1,250	1,033	1,083	1,183
Average number of in-service training hours volunteers received	13	13	18	18	18
Volunteers serving during the year	1,436	1,600	1,331	1,400	1,475
Number of Assigned CASAs as of 6/30	809	850	819	870	945
Operational reviews of schools completed	0	6	0	3	5
Percent of instructors rated that are in compliance with Arizona Code of Judicial Administration (ACJA 7-205) and Statutes.	N/A	70	N/A	N/A	N/A
Percent of on-site monitoring visits conducted	100	100	100	100	100
Instructors monitored	0	6	0	0	0
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)	95	95	96	96	96
Average number of days to adjudication	72	72	69	65	65
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	96	96	96
Applications received from minorities and women as a percent of all applications	56	50	61	50	50
All cases on file	4,114	3,923	4,000	3,850	3,700
Nominations of minorities and women as a percent of all nominations	63	50	68	50	50
All cases terminated	2,765	2,736	2,277	2,500	2,750
Percent of nomination lists submitted to the Governor within the 60 day constitutionally set time line	100	100	100	100	100
Cases pending	1,242	1,067	1,399	1,300	1,250

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
New case filings	2,637	2,700	2,601	2,600	2,700
Customer Satisfaction rating for settlement program	100	95	100	95	100
Cases decided in which a Supreme Court review was not sought, excludes those cases dismissed in which no petition for review can be filed.	1,474	1,400	1,445	1,440	1,450
Cases decided where Supreme Court review was denied	354	400	301	350	400
Cases decided which Supreme Court review was granted and decision upheld	40	30	37	35	35
All cases on file	1,132	1,287	1,811	1,992	2,191
All cases terminated	635	617	686	700	700
Complaints processed	502	523	524	525	525
Cases pending	473	550	612	650	650
Formal and Informal Advisory Opinions	214	190	190	215	215
New case filings	746	746	1,315	1,447	1,591
Number of sessions offered to judges (limited, general and appellate jurisdictions)	223	200	191	200	200
Preliminary investigations	114	50	54	55	55
Customer Satisfaction rating for settlement program (Scale 1-8)	N/A	N/A	8.0	8.0	8.0
Motions for reconsideration	22	38	41	45	45
Number of sessions offered to probation, detention and surveillance officers	1,118	900	1,211	1,000	1,000
Cases upheld upon review	116	116	145	150	150
Number of sessions offered to judicial staff	498	450	610	450	450
Sanctions and other warnings	28	30	20	25	25
All cases on file in prior fiscal year	313,135	318,000	318,500	318,500	318,500
Number of judges participating in Education Services Division sponsored programs	921	1,000	953	900	900
Number of Participants sentenced to drug court.	1,079	1,100	1,022	1,200	1,500
All cases terminated in prior fiscal year	181,757	163,000	188,000	188,000	188,000
Number of Participants retained at 180 day point	690	1,200	771	750	1,100
Number of probation, detention and surveillance officers participating Education Services Division sponsored programs	1,559	1,500	1,263	1,500	1,500
Cases pending in prior fiscal year	141,523	144,000	141,523	141,523	141,523
Number of Graduates from drug court	193	385	237	300	500
Number of judicial staff participating in Education Services Division sponsored programs	3,369	1,500	4,103	1,500	1,500
New filings (includes transfer in cases) in prior fiscal year	186,745	187,000	186,745	186,745	186,745

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 2024 Actual	FY 2025 Estimate	FY 2026 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of educational hours offered to probation, detention and surveillance officers	2,264	1,800	2,495	2,000	2,000
Number of Participants retained at 180 day period	35	30	23	25	25
Number of educational hours offered to judicial staff	938	800	1,074	800	800
Number of graduates from drug court	6	10	12	10	11
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	24.47	12.00	21.66	20.00	20.00
Percent of probation, detention and surveillance officers in compliance with annual continuing education mandate	99	100	100	100	100
Percent of community restitution hours completed	45.24	31.00	40.86	40.00	40.00
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	85	84	82	84	86

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Internal and external users connected to the Arizona Judicial Information Network	9,896	9,900	9,930	9,900	9,900
Infrastructure cost per user (dollars)	1,052	1,100	1,125	1,250	1,362
Uptime of network availability during normal operating hours (percentage)	99.9	99.9	99.9	99.9	99.9
Uptime of systems availability during normal operating hours (percentage)	99.96	99.98	99.97	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	98	98
Percent of probation departments in compliance with statutorily prescribed caseload	87	100	93	95	95
% 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	8,140	8,000	8,379	8,300	8,300
Percent of time minutes were provided in 20 days & notice 48 hours prior to meeting	100	100	100	100	100
Complaints received	2	2	3	3	3
Complaints closed	2	2	3	3	3
Percent of budget modifications reviewed and approved within two weeks	100	100	100	100	100
Disciplinary action	1	0	1	1	1
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	360	300	193	150	150
Complaint closure rate (percent)	100	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.	(1.5)	(2.0)	9.5	9.5	9.5
Percent of cases closed within 22 month standard	100	100	100	100	100
Clearance rate (dispositions/filings) for all cases at all court levels in prior fiscal year.	0.98	1.00	0.97	0.97	0.97
Percent of JIPS officers passing initial academy testing	100	100	100	100	100
Number of applications received	17	19	20	23	23
Number of individuals granted recertification	16	19	20	25	25
Number of individuals denied recertification	0	0	0	0	0
Number of days from submission of complete renewal application to decision regarding renewal	75	75	100	75	75
Percent growth in filings in prior fiscal year	8	10	12	12	12
Prior fiscal year clearance rate (dispositions/filings) of 1.00 or greater annually	1	1	1	1	1

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Youth provided out of home services	259	250	276	250	250
Months for disposition of pending cases in prior fiscal year	10	7	10	10	10
Youth provided day support services	11	200	14	50	60
Youth provided counseling intervention	299	500	319	350	400
Youth provided drug testing	1,005	1,000	1,190	1,000	950
Youth provided evaluations and other services	933	1,400	1,112	1,000	1,000
Youth provided educational and vocational services	1	500	0	50	75
Percent of youth who don't re-offend within 12 months of program completion in prior fiscal year	84	98	1	1	1
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)	44.7	44.7	44.7	45.0	45.0
Percent of youth with successful outcomes in Intensive Behavior Modification Program.	35	85	1	1	1
Number of active volunteers during the fiscal year	506	540	529	530	540
Number of applications received	15	320	332	350	380
Youth served	2,508	5,000	2,911	3,000	3,100
Average length of volunteer service during the fiscal year	7.75	7.60	7.13	7.00	7.00
Number of individuals granted recertification	200	20	77	200	250
Number of applications denied recertification	0	0	0	1	1
Number of volunteers meeting or exceeding the yearly training requirement	357	375	357	360	370
Number of days from submission of complete renewal application to decision regarding renewal	120	120	477	377	277
Percent of diversion youth assessed restitution, who are paying	82	85	87	88	90
Percent of parents of diversion youth assessed one-time parental assessment fee, who paid	60	85	N/A	N/A	N/A
Total number of case files reviewed	60	100	57	130	183
Number of volunteer files reviewed	60	100	71	132	163
Average days to complete error change requests from schools	1	1	0	0	0
Percent of required items reviewed and found to be in compliance	97	95	80	85	90
Local programs funded	17	13	12	14	15
Percent of required items reviewed and found to be in compliance	85	85	97	97	97
Percent of student completions reported by schools on time	99	99	99	99	99
Court information change requests processed	199	195	1,598	1,600	1,600
Youth served in local programs	3,380	3,540	2,300	3,000	3,500
3	1	0	2	2	2
Cost of appellate court vacancies (dollars)	8,465.00	3,000.00	0	3,000.00	3,000.00
Cost of trial court vacancies (dollars)	6,645.00	4,000.00	1,367.23	2,500.00	2,500.00
Number of educational hours offered to judges (limited general and appellate jurisdictions)	320	300	349	300	300
Number of Participants admitted to drug court	40	40	28	30	32

Goal: To ensure that automation services are provided that support statewide programs and systems.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of faculty used to train judges	375	375	363	375	375
Certification Academies conducted	4	4	4	4	4
Number of faculty used to train probation, detention and surveillance officers	551	500	561	550	550
Number of faculty used to train judicial staff	478	400	479	400	400
Regional training events	178	150	149	125	125
Percent of probation personnel in compliance with COJET requirements	100	100	99	100	100
Percent of total faculty used paid for services to train judges	2	5	4	5	5
Percent of total faculty used paid for services to train probation, detention and surveillance officers	3	5	7	5	5
Percent of total faculty used paid for services to train judicial staff	3	5	7	5	5
Cost per participant hours from total budget to train judges	34	30	30	40	40
Cost per participant hours from total budget to train probation, detention and surveillance officers	13	13	15	15	15
Cost per participant hours from total budget to train judicial staff	7	7	9	10	10
Total Number of Questions/Issues Received	87,021	85,000	92,500	93,000	93,500
IPS institutes conducted	2	2	2	2	2
Number of Questions/Issues Received - Urgent Priority	9	25	9	30	30
Percent of IPS officers completing the institute	100	100	100	100	100
Percent of Questions/Issues Resolved Within 1 Business Day - Urgent Priority	89	90	89	90	90
Number of Questions/Issues Received - High Priority	164	200	113	120	130
Percent of Questions/Issues Resolved Within 2 Business Days - High Priority	93	85	90	85	85
Monitoring and evaluation contacts made with state and local contacts to ensure proceedings and services follow statutes and court rules.	1,835	300	2,757	2,000	2,000
Number of Questions/Issues Received - Medium Priority	3,850	4,000	3,720	4,000	4,000
Percent of Questions/Issues Resolved Within 3 Business Days - Medium Priority	90	90	79	90	90
Percent of standard probationers ordered to pay restitution, who are paying	69	85	75	75	75
Mean cycle days receipt of request to court notification of approval/denial	8.0	10.0	5.2	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	5	5	3	3	3

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Mean cycle days receipt of request to court notification of approval/denial	5	10	3	10	10
Grant management budget as percent of total budget	1	1	1	1	1
Hotline Calls	200	200	134	180	210
Number of complaints received	25	32	64	75	75
Number of complaints closed	7	29	29	40	40
Number of disciplinary actions	4	8	3	5	5
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	224	350	406	365	365
Complaint case closure rate (percent)	28	100	45	60	65
Percent of complaints resolved within 22 month standard	57	100	55	65	75
Percent of diversion youth who successfully complete community restitution as assigned	92	85	92	90	90
Percent of diversion youth who successfully complete counseling as assigned	85	85	90	90	90
Percent of diversion youth who complete a Delinquency Prevention Education program as assigned	93	85	95	95	95
Percent of diversion youth who complete a Substance Abuse Education program as assigned	91	85	96	95	95
Percent of diversion youth with a subsequent petition after completion of diversion	8	10	8	8	8
Number of unique youth assigned diversion.	5,878	5,500	7,112	7,100	7,150
Current instructors receiving ongoing training	65	65	49	50	50
Automation projects funded	3	3	4	4	4
Percent of instructors indicating training programs are responsive to their needs	95	95	99	99	99
Loss prevention issues addressed in detention centers	0	0	0	0	0
Survey forms distributed	55,367	8,200	5,983	55,000	8,000
Survey forms returned	11,235	1,500	2,120	15,000	3,000

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of probation departments in compliance with 65:1 mandate	91	100	66	90	90
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	1,426	1,400	1,534	1,500	1,500
Total number of seminars/workshops	46	45	63	45	45
Total number of conferences	5	5	5	5	5
Total number of residential programs	60	50	66	55	55
Total number of broadcasts	44	40	66	45	45

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of computer based programs	73,856	70,000	53,400	55,000	55,000
Total number of publications	64,250	60,000	66,892	65,000	65,000
Total number of WENDELL website "hits"	64,250	60,000	66,892	65,000	65,000
Total number of materials checked out of resource library	1,318	1,200	1,153	1,400	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	N/A	100	100	0	100
Appropriate judicial officers and court personnel educated in policies and procedures that help counties effectively address the needs of domestic violence victims	1,159	300	470	500	500
Percent of JIPS probationers ordered to pay restitution who are paying	88	75	68	75	75
Complaints received	0	1	0	0	0
Complaints closed	0	1	0	0	0
Disciplinary action	0	0	0	0	0
Number of days from receipt of complaint to resolution by dismissal or disciplinary action	N/A	120	0	0	0
Complaint case closure rate (percent)	N/A	100	0	0	0
Percent of cases closed within standard of 22 months	N/A	100	0	0	0
Agency Referrals	70	75	24	40	40
Calls attributable to brochures (DES)	23	50	3	40	60
Calls attributable to other advertising	107	75	107	100	110
Number of notice of engagement letters	0	5	3	10	10
Fieldwork completed	0	5	2	10	10
Corrective Action Plans in Place	0	1	0	2	2
Number of final reports completed	0	5	1	10	10
Percent of bi-monthly school reports/fee payments reconciled monthly	99	99	99	99	99
Pamphlets, brochures and data reports distributed	286	600	423	150	300
Public telephone and electronic contacts	1,353	800	248	900	300
Website hits and social media views	925,484	500,000	19,025	900,000	20,000

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 2024 Actual	FY 2025 Estimate	FY 2026 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 2024 Actual	FY 2025 Estimate	FY 2026 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Complaints received	6	14	172	20	20
Complaints closed	2	14	135	20	20
Complaint case clearance rate (percent)	33	100	100	100	100
Disciplinary actions	2	2	2	3	3
Average number of days from receipt of complaint to closure	215	300	13	180	180
Percentage of complaint cases closed within 22 month standard	100	100	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Applications received	13	6	17	15	15
Certifications granted	8	10	7	10	10
Certifications denied	0	0	0	0	0
Average number of days from receipt of complete application to decision regarding certification (Instructors)	60	60	275	275	275
Number of certified schools (end of year)	199	200	205	220	225

Agency Summary

Department of Juvenile Corrections

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 Arizona Department of Juvenile Corrections (ADJC) comprises various professionals located throughout the state in our central office, secure care facility, and regional community corrections offices. The ADJC, along with its dedicated professionals, are 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. Through collaboration with various partners, we ensure continuity of these services for young people as they transition back to their communities. The ADJC monitors the various outcomes and impacts of these services, including reductions in recidivism. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Housing	10,579.4	10,913.5	10,913.5
Rehabilitation	20,955.1	26,510.8	26,510.8
Administration	12,687.3	8,046.9	7,122.1
Total	44,221.7	45,471.2	44,546.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	29,998.6	29,978.9	29,978.9
Other Appropriated Funds	13,125.8	13,597.7	13,597.7
Other Non-Appropriated Funds	1,097.3	1,894.6	969.8
Total	44,221.7	45,471.2	44,546.4
FTE Positions	342.00	431.75	431.75

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To make Arizona's communities safer by delivering effective rehabilitative services to the young people entrusted to our care.

Agency 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) comprises various professionals located throughout the state in our central office, secure care facility, and regional community corrections offices. The ADJC, along with its dedicated professionals, are 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. Through collaboration with various partners, we ensure continuity of these services for young people as they transition back to their communities. The ADJC monitors the various outcomes and impacts of these services, including reductions in recidivism. Our accountability to the citizens of Arizona is paramount as we work to fulfill our vision and mission.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	362.00		\$38,306.3	\$13,256.9	\$1,641.1	\$0	\$53,204.3
24	742.50		\$31,820.8	\$12,675.9	\$957.6	\$0	\$45,454.3
25	742.50		\$29,822.7	\$13,575.9	\$957.6	\$0	\$44,356.2

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

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.

Recommendation: *The five-year strategies from the previous year's strategic plan have been revised to enhance their alignment with the priority outcomes of the State.*

Department of Juvenile Corrections

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Achieve a 5% reduction in recidivism by June 2029.	2025	Public Safety, Border Security, and Corrections	This year, recidivism will be addressed through enhancing areas known to impact recidivism, including the content of services provided within secure care and staff competency to deliver those services. Service content will undergo refinement for better alignment with evidence-based practices and capacity will be increased through targeted training.
2	By June 2029, ensure every young person is equipped with the skills and resources needed to obtain housing independence upon the end of agency jurisdiction.	2025	Housing and Human Services	No young person under our care experiences homelessness, and our goal is to ensure they remain housed even after leaving our care. Therefore, we will focus on equipping them with the skills needed to obtain housing independence. This year, we will gather data to better understand their unique needs and challenges, then develop customized action plans to address those areas within our control. Next year, a performance indicator will be designed and implemented to track outcomes.
3	By June 2029, every youth in our care experiences an increase in job readiness.	2025	Housing and Human Services	ADJC provides numerous services to boost the employment prospects of young people transitioning from our care. This year, our focus will be on strengthening foundational skills, increasing access to Career and Technical Education (CTE) programs, as well as obtaining employment certifications from those programs. An increase in foundational skills (reading and math) or earning employment certification will be an indicator of job readiness.
4	Enhance the employment status of young people on parole by achieving a 10% increase in those securing employment by June 2029.	2025	Housing and Human Services	ADJC has effectively implemented programs to enhance the employment prospects of young persons transitioning from secure care related to obtaining necessary documents and accessing resources. These efforts will continue this year.
5	Drive continuous improvement and efficiency by attaining a 100% completion rate for standard work across all core processes by June 2029.	2023		The agency has fully deployed the AMS elements, with increases in maturity score each quarter. This year, efforts will continue to focus on development of standard work for core processes across the agency which will increase overall efficiency.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1a. Enhance rehabilitative programming by June 2025 through development of program models aligned with evidence-based practices.</p> <p>1b. By June 2025, finalize the enhancement of training for direct care staff, aiming to increase their ability to effectively deliver services.</p>	<p>Percentage of rehabilitative programming development milestones completed</p> <p>Percentage of staff training enhancement milestones completed</p>	<ul style="list-style-type: none"> - Partner with consultants to ensure the enhancement of rehabilitative programming through the creation of evidence-based models. - Hold monthly meetings with the core team responsible for implementing programming. - Establish an internal core team to create and implement the direct care training curriculum. - Research and assess training requirements and deficiencies. - Explore proven learning methods and curriculum frameworks.
2	<p>2a. Establish an action plan for addressing key skills and resources needed by young people to obtain housing independence upon the end of agency jurisdiction by June 2025.</p>	<p>Percentage of action plan developed to address housing needs</p>	<ul style="list-style-type: none"> - Develop and implement a comprehensive survey on housing needs. - Identify housing needs of young people transitioning from agency jurisdiction by review of youth survey results, staff feedback, and data analysis techniques to provide a multifaceted understanding of the issue. - Create a workgroup(s) to review housing needs information, identify possible solutions, and draft a corresponding action plan.
3	<p>3a. Achieve a 20% increase in the number of enrolled high school students who improve in both reading and math grade levels by June 2025. <i>(Breakthrough)</i></p> <p>3c. 60% of the youth that transition from Adobe Mountain School will have obtained a career readiness certificate by June 2025. <i>(Breakthrough)</i></p>	<p>Percentage of students with an increase in both reading and math grade levels from pre- to post-assessment</p> <p>Percentage of students with a career readiness certificate</p>	<ul style="list-style-type: none"> - Create cross-curriculum enrichment programs to improve reading and math skills by June 2025. - Create a professional learning committee of CTE teachers that will meet monthly to review certificate achievement challenges and identify data-based solutions. - Implement a career readiness curriculum to support high school students in improving their employability skills by June 2025.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4a. By June 2025, increase attainment of employment for those who are on parole and are not enrolled students by 6 percentage points.	Percentage of young people on parole who are employed	<ul style="list-style-type: none"> - Provide employment readiness training (i.e., writing resumes, interviewing). - Increase community partnerships for job placement or skills training opportunities. - Increase the use of furloughs to provide young people with the opportunity to complete pre-work needed in order to gain employment upon release. - Fully implement the youth vocational program in secure care, including staff training to properly oversee the program.
5	5a. Increase the percentage of core processes with completed standard work to 80% by June 2025.	Percentage of core processes with completed standard work	<ul style="list-style-type: none"> - Conduct initial and ongoing refresher training on Standard Work identification and writing. - Conduct checks for quality, completeness, and accessible storage of finalized Standard Works. - Set attainable quarterly targets for each bureau and regularly audit progress made. - Explore technology solutions that can assist in documenting, tracking, and updating standard work procedures as well as ease in access.

Stakeholder Engagement Plan

Internal: The Executive Team participates in the strategic planning process, and attends the monthly Operational Review meetings in which progress is reviewed and discussed. They will identify staff to participate in targeted workgroups on strategic outcomes/objectives relevant to their line of work. Initiatives including workgroups will include membership from multiple levels and areas within the agency. Leaders report this back during review meetings. All bureaus will provide ongoing updates and feedback to their area of responsibility.

External: We are committed to fostering transparency, collaboration, and inclusivity in all our initiatives. In line with this commitment, we will ensure that key stakeholders, including parents/guardians, young people in our care, judicial officials, and other advisory boards, are actively involved in the decision-making processes related to our initiatives by outlining such engagement in each initiative action plan.

Communication Plan

Internal: A copy of the strategic plan will be accessible on our internal intranet for all staff members to view. Additionally, the strategic plan will be featured in our monthly staff newsletter and video communication series, with quarterly updates thereafter. Each Executive Team member will review the plan with their respective teams, emphasizing areas where their work aligns with the Governor's priority outcomes, agency metrics, and initiatives. They will collaborate with their teams to gather updates and report on implementation progress during our monthly Operational Review meetings. The Director will deliver quarterly updates on progress and achievements to the Governor's Office.

External: Our agency strategic plan is posted on our public-facing website for all stakeholders to access.

5 Year Plan

Issue: Achieve a 5% reduction in recidivism by June 2029.

Description: This year, recidivism will be addressed through enhancing areas known to impact recidivism, including the content of services provided within secure care and staff competency to deliver those services. Service content will undergo refinement for better alignment with evidence-based practices and capacity will be increased through targeted training.

Solutions:

1. Achieve a 5% reduction in recidivism by June 2029.

1.1. Enhance rehabilitative programming by June 2025 through development of program models aligned with evidence-based practices.

1.1.a. Partner with consultants to ensure the enhancement of rehabilitative programming through the creation of evidence-based models.

1.1.b. Hold monthly meetings with the core team responsible for implementing programming.

1.2. By June 2025, finalize the enhancement of training for direct care staff, aiming to increase their ability to effectively deliver services.

1.2.a. Establish an internal core team to create and implement the direct care training curriculum.

1.2.b. Research and assess training requirements and deficiencies.

1.2.c. Explore proven learning methods and curriculum frameworks.

Issue: By June 2029, ensure every young person is equipped with the skills and resources needed to obtain housing independence

Description: No young person under our care experiences homelessness, and our goal is to ensure they remain housed even after leaving our care. Therefore, we will focus on equipping them with the skills needed to obtain housing independence. This year, we will gather data to better understand their unique needs and challenges, then develop customized action plans to address those areas within our control. Next year, a performance indicator will be designed and implemented to track outcomes.

Solutions:

2. By June 2029, ensure every young person is equipped with the skills and resources needed to obtain housing independence upon the end of agency jurisdiction.

2.1. Establish an action plan for addressing key skills and resources needed by young people to obtain housing independence upon the end of agency jurisdiction by June 2025.

2.1.a. Develop and implement a comprehensive survey on housing needs.

2.1.b. Identify housing needs of young people transitioning from agency jurisdiction by review of youth survey results, staff feedback, and data analysis techniques to provide a multifaceted understanding of the issue.

2.1.c. Create a workgroup(s) to review housing needs information, identify possible solutions, and draft a corresponding action plan.

Issue: By June 2029, every youth in our care experiences an increase in job readiness.

Description: ADJC provides numerous services to boost the employment prospects of young people transitioning from our care. This year, our focus will be on strengthening foundational skills, increasing access to Career and Technical Education (CTE) programs, as well as obtaining employment certifications from those programs. An increase in foundational skills (reading and math) or earning employment certification will be an indicator of job readiness.

Solutions:

3. By June 2029, every youth in our care experiences an increase in job readiness.

3.1. Achieve a 20% increase in the number of enrolled high school students who improve in both reading and math grade levels by June 2025.

3.1.a. Create cross-curriculum enrichment programs to improve reading and math skills by June 2025.

3.2. 60% of the youth that transition from Adobe Mountain School will have obtained a career readiness certificate by June 2025.

3.2.a. Create a professional learning committee of CTE teachers that will meet monthly to review certificate achievement challenges and identify data-based solutions.

3.2.b. Implement a career readiness curriculum to support high school students in improving their employability skills by June 2025.

Issue: Enhance the employment status of young people on parole by achieving a 10% increase in those securing employment by June

Description: ADJC has effectively implemented programs to enhance the employment prospects of young persons transitioning from secure care related to obtaining necessary documents and accessing resources. These efforts will continue this year.

Solutions:

- 4. Enhance the employment status of young people on parole by achieving a 10% increase in those securing employment by June 2029.
- 4.1. By June 2025, increase attainment of employment for those who are on parole and are not enrolled students by 6 percentage points.
- 4.1.a. Provide employment readiness training (i.e., writing resumes, interviewing).
- 4.1.b. Increase community partnerships for job placement or skills training opportunities.
- 4.1.c. Increase the use of furloughs to provide young people with the opportunity to complete pre-work needed in order to gain employment upon release.
- 4.1.d. Fully implement the youth vocational program in secure care, including staff training to properly oversee the program.

Issue: Drive continuous improvement and efficiency by attaining a 100% completion rate for standard work across all core processes

Description: The agency has fully deployed the AMS elements, with increases in maturity score each quarter. This year, efforts will continue to focus on development of standard work for core processes across the agency which will increase overall efficiency.

Solutions:

- 5. Drive continuous improvement and efficiency by attaining a 100% completion rate for standard work across all core processes by June 2029.
- 5.1. Increase the percentage of core processes with completed standard work to 80% by June 2025.
- 5.1.a. Conduct initial and ongoing refresher training on Standard Work identification and writing.
- 5.1.b. Conduct checks for quality, completeness, and accessible storage of finalized Standard Works.
- 5.1.c. Set attainable quarterly targets for each bureau and regularly audit progress made.
- 5.1.d. Explore technology solutions that can assist in documenting, tracking, and updating standard work procedures as well as ease in access.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	431.8	431.8	431.8
General Fund	29,978.9	29,978.9	29,978.9
Other Appropriated Funds	13,597.7	13,597.7	13,597.7
Non-Appropriated Funds	271.1	271.1	271.1
Federal Funds	698.7	698.7	698.7

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,130.1	8,389.1	8,389.1
Other Appropriated Funds	1,942.4	1,992.6	1,992.6
Other Non-Appropriated Funds	506.9	531.8	531.8
Total	10,579.4	10,913.5	10,913.5
FTE Positions	98.25	103.25	103.25

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

Subprogram Summary

Education

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 Education Subprogram is a North Central Association accredited special function outcomes-based system that integrates reading, writing, listening, locating information, applied mathematics, applied technology, vocational training, observation, and teamwork into an individualized school-to-career curriculum. The Education subprogram is designed to meet the individual needs of each juvenile to assist in their successful transition to the community.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	738.9	1,158.1	1,158.1
Other Appropriated Funds	1,519.2	1,463.7	1,463.7
Other Non-Appropriated Funds	440.8	425.2	425.2
Total	2,698.9	3,047.0	3,047.0
FTE Positions	26.25	26.25	26.25

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

Goal: Percentage of students with an increase in reading and math grade level from pre- to post-assessment

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of students with an increase in reading and math grade level from pre- to post-assessment	0%	0%	0%	80.00%	80.00%

Goal: Percentage of students with a career readiness certificate

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of students with a career readiness certificate	0%	0%	0%	60.00%	60.00%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,829.6	2,804.6	2,804.6
Other Appropriated Funds	6.2	40.2	40.2
Other Non-Appropriated Funds	0.0	0.0	0.0
Total	2,835.8	2,844.8	2,844.8
FTE Positions	25.00	25.00	25.00

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

Goal: Percentage of young people on parole who are employed

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of young people on parole who are employed	0%	0%	0%	30.00%	30.00%

Goal: Percent of paroled youth productively involved in education or employment activities or programs

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of paroled youth productively involved in education or employment activities or programs	0%	0%	0%	0%	0%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,802.2	14,755.9	14,755.9
Other Appropriated Funds	7,831.8	11,381.2	11,381.2
Other Non-Appropriated Funds	321.1	373.7	373.7
Total	20,955.1	26,510.8	26,510.8
FTE Positions	191.75	275.50	275.50

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

Goal: Percentage of rehabilitative programming development milestones completed

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of rehabilitative programming development milestones completed	0%	0%	0%	100.00%	100.00%

Goal: Percentage of staff training enhancement milestones completed

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of staff training enhancement milestones completed	0%	0%	0%	100.00%	100.00%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,066.3	6,833.9	6,833.9
Other Appropriated Funds	3,351.6	223.9	223.9
Other Non-Appropriated Funds	269.3	989.1	64.3
Total	12,687.3	8,046.9	7,122.1
FTE Positions	52.00	53.00	53.00

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

Goal: Percentage of action plan developed to address housing needs

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of action plan developed to address housing needs	0%	0%	0%	100.00%	100.00%

Goal: Percentage of core processes with completed standard work

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of core processes with completed standard work	40.50%	80.00%	84.20%	80.00%	80.00%

Subprogram Summary

Administration

Phone: () -

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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,066.3	6,833.9	6,833.9
Other Appropriated Funds	3,351.6	223.9	223.9
Other Non-Appropriated Funds	269.3	989.1	64.3
Total	12,687.3	8,046.9	7,122.1
FTE Positions	52.00	53.00	53.00

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

Goal: Youth Correctional Officer Turnover

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Youth Correctional Officer Turnover	62.6%	TBD	59.4%	59.4%	59.4%

Goal: Percentage of YCO turnover

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of YCO turnover	62.60%	0%	59.40%	59.40%	59.40%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Trust Management and Revenue Generation	53,338.6	25,117.5	25,117.5
Outside Assistance and Grants	669.3	748.5	748.5
Total	54,007.9	25,866.0	25,866.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	12,372.2	12,411.3	12,411.3
Other Appropriated Funds	40,897.3	12,496.2	12,496.2
Other Non-Appropriated Funds	738.3	958.5	958.5
Total	54,007.9	25,866.0	25,866.0
FTE Positions	131.70	0.00	0.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : A model agency for modern times responsibly managing all of its assets for the benefit of the Trust and the State.

Agency Mission: To responsibly manage the assets of a perpetual trust in alignment with the interests the Trust and the State.

Agency Description: The State Land Department manages more than 9 million acres State Trust land (STL) and resources on behalf of 13 Beneficiaries. To ensure STL 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.

Resource Assumptions: Enter Full-time Employees (FTEs) and funding data by type (General Fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				FED	Total
		GF	AF	NAF			
23	131.7	\$13,728,648.64	\$5,895,608.27	\$2,551,277.65	\$0	\$22,175,534.56	
24	131.7	\$12,980,100.00	\$11,876,900.00	\$806,600.00	\$0	\$25,663,600.00	
25	136.7	\$12,256,000.00	\$12,554,500.00	\$806,600.00	\$0	\$25,617,100.00	

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The strategy of the State Land Department is to transition from a reactive organization passively navigating its obligations, to a proactive organization directing its efforts into key priorities designed to produce optimal outcomes for the Beneficiaries and the State.

Our strategic priorities are:

- Maximizing the value of the Trust portfolio by reducing unnecessary bureaucracy and increasing transparency
- Building a more resilient, innovative and prosperous Arizona through proactive, strategic planning efforts
- Ensuring STL is managed in an effective manner given resource constraints

Previous five-year outcomes have been consolidated to fit into three distinct five-year outcomes.

State Land Department

2025 - 2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Maximize revenue to the Trust by zoning an additional 17,000 acres of STL by June 30, 2029.	FY 2024	Improving Education Reinvest in Arizona K-12 Public Schools	Key accomplishments in FY 2024: <ul style="list-style-type: none"> Started discussions on need for portfolio-wide planning Finalizing amendments to MOU with Arizona State Parks & Trails (ASPT) related to cultural resources process
2	Support the growth of renewable energy in Arizona by issuing 15 new renewable energy leases or Right-of-Way (ROW) instruments by June 30, 2029.	FY 2024	Resilience, Water, and the Environment 21st Century Clean Energy Economy	Key accomplishments in FY 2024: <ul style="list-style-type: none"> Issued 2 solar leases
3	Implement a water policy framework that formalizes processes for measuring and enforcing efficient water use on STL and improves inventory of water assets by June 30, 2029.	FY 2024	Resilience, Water & the Environment: Water Water Security & Sustainability	Key accomplishments in FY 2024: <ul style="list-style-type: none"> Preserved the Butler Valley Basin Paused agriculture leasing in transport basins while wider policies are developed
4	Complete a comprehensive map and oversight plan for 100% of non-urban lands by June 30, 2029.	FY 2024	Affordable and Thriving Economy Economic Development & Quality Jobs	Key accomplishments in FY 2024: <ul style="list-style-type: none"> Updated groundwater pricing framework for commercial and mining uses Initiated a Minerals project kaizen (stakeholder driven) to streamline the process

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	A. By June 30, 2025, increase the number of acres zoned for residential housing by 1,790	<ul style="list-style-type: none"> ● # of residential acres auctioned ● # of acres zoned ● # of dwelling units permitted 	<ul style="list-style-type: none"> ● Identify residential areas of land to be auctioned, and actively work with potential applicants to increase the number of auctions for residential land ● Begin process of updating 5 year plan by establishing a working group ● Contract with consultant to research the feasibility of a pilot “New Town” planning concept on STL for FY26
2	A. Streamline the process for implementing solar on trust land by June 2025 (BREAKTHROUGH)	<ul style="list-style-type: none"> ● # of solar lease auctions conducted ● # of streamline project milestones completed <p>NOTE: data for # of megawatts bought online and brought to auction will be available for reporting purposes only</p>	<ul style="list-style-type: none"> ● Conduct two solar lease auctions ● Following stakeholder input: (1) create a “Solar” section on website, (2) add a solar map layer to public parcel viewer, and (3) Dedicate one staff member to processing solar applications
3	A. Improve the management of STL groundwater in Transport Basins for future benefit of the Trust by June 30, 2025 B. Develop a framework to implement policies and procedures for determining, measuring, and enforcing compliance with lease term that lessees use water in the most efficient manner possible by June 30, 2025	<ul style="list-style-type: none"> ● # of water policy project milestones completed ● # well sites inspected ● % of framework complete 	<ul style="list-style-type: none"> ● Develop a water policy for STL located in Transport & priority Basins ● Work with Arizona State University (ASU) to develop tool that assists with tracking and management of water use and natural resources on STL. ● Create water addendum for every lease that includes measure and reporting use and conservation requirements.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	A. Improve oversight of recreation on STL by June 30, 2025	<ul style="list-style-type: none"> # of recreation oversight project milestones completed 	<ul style="list-style-type: none"> (1) Develop a proposed map outlining where camping is permitted; (2) list closure orders on webpage; (3) begin discussions with ASPT on possible MOU

Stakeholder Engagement Plan (Summary): Provide a summary of what stakeholders were involved and how.

Internal: The development of this strategic plan was created by the executive team and was vetted through senior leadership.

External: Governor’s Office, Solar Industry, Mining/Aggregate industry
Via recent rulemaking - utilities, Ag industry, Grazing, NGO’s (Nature Conservancy, etc), local governments

Communication Plan (Summary): Provide a summary of how this strategic plan will be communicated to stakeholders.

Internal: Quarterly All Hands Meetings, Regular internal tiered meetings in accordance with AMS

External: Regular monthly or quarterly meetings with local governments where we have active transactions. Post on website. Incorporate into general ASLD public presentations (4 five-year outcomes)

5 Year Plan

Issue: Zoning of State Land

Description: Need to review state land for possible rezoning to improve benefit to state recipients.

Solutions:

I. Maximize revenue to the Trust by zoning an additional 17,000 acres of STL by June 30, 2029.

A. By June 30, 2025, increase the number of acres zoned for residential housing by 1,790

Issue: Land Leases or ROW

Description: Support effective uses of land to support beneficiaries.

Solutions:

I. Support the growth of renewable energy in Arizona by issuing 15 new renewable energy leases or Right-of-Way (ROW) instruments by June 30, 2029.

A. Streamline the process for implementing solar on trust land by June 2025 (BREAKTHROUGH)

Issue: Water Use of State Land

Description: Need to create a framework for how to measure and monitor water of state land.

Solutions:

I. Implement a water policy framework that formalizes processes for measuring and enforcing efficient water use on STL and improves inventory of water assets by June 30, 2029.

A. Improve the management of STL groundwater in Transport Basins for future benefit of the Trust by June 30, 2025

B. Develop a framework to implement policies and procedures for determining, measuring, and enforcing compliance with lease term that lessees use water in the most efficient manner possible by June 30, 2025

Issue: Comprehensive Map of Non-Urban Lands

Description: To have a comprehensive map and oversight plan for all non-urban lands.

Solutions:

I. Complete a comprehensive map and oversight plan for 100% of non-urban lands by June 30, 2029.

A. Improve oversight of recreation on STL by June 30, 2025

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	136.7	136.7	136.7
General Fund	12,411.3	12,411.3	12,411.3
Other Appropriated Funds	12,496.2	12,496.2	12,496.2
Non-Appropriated Funds	958.5	958.5	958.5

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

Program Summary

Trust Management and Revenue Generation

Robyn Sahid, Cabinet Executive Officer

Phone: (602) 542-4621

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	11,982.8	12,021.9	12,021.9
Other Appropriated Funds	40,717.3	12,235.6	12,235.6
Other Non-Appropriated Funds	638.5	860.0	860.0
Total	53,338.6	25,117.5	25,117.5
FTE Positions	131.70	0.00	0.00

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

Goal: By June 30, 2025, increase the number of acres zoned for residential housing by 1,790

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of residential acres auctioned	0	0	N/A	1,790	TBD
Number of acres zoned	0	0	N/A	1,790	TBD
Number of dwelling units permitted	0	0	N/A	4,475	TBD

Goal: Streamline the process for implementing solar on trust land by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of solar lease auctions conducted	0	0	N/A	2	TBD
Number of solar streamline project milestones completed	0	0	N/A	3	TBD

Goal: Improve the management of STL groundwater in Transport Basins for future benefit of the Trust by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of water policy project milestones completed	0	0	N/A	5	TBD
Number of well sites inspected	0	0	N/A	240	TBD

Goal: Develop a framework to implement policies and procedures for determining, measuring, and enforcing compliance with lease term that lessees use water in the most efficient manner possible by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of water policy framework completed	0%	0%	N/A	100%	TBD

Goal: Improve oversight of recreation on STL by June 30, 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of recreation oversight project milestones completed	0	0	N/A	3	TBD

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of positive survey ratings regarding accuracy of bill drafting	0	100	0	0	0
Percent of positive survey ratings regarding timeliness of bill drafting	0	100	0	0	0
Percent of positive survey ratings regarding accuracy of legal research	0	100	0	0	0
Percent of positive survey ratings regarding timeliness of legal research	0	100	0	0	0
Number of individuals assisted	0	0	0	0	0

Goal: To increase awareness of Legislative Council's functions among legislators, legislative staff, state agencies and lobbyists.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of survey respondents indicating awareness of Legislative Council's bill drafting function	0	100	0	0	0
Percent of survey respondents indicating awareness of Legislative Council's legal research function	0	99	0	0	0
Percent of notices of investigation sent within 30 days	0	0	0	0	0
Percent of investigations completed within 3 months	0	0	0	0	0
Percent of citizens responding "strongly agree" or "agree" to timeliness question on customer satisfaction survey	0	0	0	0	0
Percent of initial responses to citizen inquiries made within two business days	0	0	0	0	0

Goal: To increase the comfort level of all legislative computer users through training and support.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of positive survey ratings regarding accuracy of computer help desk	0	99	0	0	0
Percent of positive survey ratings regarding timeliness of computer help desk	0	98	0	0	0
Percent of recommendations accepted by agencies	0	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of citizens responding "agree" or "strongly agree" to courtesy question on survey	0	0	0	0	0
Percent of citizens responding "strongly agree" or "agree" to impartially question on the customer satisfaction survey	0	0	0	0	0

Agency Summary

Department of Liquor Licenses and Control

Ben Henry, Director
Phone: (602) 542-9020
A.R.S. §§ 4-111 et seq.

Mission:

To protect public safety and support economic growth through the responsible sale and consumption of liquor, and to efficiently license qualified applicants.

Description:

The Department of Liquor Licenses and Control 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	1,906.9	2,263.6	2,363.6
Investigations	4,352.9	5,327.2	5,327.2
Licensing	1,148.9	1,241.4	1,241.4
Total	7,408.7	8,832.2	8,932.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,552.2	6,126.8	6,226.8
Other Non-Appropriated Funds	1,856.5	2,705.4	2,705.4
Total	7,408.7	8,832.2	8,932.2
FTE Positions	52.00	58.50	58.50

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

Statewide Vision: An Arizona for everyone.

Agency 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.

Agency 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. The Department is also responsible for investigating complaints and incidents regarding criminal activity at any location where a license is held, in which civil and criminal laws are enforced through Arizona Revised Statutes Title 4 and 13. The Department is an appropriated self-funded agency. The revenue of the agency is divided up into the General Fund, DLLC Budget Fund, Counties and other state agencies. In FY 2024, the Department collected \$16,984,866 of which \$9,200,000 million will go to the General Fund, \$384,720 to Counties, \$177,882 to state agencies and approximately \$1,472,965 of non-appropriated funds to the Department's budget.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding Types:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	47		\$0	\$4,795,400	\$820,000	\$367,500	\$5,982,900
24	52		\$0	\$5,749,300	\$1,472,965	\$704,190	\$7,926,455
25	52		\$0	\$6,150,900	\$1,472,965	\$543,842	\$8,167,707

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: The Department's strategic plan aligns not only with Governor Hobbs' priority of economic growth to create an Arizona rich with prosperity, but also with the goal of building safer communities throughout the state.

Seeking the best possible outcomes for economic development has become a hallmark of the Department's vision and mission across the state. While looking for areas of continuous improvement, the Department has sought to leverage technology to enhance the best possible experience for our customers, while also positively impacting the day to day operations of the Department and staff members from Licensing to Investigations.

A commitment to public safety has been the cornerstone of the Department and continues to support the Governor's objectives, as it looks to assist local jurisdictions in a quest to reduce violent crime across Arizona by 5% by 2029. Special Agents also continue to assist with wrong way driver investigations, acts of violence, and illegal direct to consumer (DTC) shipments that pose both a public safety risk and loss of tax revenue in the case of DTC incidents.

The Department leadership continues to work collaboratively with members of the liquor industry, community and other stakeholders in an effort to strengthen the Department's ability to build strong, long lasting relationships.

Department of Liquor Licenses and Control

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Improve tracking of licensing, audit, and investigations data so that all data is collocated in a single Record Management System (RMS) and reaches 100% Arizona Criminal Justice Information System (ACJIS) compliance by June 2029.	2021	Public Safety, Border Security, and Corrections Constitutional Compliance	The Department moved the website to a new web host on a Government server which provides better security in 2022. Currently in the process to assess needs for a new RMS in 2025 when contracts are up with the three disparate systems preventing total ACJIS compliance.
2	Maintain employee engagement survey score of 90% by June 2029.	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 improved culture in FY24 brought a 90% employee engagement score that the DLLC will maintain by 2029.
3	Contribute to an overall 5% reduction in violent crime by expanding the Education Prevention Unit (EPU) across three disciplines by June 2029.	2023	Public Safety, Border Security, and Corrections Create Safer Communities through Reduced Violent Crime	DLLC has a unique capability through our Education Prevention Unit (EPU), as a community-based resource focused on educating the dangers associated with underage drinking and Title 4. It is the belief that we can make an impact in the reduction of violent crime of 5% by 2029 by utilizing this unit to educate series 6 licensed establishments (bars), students, and provide training in all the new officer academies on Title 4 and our investigations in cases of wrong way driving (WWD) and driving under the influence (DUI).
4	Decrease illegal shipments and non-compliance with the three-tiered system through collaborative development of a Direct to Consumer (DTC) Program by June 2029.	2024	Public Safety, Border Security, and Corrections Constitutional Compliance	Direct to consumer (DTC) efforts have begun in 2024 to investigate illegal shipments of spirituous liquor directly to consumers, bypassing the three-tiered system outlined in the Arizona Constitution. This illegal practice causes millions of uncollected taxes for the state and poses a public safety risk. A collaboration between DLLC and Department of Revenue (DOR) will be formed to address this.

Department of Liquor Licenses and Control

2025 -2029 Strategic Plan

#	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	By June 2025, establish a vendor for a RMS.	<ul style="list-style-type: none"> Percent of project complete Number of vendors identified 	<ul style="list-style-type: none"> Create vendor list and send out RFI's (Request For Information). Research potential compatibility with needs. Send out RFP's (Request For Proposal).
2	Establish an average quarterly completion rate of 80% for quarterly surveys by June 2025.	<ul style="list-style-type: none"> Dept turnover rate, retention rate, division engagement of annual survey Percent of survey scores completed 	<ul style="list-style-type: none"> Implement anonymous quarterly survey. Measure engagement throughout the year.
3	Increase education and prevention training to reach 36 school districts by June 2025.	<ul style="list-style-type: none"> Percent of trainings completed Number of people trained 	<ul style="list-style-type: none"> Develop and implement EPU plan to target middle and high schools. Focus on achieving 20% of goal.
3	Increase education and prevention training to 13 new officer training academies by June 2025.	<ul style="list-style-type: none"> Number of trainings per academy each year Number of people trained 	<ul style="list-style-type: none"> Develop and implement EPU training for 80% academies on Title 4, WWD and DUI investigations.
3	Increase education and prevention training to 400 series 6 locations by June 2025.	<ul style="list-style-type: none"> Percent of trainings completed Number of people trained 	<ul style="list-style-type: none"> Develop and implement EPU training for Series 6-bars (30%)specific for the sale of alcohol on premise.
4	Establish an average baseline of illegal shipments into AZ by June 2025. (Breakthrough)	<ul style="list-style-type: none"> Number of investigations completed Number of violations per investigation Number of illegal shipment made per investigation 	<ul style="list-style-type: none"> Create and implement DTC strategy on out-of-state illegal shipments.
4	Form a partnership with DOR to establish a baseline of missing state revenue in relation to illegal DTC shipments by June 2025.	<ul style="list-style-type: none"> Number of compliance measures completed: warnings, fines, suspensions, revocations Taxes without licensure (DOR collaborated metric) 	<ul style="list-style-type: none"> Design communication process with DOR. Cross train 1-2 DLLC agents on DTC compliance training and procedures.

Stakeholder Engagement Plan (Summary):

Internal: Internal engagement involves regular meetings with team members, managers, and executive staff. Prior to the strategic plan being finalized, a draft will be sent out agency wide for the opportunity to provide feedback, collaborate, and receive further understanding of the goals and objectives by all levels of team members. This approach allows for everyone to have a voice and promote interest on the direction of the agency.

External: Outreach will be made to local governing bodies and industry stakeholders through email and in-person meetings to generate a mutually beneficial collaboration of knowledge and partnership. The DLLC is operating through transparency, collaboration, and accountability. Communication will stay open throughout the process and throughout the ongoing outreach in the year.

Communication Plan (Summary):

Internal: We will meet as a team to identify methods for sharing our work and how to become involved. All employees will receive training to understand all components and specific roles associated with the outcomes and objectives after the collaboration period. As we move forward with tracking metrics the team will hold meetings with staff to discuss wins, challenges, and any adjustments that may need to be made. The final strategic plan will be distributed agency wide through email and posted on our website.

External: The DLLC will share our final plan with all constituents, stakeholders, and local governing bodies by posting the plan on our website. Additionally we will send out the final plan to our industry stakeholders through email and shared with our local governing bodies through a combination of email and in-person meetings. We will communicate our mission, purpose, outcomes to move the Department forward for all Arizonans.



5 Year Plan

Issue: ACJIS Compliance

Description: The Department moved the website to a new web host on a Government server which provides better security in 2022. Currently in the process to assess needs for a new RMS in 2025 when contracts are up with the three disparate systems preventing total ACJIS compliance.

Solutions:

1. Improve tracking of licensing, audit, and investigations data so that all data is collocated in a single Record Management System (RMS) and reaches 100% Arizona Criminal Justice Information System (ACJIS) compliance by June 2029.

1.1 By June 2025, establish a vendor for a RMS.

1.1.a. Create vendor list and send out RFI's (Request For Information).

1.1.b. Research potential compatibility with needs.

1.1.c. Send out RFP's (Request For Proposal).

Issue: Employee Engagement

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 improved culture in FY24 brought a 90% employee engagement score that the DLLC will maintain by 2029.

Solutions:

2 Maintain employee engagement survey score of 90% by June 2029.

2.1 Establish an average quarterly completion rate of 80% for quarterly surveys by June 2025.

2.1.a. Implement anonymous quarterly survey.

2.1.b. Measure engagement throughout the year.

Issue: Increase Alcohol Education and Prevention Training

Description: DLLC has a unique capability through our Education Prevention Unit (EPU), as a community-based resource focused on educating the dangers associated with underage drinking and Title 4. It is the belief that we can make an impact in the reduction of violent crime of 5% by 2029 by utilizing this unit to educate series 6 licensed establishments (bars), students, and provide training in all the new officer academies on Title 4 and our investigations in cases of wrong way driving (WWD) and driving under the influence (DUI).

Solutions:

3 Contribute to an overall 5% reduction in violent crime by expanding the Education Prevention Unit (EPU) across three disciplines by June 2029.

3.1 Increase education and prevention training to reach 36 school districts by June 2025.

3.1.a. Develop and implement EPU plan to target middle and high schools. Focus on achieving 20% of goal.

3.2 Increase education and prevention training to 13 new officer training academies by June 2025.

3.2.a. Develop and implement EPU training for 80% academies on Title 4, WWD and DUI investigations.

3.3 Increase education and prevention training to 400 series 6 locations by June 2025.

3.3.a. Develop and implement EPU training for Series 6-bars (30%) specific for the sale of alcohol on premise.

Issue: Direct to Consumer Program

Description: Direct to consumer (DTC) efforts have begun in 2024 to investigate illegal shipments of spirituous liquor directly to consumers, bypassing the three-tiered system outlined in the Arizona Constitution. This illegal practice causes millions of uncollected taxes for the state and poses a public safety risk. A collaboration between DLLC and Department of Revenue (DOR) will be formed to address this.

Solutions:

4 Decrease illegal shipments and non-compliance with the three-tiered system through collaborative development of a Direct to Consumer (DTC) Program by June 2029.

4.1 Establish an average baseline of illegal shipments into AZ by June 2025.

4.1.a. Create and implement DTC strategy on out-of-state illegal shipments.

4.2 Form a partnership with DOR to establish a baseline of missing state revenue in relation to illegal DTC shipments by June 2025.

4.2.a. Design communication process with DOR.

4.2.b. Cross train 1-2 DLLC agents on DTC compliance training and procedures.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	59.2	65.0	71.0
Other Appropriated Funds	6,626.8	9,426.8	11,326.8
Non-Appropriated Funds	1,817.4	2,268.5	2,831.7
Federal Funds	888.0	1,065.7	1,278.9

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

Goal: Establish an average quarterly completion rate of 80% for quarterly surveys by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
80% completion of quarterly surveys	0%	0%	0%	80%	85%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,906.9	2,263.6	2,363.6
Total	1,906.9	2,263.6	2,363.6
FTE Positions	14.00	14.00	14.00

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

Subprogram Summary

Administration

Michael Carpenter, Assistant Director / Chief Technology Officer
Phone: (602) 815-4507
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 organization's information technology (IT) strategy and operations aligns technology initiatives with business objectives. This division encompasses a wide range of responsibilities, including developing and implementing the overall technology strategy, managing IT infrastructure, overseeing the IT spending, and leading the IT team. IT collaborates closely with other agency executives to integrate technology with business strategies, manages vendor relationships, and ensures robust cybersecurity measures are in place. Additionally, IT spearheads digital transformation initiatives that leverage technology to enhance business processes and customer experiences. As technology increasingly drives business success, the IT division at the agency is expected to be a strategic partner who articulates how technology can support the organization's current and future needs, while remaining adaptable to the rapidly changing business environment.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	1,906.9	2,263.6	2,363.6
Total	1,906.9	2,263.6	2,363.6
FTE Positions	14.00	14.00	14.00

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

Goal: By June 2025, establish a vendor for a RMS

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of customers submitting complete and accurate forms	80%	85%	82%	85%	85%
Percent of project completed	0%	0%	10%	60%	100%
Reduce security vulnerabilities	0%	0%	255%	250%	250%
Percentage of IT service management project complete	0%	0%	10%	80%	100%
Percent of applications submitted online	0%	0%	0%	75%	80%

Program Summary

Investigations

Jason Zdilla, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	2,515.7	2,725.3	2,725.3
Other Non-Appropriated Funds	1,837.2	2,601.9	2,601.9
Total	4,352.9	5,327.2	5,327.2
FTE Positions	26.00	31.00	31.00

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

Goal: Increase education and prevention training to reach 36 school districts by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of different school districts in which we provided training	0	0	20	36	72

Goal: Increase education and prevention training to 13 new officer training academies by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of collaborative acts- other police	150	200	285	300	325
Number of academies given training	0	0	12	13	14
Percent of wrong way drivers impaired by alcohol	0%	0%	87%	83%	80%

Goal: Increase education and prevention training to 400 series 6 locations by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of trainings completed for series 6-Bar licenses	0	0	120	400	700

Goal: Establish an average baseline of illegal shipments into AZ by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of high profile complaints closed within 60 days	70%	75%	67%	75%	75%
Number of trade practice investigations completed	0	0	20	25	30

Goal: Form a partnership with DOR to establish a baseline of missing state revenue in relation to illegal DTC shipments by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of DTC compliance cases completed	0%	0%	40%	50%	60%
Number of violations resulting from DTC investigations	0	0	20	25	30

Agency Summary

Local Government

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 agency head 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Lottery	2,222,144.3	2,620,223.2	2,621,456.9
Total	2,222,144.3	2,620,223.2	2,621,456.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	172,843.4	201,696.5	202,930.2
Other Non-Appropriated Funds	2,049,300.8	2,418,526.7	2,418,526.7
Total	2,222,144.3	2,620,223.2	2,621,456.9
FTE Positions	49.00	98.80	98.80

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

Statewide Vision: An Arizona for everyone

Agency Vision : Creating moments to dream, chances to win, and opportunities to give

Agency 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 agency head 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.

Resource Assumptions: Enter Full-time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	98.8		\$0	\$171.8M	\$2,037.6M	\$0	\$2,209.4M
24	98.8		\$0	\$188.8M	\$2,251.4M	\$0	\$2,440.2M
25	98.8		\$0	\$201.7M	\$2,243.1M	\$0	\$2,444.8M

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

In support of our mission and vision, and in alignment with Governor Hobbs’ priority outcomes, the Arizona Lottery has identified four areas of strategic focus that represent core five-year outcomes for our agency:

1. Maximize sales earned from innovative games - in order to provide Arizonans with relevant and exciting Lottery experiences, innovative games will be an essential mechanism for ensuring sustainable financial performance and future growth.
2. Grow and maximize impact to the beneficiaries - the Arizona Lottery exists to provide funds for programs that provide positive impact for all Arizonans; maximizing our impact helps create a thriving economy and puts more money back into Arizonans’ pockets
3. Provide economic support for small businesses and corporate partners - our retailers provide accessible, safe and profitable avenues for Arizona Lottery customers to access our products while maintaining the highest levels of integrity; strengthening these relationships drives economic value for a large variety and volume of businesses in Arizona.
4. Maximize employee and contractor engagement, retention and professional development - people are the Arizona Lottery’s most important resource; our employees and vendor partners collaborate to produce significant impact for all Arizonans.

Summary of 5-Year Agency Outcomes
(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Grow annual revenue from digital platforms and innovative games from 0% to 10% of total revenue by June 2029.	2025	Improving Education Reinvest in Arizona K-12 Public Schools	<ul style="list-style-type: none"> Focus will be on prioritizing new revenue opportunities, developing implementation strategies and engaging with stakeholders Will require continued investments in new gaming technologies and increases to marketing budget
2	Increase from \$276M to \$330M in annual beneficiary transfers by June 2029.	2024	Improving Education Reinvest in Arizona K-12 Public Schools	<ul style="list-style-type: none"> FY23 produced record sales and beneficiary transfers due to historic multi-state jackpots FY24 sales continued the growth trend and record sales despite facing significant economic challenges FY25 focus will be on strengthening core products and developing new revenue streams
3	Demonstrate an annual increase in the percentage of retailers that improve their “retailer economic impact score” by June 2029.	2024	Affordable and Thriving Economy Investing in Local Communities	<ul style="list-style-type: none"> Lottery retailers earned over \$100M in FY23 with a 93% satisfaction rate Focus for FY25 and beyond will be on developing a more holistic measure of retailer impact reflecting a wider range of positive outcomes
4	By June 2029, AZL will improve our expanded contractor and employee engagement score by 10%	2024		<ul style="list-style-type: none"> Overall employee engagement rate was 85% in FY23 Developing and improving engagement of Lottery contractors and areas of opportunity identified in FY24 employee engagement survey will be the primary goals for FY25

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1 - grow annual revenue from digital platforms and innovative games from 0% to 10% of total revenue by June 2029	1.1. By end of June 2025, complete 100% of planned project milestones for the upgrade of the digital player loyalty platform	1.1.A. Percentage of planned project milestones completed for the upgrade of the Arizona Lottery digital player loyalty platform 1.1.B. Player engagement rates from implementation of new Customer Relationship Management (CRM) platform	<ul style="list-style-type: none"> ● Begin the implementation of an upgraded digital player loyalty / CRM platform in order to improve player engagement and modernize for future growth ● Identify key stakeholders for Lottery innovation and develop community engagement plan ● Leverage existing third-party and owned platforms to engage players in digital channels ● Develop digital platform segmented marketing plan
2 - increase from \$276M to \$330M in annual beneficiary transfers by June 2029	2.1 Breakthrough: By end of June 2025, grow year-over-year total sales revenue by 1.5% compared to FY24	2.1.A. Total Lottery sales revenue 2.1.B Total Scratchers sales revenue 2.1.C. Number / percentage of planned Scratchers optimization tasks completed 2.1.D. Sales growth in stores with new signage vs. statewide average 2.1.E. Number / percentage of planned draw game roadmap tasks completed	<ul style="list-style-type: none"> ● Develop plan to sustainably grow Scratchers sales through price point and prize structure optimization ● Increase visibility and awareness of Lottery products in key accounts via improved signage and merchandising ● Build roadmap to modernize current in-state draw games and introduce new multi-state games in market
3 Demonstrate an annual increase in the percentage of retailers that improve their “retailer economic impact score” by June 2029.	3.1 By end of June 2025, complete 100% of tasks required to implement new retailer economic impact score	3.1.A. Percentage of tasks required to implement new retailer economic impact score 3.1.B. Total retailer earnings 3.1.C. Retailer satisfaction rate 3.1.D. Average monthly service call minutes per retailer / device 3.1.E. Average monthly vending machine sales 3.1.F. Average monthly vending out-of-stocks	<ul style="list-style-type: none"> ● Develop new retailer economic impact score that incorporates multiple performance metrics: sales commissions, satisfaction rates, service calls, etc. ● Maximize impact of sales resources - optimize vending machine placement and sales staff route management ● Implement improved ticket distribution security controls for independent retailers to reduce theft

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4 - By June 2029, AZL will improve our expanded contractor and employee engagement score by 10%	4.1 By May 2025, increase agency overall engagement score from 75% to 80%	4.1.A. Agency overall engagement score 4.1.B. Number of engagement survey action plan tasks completed 4.1.C. Employee + Vendor retention rates 4.1.D. Percentage of employees completing professional development	<ul style="list-style-type: none"> Identify areas for improvement in FY24 engagement survey results; develop action plan to raise FY25 score Work with key Lottery vendors to develop vendor employee engagement survey to align with state engagement survey; establish initial baseline score Track employee and vendor retention rates and identify key drivers of regrettable attrition Implement employee professional development plans; improve percentage of employees completing professional development aligned with plan

Stakeholder Engagement Plan: Provide a summary of what stakeholders were involved and how.

Internal: Internal stakeholder engagement at the Arizona Lottery takes place through several channels: Executive team planning sessions, monthly agency business review meetings, one-on-one and skip-level conversations between leaders and employees, employee town hall meetings, agency email communications and monthly Lottery Commission meetings. Feedback is solicited from all levels of the organization, including front-line employees, Lottery contractors, and vendor partners.

External: Engagement of external stakeholders also utilizes multiple channels to ensure collaboration covers the widest possible cross-section of our community.

- Lottery players: agency website, player loyalty platform, email communications, social media engagement
- Lottery retailers: direct contact with Lottery Sales staff, retailer newsletter, email communications, retailer website portal
- Lottery beneficiaries: Gives Back marketing communications, Regular Beneficiary meetings, direct outreach, press releases
- Governor’s office / Legislature: direct feedback during strategic planning, engagement through legislative liaison coordinated with Governor’s Office & OSPB
- Tribal engagement: tribal meetings coordinated with Governor’s Office
- Other Community partners: Gives Back sponsorships, meetings with other state agencies, media engagement, email communications, agency website, social media

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders.

Internal: Internal communications and updates regarding strategic plan performance will take place on an ongoing basis. Once finalized, the strategic plan will be communicated with internal stakeholders using the same channels and forums that were used during the initial engagement process. This communication will occur throughout the year, with opportunities to adjust initiatives and tactics as necessary to achieve the annual objectives.

External: Communication of the Lottery’s strategic plan will be integrated into recurring meetings and outreach with external stakeholders as they take place throughout the year. Communications will be tailored to the specific stakeholder groups based on feedback received during the engagement process, and will utilize channels deemed to be most effective. As results are achieved, agency wins will be submitted through the Governor’s Office and reinforced through additional public messaging designed to increase awareness and impact.

5 Year Plan

Issue: Grow Annual Revenues

Description: Grow annual revenue from digital platforms and innovative games from 0% to 10% of total revenue by June 2029.
- Focus will be on prioritizing new revenue opportunities, developing implementation strategies and engaging with stakeholders.
- Will require continued investments in new gaming technologies and increases to marketing budget.-

Solutions:

- 1 Grow annual revenue from digital platforms and innovative games from 0% to 10% of total revenue by June 2029.
- 1.1 By end of June 2025, complete 100% of planned project milestones for the upgrade of the digital player loyalty platform.
- 1.1.a. Begin the implementation of an upgraded digital player loyalty/CRM platform in order to improve player engagement and modernize for future growth.
- 1.1.b. Identify key stakeholders for Lottery innovation and develop community engagement plan.
- 1.1.c. Leverage existing third-party and owned platforms to engage players in digital channels.
- 1.1.d. Develop digital platform segmented marketing plan.

Issue: Increase Beneficiary Transfers

Description: Increase from \$276M to \$330M in annual beneficiary transfers by June 2029.
- FY23 produced record sales and beneficiary transfers due to historic multi-state jackpots.
- FY24 sales continued the growth trend and record sales despite facing significant economic challenges.
- FY25 focus will be on strengthening core products and developing new revenue streams.

Solutions:

- 2 increase from \$276M to \$330M in annual beneficiary transfers by June 2029.
- 2.1 By end of June 2025, grow year-over-year total sales revenue by 1.5% compared to FY24.
- 2.1.a. Develop plan to sustainably grow Scratchers sales through price point and prize structure optimization.
- 2.1.b. Increase visibility and awareness of Lottery products in key accounts via improved signage and merchandising.
- 2.1.c. Build roadmap to modernize current in-state draw games and introduce new multi-state games in market.

Issue: Improve Retailer Economic Impact Score

Description: Demonstrate an annual increase in the percentage of retailers that improve their “retailer economic impact score” by June 2029.
- Lottery retailers earned over \$100M in FY23 with a 93% satisfaction rate.
- Focus for FY25 and beyond will be on developing a more holistic measure of retailer impact reflecting a wider range of positive outcomes.

Solutions:

- 3 Demonstrate an annual increase in the percentage of retailers that improve their “retailer economic impact score” by June 2029.
- 3.1 By end of June 2025, complete 100% of tasks required to implement new retailer economic impact score.
- 3.1.a. Develop new retailer economic impact score that incorporates multiple performance metrics: sales commissions, satisfaction rates, service calls, etc.
- 3.1.b. Maximize impact of sales resources - optimize vending machine placement and sales staff route management.
- 3.1.c. Implement improved ticket distribution security controls for independent retailers to reduce theft.

Issue: Improve Expanded Contractor and Employee Engagement

Description: By June 2029, AZL will improve our expanded contractor and employee engagement score by 10%.
- Overall employee engagement rate was 85% in FY23.
- Developing and improving engagement of Lottery contractors and areas of opportunity identified in FY24 employee engagement survey will be the primary goals for FY25.

Solutions:

4 By June 2029, AZL will improve our expanded contractor and employee engagement score by 10%.

4.1 By May 2025, increase agency overall engagement score from 75% to 80%.

4.1.a. Identify areas for improvement in FY24 engagement survey results; develop action plan to raise FY25 score.

4.1.b. Work with key Lottery vendors to develop vendor employee engagement survey to align with state engagement survey; establish initial baseline score.

4.1.c. Track employee and vendor retention rates and identify key drivers of regrettable attrition.

4.1.d. Implement employee professional development plans; improve percentage of employees completing professional development aligned with plan.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	98.8	98.8	98.8
Other Appropriated Funds	195,998.0	199,230.0	202,522.0
Non-Appropriated Funds	2,163,259.0	2,203,037.0	2,243,560.0

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

Goal: By end of June 2025, complete 100% of planned project milestones for the upgrade of the digital player loyalty platform

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average monthly Players Clubs engagement rates (percent)	18.5%	14.8%	16.1%	15.0%	15.0%
Percent of tasks completed to upgrade Lottery player loyalty platform	0%	0%	N/A	100%	100%

Goal: By end of June 2025, grow year-over-year total sales revenue by 1.5% compared to FY24

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollar amount of instant ticket sales (in millions)	\$1,078.4	\$1,131.4	\$1,049.0	\$1,067.1	\$1,067.1
Dollar amount of draw game sales (in millions)	\$438.3	\$318.6	\$479.2	\$484.0	\$484.0
Total Lottery sales (in millions)	\$1,516.7	\$1,450.0	\$1,528.2	\$1,551.1	\$1,551.1
Beneficiary transfer dollars (in millions)	\$235.8	\$277.7	\$315.0	\$319.0	\$325.0

Goal: By end of June 2025, complete 100% of tasks required to implement new retailer economic impact score

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of tasks completed to implement retailer economic impact score	0%	0%	N/A	100%	100%
Total retailer earnings (in millions)	\$0	\$0	N/A	\$105.8	\$108.9
Percentage of corporate retailers activating new games within 5 days of launch (12-month average)	65.1%	80.0%	69.3%	N/A	N/A
Percentage of product vending machines deployed	68%	100%	98%	N/A	N/A

Goal: By May 2025, increase agency overall engagement score from 75% to 80%.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent monthly agency on-site work hours (12-month average)	36.4%	45.0%	37.9%	45.0%	45.0%
Percent of tasks completed employee engagement survey action plan	0%	0%	N/A	100%	100%
Percentage of employees completing professional development	0%	0%	N/A	75%	75%
Number of professional development opportunities completed	1,395	900	1,567	N/A	N/A
Percentage of Game Changer (employee innovation) program implemented per plan	0%	100%	100%	N/A	N/A

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Board of Massage Therapy	511.3	607.7	607.7
Total	511.3	607.7	607.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	511.3	607.7	607.7
Total	511.3	607.7	607.7
FTE Positions	3.00	5.00	5.00

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

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, which licenses and regulates physician assistants ('PAs'). 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing, Regulation, & Rehabilitation	8,118.7	8,424.9	8,686.1
Total	8,118.7	8,424.9	8,686.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	8,118.7	8,424.9	8,686.1
Total	8,118.7	8,424.9	8,686.1
FTE Positions	48.00	63.50	65.50

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Mining Safety Enforcement	1,244.1	1,468.6	2,148.6
Abandoned Mines	685.8	830.7	830.7
Education and Training - Federal Grant	511.7	554.6	554.6
Mined Land Reclamation	139.5	112.9	112.9
Total	2,581.2	2,966.8	3,646.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,930.0	2,299.3	2,979.3
Other Appropriated Funds	139.5	112.9	112.9
Other Non-Appropriated Funds	511.7	554.6	554.6
Total	2,581.2	2,966.8	3,646.8
FTE Positions	19.00	20.00	20.00

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

5 Year Plan

Issue: Absence of a Centralized Database

Description: The Arizona State Mine Inspector's office (ASMI) database systems used to record, track and manage documents within the Agency jurisdiction are antiquated and over thirty years old. The four main divisions, Inspections, Abandoned Mines, Mine Health and Safety (MSHA) Education and Training and Reclamation has data isolated within FileMaker Pro, Microsoft Access and / or Microsoft Excel; all of which do not communicate with one another. The absence of a centralized database that manages the agency mandatory data and the lack of interaction between the systems inhibits ASMI from providing the most up-to-date information stakeholders, requires hours of research in multiple databases and files and encourages triplication of data entry in three different systems.

The Arizona State Mine Inspector, is required to inspect at least once a year every mine in the state for compliance to the Arizona Revised Statutes and the Rules and Regulations. In ARS 27- 124 the inspector is further required to inspect the mining operation for conditions, safety appliances, machinery, equipment, sanitation and ventilation, the means of ingress and egress, the means taken to protect the lives, health and safety of the miners. Arizona Revised Statute 27-309, ASMI must investigate the cause of fatal accidents resulting in a death occurring at the mine and file written report. Arizona Revised Statute 27-308, ASMI is required to investigate written safety complaints and will accept verbal complaints that are reasonably likely to be fatal.

FileMaker Pro is utilized by the Inspections Team to track an estimated 566 active mines inspections reports, notice of violations, abatements, fatal and serious injuries, cessation orders and complaints. It is also used to track inspections of mine operators diesel permits and elevator inspections. Currently the ASMI Inspector's complete all the above mentioned forms manually in the field and once an Inspector returns to their hotel, office and or home the data is entered into the appropriate form in FileMaker Pro. In addition, public information and legal requests, annual reports, budget information and internal information is requested throughout the year; In order to fulfill the requests for information the inspectors must extract raw data out of FileMaker Pro and into Excel which initiates a series of sorting (which can take hours or days depending on the requested information).

A.R.S. § 27-129. Locating abandoned mines; public education; donor immunity

A. Subject to legislative appropriation, the state mine inspector shall establish a program to locate, inventory, classify and eliminate public safety hazards at abandoned mines as defined in section 27-301. The state mine inspector shall spend state appropriated monies to locate, inventory, classify and eliminate public safety hazards at abandoned mines on state land first and thereafter any public safety hazards at abandoned mines on land not owned by this state.

B. Using reasonable efforts, the state mine inspector shall attempt to notify in writing the owner, or other responsible party, of an abandoned mine at which a public safety hazard exists of the requirements of section 27-318 with respect to abandoned mines.

The Abandoned Mines Division utilizes Microsoft Access to track 10,000 + abandoned mine locations (number of abandoned mines added to database increase daily) , hazard analysis evaluations, notice of violations to mine claimants, operators and private land owners and mitigation of abandoned mine hazards. Currently the Abandoned Mine Specialists manually complete the hazard analysis form in the field and once they return to their hotel, office and / or home the data is entered onto the appropriate electronic form, transferred to the ASMI server in a folder for the a AML administrative assistant to then enter into the AML Microsoft Access database. Currently, the AML Team cannot store hazard analysis or notice of violation forms, mitigation actions, before and after photos, public complaints in the database so the data is stored in three different areas (Microsoft Access, FileMaker Pro and electronic file folders on the server.)

FileMaker Pro is all so used to track reclamation plan approvals, administrative and technical reviews, financial assurances, annual reports pursuant to A.R.S 27-901 § A.R.S. 27-997 and A.R.S. 27-1201 § A.R.S. 27-1327 and although there is not duplication regarding enter the information into the database.

Finally, FileMaker Pro and Microsoft Access is not Cloud compatible and therefore ASMI does not have the Agency data / files stored in Google Cloud, it is stored in two software programs, Excel spreadsheets and subfolders on the server.

The below list of documents are to capture some of the agency pain points regarding documents that are manually completed in the field each day for all mines investigated, inventoried and / or evaluated, reevaluated or mitigated by a Deputy Inspector or Abandoned Mines Specialist and later transferred to FileMaker Pro, Microsoft Access, Word, Excel and electronic subfolders for each mine.

Health & Safety Inspections Report Health
Safety Compliance Inspection

Cessation Order Inspections
Activity Report Inspections
Reclamation Activity Report
Complaint Investigations
Fatal / Serious Orders Fatal / Serious Investigations
Identity Update
Mine Master
Stop / Move
Quarterly Report
Lost Time Accident
Abandoned Mine Hazard Analysis
Notice of Violations
Abandoned Mine Ownership Request
Abandoned Mine Complaints
Corrective Actions taken

Solutions:

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.

Replace existing software systems:

FileMaker Pro - 33 years old
Microsoft Access – 31 years old
Subsystems – Excel, Word

To have the capability to enter most, if not all, data on a tablet in the field rather than 1) manually handwriting the information on the forms, 2) returning to an office location and transferring the data to electronic forms, 3) transferring that data into the current server and 4) having agency data stored in multiple software programs. A new database would significantly increase agency efficiency and effectiveness to focus on the safety and health of miners and the public rather spending an estimated 30% of resources repeating the same work that was completed while in the field.

Phase 1:

To thoroughly understand the current state of the department from a people, process and technology perspective, so that Vendor 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.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	22.0	22.0	22.0
General Fund	2,592.2	2,592.2	2,592.2
Other Appropriated Funds	112.9	112.9	112.9
Non-Appropriated Funds	100.0	100.0	100.0
Federal Funds	435.2	435.2	435.2

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

Program Summary

Mining Safety Enforcement

Paul D. Marsh , 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,244.1	1,468.6	2,148.6
Total	1,244.1	1,468.6	2,148.6
FTE Positions	10.00	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer satisfaction rating for Mines (scale 1-8)	6.6	8.0	6.1	8.0	8.0
Employee and Public Complaints Investigated	12	12	7	7	7
Number of reportable (lost time) mine accidents	281	281	240	240	240
Percent mandated inspections completed	95.0	95.0	82.0	82.0	82.0
Number of safety inspections completed	742	742	606	606	606

Program Summary

Abandoned Mines

Laurie Swartzbaugh, Deputy Director
Phone: (602) 542-5971
A.R.S. § 27-318

Mission:

To promote public safety by field identification, hazard assessment, mine owner compliance notification and administration of the securing of dangerous abandoned mines in compliance with the endangered species and plant acts, historical acts and environmental acts.

Description:

The Abandoned Mines program's efforts fall into two categories: the inventory of abandoned mine sites and the administration of the securing, remediation and closure of abandoned mines. Field surveys are prioritized to primarily locate mines on State lands, secondly on other public lands, and then thirdly on private lands within the 73 million acres that comprise the State of Arizona. The survey records the exact location of abandoned mines using a global positioning satellite system. The inventory's objective is to produce an accurate count of abandoned mines and describe the significant safety hazards and potential environmental hazards occurring with them. The database of surveyed abandoned mines is used to prioritize the significant public and environmental hazards for remediation and reclamation planning. The inventory also allows the Office to accurately investigate public complaints about abandoned mines in a timely manner. An abandoned mine may be used for criminal activities, such as a cache for stolen explosives or a body disposal site. The program assists law enforcement criminal and missing persons investigations and body recoveries. The administration of securing abandoned mines first prioritizes sites on State owned lands listed in the inventory based on the severity of the threat posed to public and environmental safety. Through this prioritization, structures are designated as necessary for abandoned mine closures on State lands. The cost of field construction work to secure these mines is provided by the Abandoned Mine Safety Fund through mining industry donations, private citizen donations and a matching appropriation from the Legislature. The program performs regular monitoring to assure mine closures remain in good condition. The program coordinates the identification and securing of abandoned mines with local, state, and federal agencies as well as other states and volunteer groups. Groups include the Yuma County Sheriff's Search and Rescue Group, the Maricopa County Sheriff's Office Mountain Search and Rescue Group, Maricopa County Parks, Arizona State Land Department, Arizona Game and Fish, Arizona State Historic Preservation Office, Arizona Department of Environmental Quality, Department of Labor Mine Safety and Health Administration, Bureau of Land Management, Forest Service, Environmental Protection Agency, and the National Association of Abandoned Mined Land Programs, which is comprised of 27 states and three Indian Tribes.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	685.8	830.7	830.7
Total	685.8	830.7	830.7
FTE Positions	5.00	6.00	6.00

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

Goal: To promote public health and safety by identifying and assessing abandoned mines, and securing those found to be a threat to the public and the environment.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of abandoned mine complaints handled. See AML Complaints File "s drive".	4	4	16	12	16
Number of abandoned mine openings secured	68	160	28	28	28
Number of prior abandoned mine closures reviewed	47	100	141	141	141

Program Summary

Education and Training - Federal Grant

Ron Weber, Education & Training Program Manager

Phone: (602) 542-5971

A.R.S. § 27-124, Title 30 CFR

Mission:

To educate and train inexperienced and experienced mine employees in safe work practices and compliance with state and federal mine safety regulations.

Description:

The Mandatory Safety and Health Standards for all mines in the United States are subject to the Federal Mine Safety and Health Act of 1977. The purpose of these standards is the protection of life, the promotion of health and safety, and the prevention of accidents.

The Office of the Arizona State Mine Inspector holds true to the same concerns, values and goals of protecting current and future miners and the public. The Arizona State Mine Inspector and staff regulate and follow the Mining Code of the State of Arizona which contains the guidelines of the Arizona Revised Statutes and Rules and Regulations. Our goal is the protection of miners and the public through regulation, enforcement rules, education and training.

Mine safety and health education and training is very important to Arizona’s mine operators, their employees, contractors and the public. The Education and Training department provides the mandatory federal mine safety training classes to the Arizona mining community. Requests for safety training from Arizona’s mine operators, contractors and workers is in great demand.

The Education and Training Program certifies instructors, develops lesson plans, conducts classes and organizes safety conferences for mine safety education and training. The emphasis is placed on miners' rights and current health and safety regulations in compliance with the Mining Code of the State of Arizona, A.R.S. § Title 27, and the Federal Mine Safety and Health Act of 1977, Title 30 CFR, Parts 46, 48, 49, 56, 57,58, and 62. In addition to mining company employees, all contractors, vendors, rescue teams, and others regularly exposed to mine hazards at a mine property are required to have various levels of training furnished by the Education and Training Program.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	511.7	554.6	554.6
Total	511.7	554.6	554.6
FTE Positions	4.00	4.00	4.00

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

Goal: To eliminate fatal accidents and reduce the number and severity of lost time due to accidents.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average course content rating	4.9	4.9	4.8	4.8	4.8
Average instructor rating	4.9	4.9	4.9	4.9	4.9
Number of Arizona miners and contractors trained	2,386	2,600	3,131	3,131	3,131

Program Summary

Mined Land Reclamation

Amanda Lothar, Reclamation Specialist

Phone: (602) 542-5971

A.R.S. §27-921 & A.R.S. §27-1221

Mission:

To promote the restoration of lands disturbed by mining to a safe and stable environmental condition through enforcement of the Mined Land Reclamation laws, rules and regulations as applicable to new mineral exploration, new mines and the expansion or closure of existing active mines.

Description:

The Mined Land Reclamation Program, working in cooperation with mining companies, consultants and other state and federal governmental agencies, approves or rejects mine reclamation plans and financial assurance mechanisms submitted by all metalliferous mining units, aggregate mining pits, quarries and exploration operations with surface disturbances greater than five acres. Annual reviews of financial assurances and on-site inspections for on-going reclamation projects and of the regulated mines are parts of the continual monitoring process to establish compliance to the Mined Land Reclamation laws.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	139.5	112.9	112.9
Total	139.5	112.9	112.9
FTE Positions			

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

Goal: To promote the restoration of lands disturbed by mining to a safe and stable environmental condition. The Arizona Revised Statutes Title 27, Chapter 1, Article 2 identifies the need for a State Mine Inspector Agency. Chapter 5 & 6 were established for Mi

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of annual mined land reclamation compliance reviews	212	212	194	194	194

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 Naturopathic Physicians Board of Medical Examiners regulates physicians who engage in the practice of naturopathic medicine, including certification of those in specialty practice; certifies graduates to engage in preceptorship, and postdoctoral training programs; certifies medical assistants who work under naturopathic physicians; 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Naturopathic Physicians Board of Medical Examiners	185.4	220.0	220.0
Total	185.4	220.0	220.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	185.4	220.0	220.0
Total	185.4	220.0	220.0
FTE Positions	1.00	1.00	1.00

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

5 Year Plan

Issue: Completion of Thentia Project

Description: Although the Board signed off on the proposed Thentia Cloud solution on 1/17/2024, the final product has yet to be completed.

Solutions:

Completion of the Thentia Project.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
Other Appropriated Funds	225.0	225.0	225.0

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) 54-8242
 A.R.S. §32-1501, et. seq.

Mission:

It is our duty and mission to protect the Public through Regulation of the Practice of Naturopathic Medicine.

Description:

The Naturopathic Physicians Medical Board was established pursuant to law Title 32, Chapter 14 (A.R.S. §32-1501, et. seq.), which regulates naturopathic physicians licensed in the State of Arizona. The Board also regulates naturopathic medical students certified for clinical training, graduates certified to participate in preceptorship training, and naturopathic medical assistants who work under the supervision of a licensed naturopathic physician. Further, the Board processes and issues certificates to dispense, and certificates to conduct preceptorship training to licensees. The Board functions to ensure the citizens of Arizona have a safe and dependable choice of healthcare providers when choosing a Naturopathic Physician.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	185.4	220.0	220.0
Total	185.4	220.0	220.0
FTE Positions	1.00	1.00	1.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total Applications Received for Licensure and Certificates during the fiscal period.	1,186	1,150	2,221	1,150	2,321
Total Licenses and Certificates issued during the fiscal period.	197	200	2,213	200	2,333
Average number of days to process applications.	4	4	3	4	3
Active physician licenses	1,199	1,275	1,253	1,295	1,295
Active certificates.	1,072	1,125	955	1,135	1,135

Goal: To fully investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Complaints received against licensed or certified persons	11	39	27	27	27
Complaints resolved in same fiscal year	9	39	23	23	23
Complaints received against unlicensed individuals in the fiscal year	1	2	3	2	3

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Stream Adjudication	157.2	340.5	340.5
Total	157.2	340.5	340.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	137.2	340.5	340.5
Other Appropriated Funds	20.0	0.0	0.0
Total	157.2	340.5	340.5
FTE Positions	1.00	2.00	2.00

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

5 Year Plan

Issue: Litigation

Description: ANSAC is presently litigating three cases that are in the Arizona Court of Appeals. ANSAC determinations of non-navigability regarding portions of the Gila, Salt, and Verde Rivers were appealed to Maricopa County Superior Court in August 2019. Maricopa County Superior Court upheld ANSAC's final determinations of non-navigable in all three cases. In September 2019 the Superior Court decision was appealed to the Arizona Court of Appeals where the cases are presently at issue. The Court of Appeals affirmed ANSAC's determination of non-navigability for all segments of the Salt River, the Verde River, and segments of the Gila River. The Court of Appeals reversed ANSAC's determination for a segment of the Gila River and held that it was navigable at the time of statehood. The Navigable Stream Adjudication will be remanded for final proceedings relatively soon.

Solutions:

To defend any appeals and to file any necessary legal actions.

Issue: Ratification

Description: Ratifying Commission reports begins the clock for time during which parties and others may file appeals in Superior court

Solutions:

To defend appeals and file court actions on behalf of ANSAC.

Issue: Date of Sunset

Description: The ANSAC Sunset date has been continued to June 30, 2028, to accommodate cases in court. Three appeals of ANSAC's final determinations of non-navigability in three ANSAC cases (Salt, Gila, and Verde Rivers) were filed in Maricopa County Superior Court. Superior Court upheld ANSAC's final determinations and we have been notified that appeals of the Superior Court's decisions will be filed in September 2020 with the Arizona Court of Appeals. The Court of Appeals affirmed ANSAC's determination of non-navigability for all segments of the Salt River, the Verde River, and segments of the Gila River. The Court of Appeals reversed ANSAC's determination for segment of the Gila River and held that it was navigable at the time of statehood.

Solutions:

ANSAC recently completed successful defense of three cases in Maricopa County Superior Court. ANSAC is currently defending the same cases in the Arizona Court of Appeals and may also file necessary legal actions of its own.

Issue: Appeals

Description: It may become necessary for ANSAC to file its own court actions relating to appeals or during the appeals process.

Solutions:

ANSAC will instruct its attorney to file its own necessary legal.

Issue: Hearings

Description: In the event courts rule specific watercourses or portions of watercourses were navigable at time of statehood; there is a statutory requirement that ANSAC hold proceedings to determine the Public Trust Value of such watercourses or portions of watercourses.

Solutions:

ANSAC will schedule and hold public trust value hearings as necessary.

Issue: Final Reports

Description: Recording of ANSAC final reports in every county in which a watercourse travels is required following completion of all hearings and appeals.

Solutions:

ANSAC, through its attorney, will record all remaining final reports in each county in which each river travels. For example the Gila River travels in six Arizona counties.

Issue: Agency Continuation

Description: The navigable stream adjudication will be remanded for final proceedings relatively soon. The Court of Appeals decision will require ANSAC to hold an entirely new type of hearing for - the Public Trust Value of a segment of the Gila River. There isn't any anticipation of needing an extension on the current sunset date of June 30, 2028.

Solutions:

To obtain legislation if necessary to extend the ANSAC Sunset date beyond June 30, 2024, and to request additional funding for attorney fees and equipment if necessary.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	2.0	2.0	—
General Fund	140.5	155.5	—
Other Appropriated Funds	200.0	200.0	—

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

Goal: To determine watercourse navigability of approximately 39,039 Arizona watercourses with streambed/property titles impacting more than an estimated 100,000 Arizona citizens and businesses.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Legal work and administrative work relating to the litigation of three cases filed in Maricopa County Superior Court.	3	3	3	3	1
Six remanded cases were returned to the Commission by the Arizona Court of Appeals and agreement by the parties for further proceedings on October 21, 2011. These six cases have been reduced to five cases as a result of combining two cases. Six remand c	3	3	3	3	1

Goal: To defend in State and Federal Court all Appeals of Commission determinations. The Arizona Court of Appeals returned six cases to the Commission in 2011 for additional work/hearings.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of appeals in process.	3	0	3	3	1
To Defend cases in court. Numbers of cases and courts may vary based on where cases are filed.	0	0	0	0	0

Goal: To record each Commission report in the appropriate county seat either following expiration of appeal times or completion of Court mandated work and completion of appeals and court actions.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Three final determinations of non-navigability have been appealed to Maricopa Superior Court; the Gila, Salt, and Verde Rivers.	0	0	0	0	0
To record each report in the appropriate counties, in some instances as many as six counties.	0	0	0	0	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	586.2	613.1	723.1
Total	586.2	613.1	723.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	284.9	284.9
Other Appropriated Funds	586.2	328.2	438.2
Total	586.2	613.1	723.1
FTE Positions	7.00	7.00	8.00

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

5 Year Plan

Issue: E-Licensing

Description: The Board would like to implement electronic licensing and payment systems to ensure efficient and quality customer service.

Solutions:

1. In FY 2024, enhance the electronic licensing service to include initial applications and payments for all services, track investigations through the process (In process)

Issue: Data Sharing Agreement

Description: Electronic Data Sharing with DHS and APS and SFTP transfer.

Solutions:

1. Automatic data transfer of compliant referrals by SFTP by February 1st, 2025.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Other Appropriated Funds	723.0	723.0	723.0

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

Goal: To ensure consistent and timely investigations of complaints and enforcement action in accordance with statutes and rules.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days from open to close of complaint	120	120	178	120	160
Complaints opened	669	800	747	800	780
Complaints resolved	396	500	506	550	539
Disciplinary actions	96	125	143	145	160
Number of complaint and application investigations conducted	345	450	541	500	574

Goal: To ensure that licenses and certificates are granted or renewed to qualified administrators and managers.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average calendar days to renew a license	5	5	5	5	5
Number of existing licenses and certificates	2,434	2,600	2,681	2,600	2,700
Number of new and existing licenses	2,434	2,500	2,681	2,700	2,700
Number of new applications filed	601	500	330	500	350
Number of new licenses issued	534	550	330	550	350
Number of renewal applications processed	2,383	2,400	351	2,400	2,350

Goal: To ensure that agency operations are effective and efficient.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration as percent of total cost	5.0	5.0	5.0	5.0	5.0
Customer satisfaction (scale of 1-8) with 8 being very satisfied.	0	0	5.0	5.0	5.0

Goal: To ensure quality continuing education is approved

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days to process CE sponsor applications	10	10	5	5	5
Number of new and renewal CE sponsor hours approved	1,300	1,300	962	1,200	1,200

Goal: To ensure public information requests and license verifications are completed timely.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days to process a license verification	5	5	5	5	5
Average number of days to process a public records request	15	15	10	5	5
Number of license verification requests	30	30	15	15	15
Number of public records requests	20	20	22	24	24

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation - RN/LPN	20,630.2	31,460.0	31,643.3
Nursing Assistant	0.0	0.0	0.0
Total	20,630.2	31,460.0	31,643.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	15,530.1	7,016.6	7,199.9
Other Non-Appropriated Funds	5,100.1	24,443.4	24,443.4
Total	20,630.2	31,460.0	31,643.3
FTE Positions	60.00	63.00	65.00

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	65.0	65.0	65.0
Other Appropriated Funds	7,199.9	7,199.9	7,199.9
Federal Funds	414.7	414.7	414.7

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 Alternative to Discipline (ATD) is a confidential program offering pathways for nurses with substance use disorders (SUD), medical issues, and at-risk nurses. The SUD stipulated agreements include three-year contracts, which the program monitors for initial intensive treatment, aftercare, participation in Alcoholics Anonymous or Narcotics Anonymous, random drug testing for hair/nail or 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	15,530.1	7,016.6	7,199.9
Other Non-Appropriated Funds	5,100.1	24,443.4	24,443.4
Total	20,630.2	31,460.0	31,643.3
FTE Positions	60.00	63.00	65.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Nursing assistant/CMA candidates taking certification exam	3,341	4,000	3,877	3,900	3,900
Total number of LNA/CNACMA programs surveyed	56	70	50	55	55
Total applications received (Initial, Renewal)	16,586	17,500	17,594	17,600	17,600
Average calendar days from receipt of completed application to denial of certification	670	300	503	495	495
Exam and endorsement certificates issued	5,105	5,750	5,520	5,750	5,750
Renewals issued	9,886	10,500	10,535	10,550	10,550
Total complaints received	838	850	829	850	850
Total number of certifications denied, revoked or suspended, surrendered, DOC and civil penalties	36	50	30	35	35

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of LNA/CNA's with disciplinary action (does not include substantiated complaint)	0.15	0.35	0.11	0.15	0.15
Total investigations conducted CAN/LNA - status closed	135	350	94	100	100
Percent of LNA investigations resulting in disciplinary enforcement action	9	20	35	40	40
Average calendar days per investigation from start to final adjudication (LNA/CNA)	595	605	208	210	210
Investigations resulting in dismissals LNA & CNA	35	100	34	40	40

Goal: To reduce the cycle time needed to investigate complaints, complete hearings and increase compliance with consent agreements and Board orders.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Days to acknowledge complaint received	1	1	1	1	1
Investigations resulting in do not open (RN/LPN only 2020 fwd) or case disposition (RN/LPN only 2003 fwd)	2,380	2,400	2,039	2,050	2,050
Investigations resulting in dismissals RN/LPN	99	110	128	130	130
Licensees with disciplinary action RN/LPN	239	300	285	290	290
Percent of licensees with disciplinary action	0.20	0.30	0.23	0.25	0.25
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)	6.53	6.00	6.66	6.60	6.60
Months from Board decision to hearing	7.4	6.0	7.6	7.5	7.5
Hearings per year referred to be scheduled (transferred to hearing)	132	160	101	105	105
Hearings and/or settlement conferences concluded	45	60	42	45	45
Hearings and Board decisions appealed	4	15	5	10	10
Original actions upheld	9	15	19	20	20
Licensees monitored on probation/consent agreements	290	300	355	360	360
Monitored nurses in compliance with consent agreements/ Board orders (%)	82	90	83	85	85
Total number of licenses revoked or suspended (does not include stayed)	65	100	74	80	80
Total RN/LPN investigations conducted - closed status	873	1,100	1,469	1,500	1,500
Average calendar days per investigation from start to final adjudication	198	200	192	190	190
Percent of investigations resulting in disciplinary enforcement action	8	21	5	10	10
Percent of investigations resulting in discipline	27	30	19	25	25

Goal: To effectively provide a non-disciplinary Alternative To Discipline (ATD) program.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensees in ATD Program	210	300	203	210	210
Licensees successfully completing ATD program (%)	71	75	76	80	80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Nursing programs monitored for non-compliance	8	8	7	8	8
Examinees from program successfully passing NCLEX	4,933	5,000	5,014	5,020	5,020

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Board of Occupational Therapy Examiners	225.7	306.7	449.5
Total	225.7	306.7	449.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	225.7	306.7	449.5
Total	225.7	306.7	449.5
FTE Positions	2.00	2.00	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.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	3.0	3.0	3.0
Other Appropriated Funds	449.6	449.6	449.6

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	225.7	306.7	449.5
Total	225.7	306.7	449.5
FTE Positions	2.00	2.00	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of occupational therapy complaints received	14	16	20	18	25
Number of complaints resulting in disciplinary action	4	6	6	8	10
Complaints resolved within 120 days	4	6	6	8	10
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of license renewal applications received and renewed (OTs and OTAs)	1,785	1,874	2,547	1,967	3,000
Number of Licensees (OTs and OTAs)	4,475	4,698	4,634	4,933	5,000
Number of initial license applications received (OTs and OTAs)	538	564	615	593	650
Number of Initial Licenses Issued (OTs and OTAs)	538	564	615	593	650
Average calendar days to process and issue a renewal application	10	11	45	12	15
Average calendar days to process and issue an initial license	12	13	45	14	30

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of individuals licensed as occupational therapists	3,076	3,229	3,209	3,391	3,391
Number of individuals licensed as Occupational Therapy Assistants	1,399	1,468	1,425	1,542	1,542

Agency Summary

Ombudsman-Citizens' Aide

Joanne MacDonnell, Ombudsman

Phone: (602) 544-8704

A.R.S. §§ 41-1371 to 41-1383

Mission:

To improve the effectiveness, efficiency, and responsiveness of state government by receiving public complaints, investigating the administrative acts of state agencies, and, when warranted, recommending fair and appropriate remedies.

Description:

The ombudsman is an independent agency of the legislative branch of government and its services are free to the public to resolve problems with state agencies once other avenues to resolve the issue have been exhausted.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

FTE Positions

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	171.2	198.5	203.5
Total	171.2	198.5	203.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	171.2	198.5	203.5
Total	171.2	198.5	203.5
FTE Positions	1.00	1.00	1.00

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	289.2	295.6	295.6
Total	289.2	295.6	295.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	289.2	295.6	295.6
Total	289.2	295.6	295.6
FTE Positions	2.00	0.00	0.00

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

5 Year Plan

Issue: To ensure that licenses are granted or renewed to qualified optometrists.

Solutions:

Observe need for changes in rules or statues for regular and endorsement and Universal Recognition applicants.

Issue: To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Solutions:

Average 100 days for completion of initial investigation on all cases

Issue: To provide accurate information and programs to stakeholders, including but not limited to: citizens, licensees, health

Solutions:

Ensure customer satisfaction regarding public information requests, license verifications, e-mail and phone verifications

Issue: To ensure agency policies and procedures are effective and efficient (including testing, renewal, initial licensing, and

Solutions:

Monitor and implement efficiency changes to systems as needed

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	2.0	2.0	2.0
Other Appropriated Funds	304.1	309.1	311.6

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Continued evaluation of continuing education programs (percent)	100	100	100	100	100
New licenses issued	113	105	96	105	105
License applications received	50	60	96	75	75
Active licensees	1,377	1,360	1,418	1,380	1,380
Average time to process an initial license application (in days)	7	5	8	5	5
Total number of license applications denied	0	1	0	0	0
Average calendar days to renew a license	4	2	6	2	2

Goal: To effectively investigate and adjudicate complaints pursuant to statutes and rules.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of complaints received	20	20	31	25	25
Total number of complaints resolved	17	20	29	25	25
Average number of days from receipt of complaint to resolution	59	70	64	75	75
Total number of disciplinary actions	0	2	1	1	1
Complaints processed resulting in a letter of concern	4	5	7	5	5
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of written license verifications completed	70	75	95	80	80
Total number of written public information requests	97	100	85	85	85
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Prompt response to renewal applications with deficiencies (percent)	100	100	100	100	100
Administration as % of total cost	7	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 Osteopathic Physicians, Interns, 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	3,931.7	1,403.1	2,039.1
Total	3,931.7	1,403.1	2,039.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	3,931.7	1,403.1	2,039.1
Total	3,931.7	1,403.1	2,039.1
FTE Positions	10.00	10.00	15.00

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 hired 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: Our agency efficiently processes applications while continuing to meet with statute, rule and timeframerequirements.

Description: The Board strives to make improvements in an processes and policies. Staff has restructured the licensing division and now has two dedicated licensing administrators assisted by a full time staff assistant to process licensing applications.

Solutions:

In July of 2022, The Board launched an online application portal to reduce application delays. The Board has migrated 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. The numbers of submitted applications continue to grow by about 20% annually. The Board is requesting additional licensing staff to address these new incoming applications. The Board continues to participate in the Interstate Medical Licensure Compact which as it adds more states will continue to drive the increase in our licensing applications as the compact allows for extreme mobility or portability of licensure for MDs and DOs.

Issue: Complaints are taking more than 180 days to resolve and the Auditor General has set a guideline of 180 days or less.

Description: Our goal is to reduce the average number of days to investigate and resolve complaints 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's initial review of the matter. We aim to identify these cases before the Board reviews them in anticipation of such requests. 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 challenging to get timely responses to subpoenas and requests for patient records required to conduct a thorough investigation. This outside delay has a direct impact on our internal process for investigating the complaint and the timeframe for its resolution. On average, we should meet the timeframes. Cases that proceed to 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 the revocation of a license or a suspension of greater than 12 months. However, we will continue to strive to timely resolve such cases as quickly as possible. We are offering more Consent

Agreements for surrender versus taking the matters to hearing. Again, this is a critical item to our Board as it affects the public and our licensees. When we identify a serious case involving possible immediate danger to the public, the Board addresses these matters on an immediate basis and with possible summary suspensions.

Solutions:

We continue to reduce the outstanding number of complaints and we are receiving a large number of new complaints. We continue to evaluate our processes to determine if there are methods or processes available to us to increase our complaint resolution rate. The Board has established a new policy and procedure for staff to implement. The goal of this policy will be to reduce case load and investigation time drastically. Staff continues to work towards reducing the average timeframe on complaints however, due to increased licensing numbers the number of

complaints has also increased. Additionally, the complexity of cases has also drastically increased requiring additional time to gather evidence and medical records from an already stretched healthcare system. The Agency has 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. The Board is requesting additional investigative staff as well as increased funding for outside medical consultants to address the continued backlog of cases exceeding 180 days.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	15.0	15.0	16.0
Other Appropriated Funds	2.0	2.0	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of new and existing licenses	4,742	4,950	5,048	5,445	5,750
Number of applications for new license received (does not include Post Graduate permits or dispensing registrations)	823	700	988	850	900
Number of new licenses issued	803	600	850	700	750
Average days to issue new license	2	3	3	3	3
Percentage of renewals done online vs. paper/manually	100	100	100	100	100

Goal: To investigate and resolve complaints in a timely manner

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Complaints received	271	300	233	300	300
Complaints investigated	251	250	300	350	350
Licensees who had disciplinary action taken	17	20	15	20	20
Average calendar days to resolve a complaint	176	180	211	180	180
Average calendar days to investigate a complaint	123	120	181	120	120
Number of complaints closed/resolved	251	250	204	350	350

Goal: To administer the agency efficiently and provide customer service to the public

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer satisfaction rating (1-5)	4.71	4.25	4.96	4.25	4.25
Administration as percent of total cost	9	9	9	9	9

Agency Summary

State Parks Board

Bob Broschied, Executive Director
Phone: (602) 542-7107
A.R.S. §§ 41-511 et seq.

Mission:

To connect people with the outdoors and history of Arizona to build a lifetime of memories.

Description:

Arizona State Parks and Trails serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Park Development and Operation	35,307.5	22,567.4	23,415.6
Partnerships and Grants	3,931.1	17,937.5	17,937.5
Administration	4,219.2	4,254.8	4,254.8
Total	43,457.9	44,759.7	45,607.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	11,700.0	100.0	0.0
Other Appropriated Funds	21,785.6	21,048.3	21,746.5
Other Non-Appropriated Funds	9,972.3	23,611.4	23,861.4
Total	43,457.9	44,759.7	45,607.9
FTE Positions	261.00	261.00	263.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision: Arizona State Parks and Trails is the leader in sustainable outdoor recreation for current and future generations.

Agency Mission: To connect people with the outdoors and history of Arizona to build a lifetime of memories.

Agency Description: Arizona State Parks and Trails serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). Includes three years with actuals reflected for first year and approved for second and third year.

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	250		\$6,500	\$19,547.40	\$26,162.70	\$7,880	\$60,090.10
24	250		\$11,700	\$22,395	\$23,699	\$8,790	\$66,584
25	261		\$100	\$22,611.60	\$26,699	\$8,790	\$58,200.60

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: Provides a summary of the strategic plan. May include focus, approach, values, etc.

Arizona State Parks and Trails solicited feedback from employees to revise our agency description and mission to better incorporate the full breadth of the agency. The mission was reworded to become more memorable and motivating as well as to fully capture the “why” and create a powerful, understandable and all-encompassing statement.

New five-year agency outcomes are still anchored by our strategic goals of Parks, People and Pocketbook, which have been our basis for the last five years. We continue to focus on partnerships, which are foundational to all our outcomes, including grants, the State Historic Preservation Office, the Off-Highway Vehicle Program, and the communities we serve. Our goal to create or reopen 200 miles of new, non-motorized trails tie directly into the Governor’s vision for our agency, while increasing first-time visitors and key indicators of job engagement speak to our dedication to people – both visitors and our team. Securing a permanent funding source will strengthen our agency and allow us to focus more on creating a new generation of outdoor enthusiasts who steward the land and support conservation and outdoor recreation access.

AZ State Parks and Trails

FY 2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes

(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Build or re-open 200 miles of new non-motorized trails by June 2029 (<i>Parks</i>)	2024	Resilience, Water and the Environment	Focus on increasing access to outdoor recreation supporting Governor’s priority of Resilience, Water and Environment. (42 miles of new trails to date in FY24)
2	Complete 60 significant deferred maintenance projects by June 2029(<i>Parks</i>)	2025	Resilience, Water and the Environment	“Significant” = those at a cost of \$25,000 or more. Project prioritization based on increasing system reliability, improving accessibility, and mitigating safety concerns
3	Increase first time AZ State Park visitors by 5% by June 2029 (<i>People – Visitors</i>)	2025	Resilience, Water and the Environment	Focusing on introducing the outdoors and historical sites to new visitors. Work in FY25 will focus on internal education of workforce through Unity Blaze program to focus on inclusion and developing a plan for capturing baseline first time visitor data
4	Achieve increase in 3 key indicators of job engagement by June 2029. (<i>People – Workforce</i>)	2025	N/A	Focus on engaged and empowered workforce prepared for leading the agency in the future. <i>My agency values my ideas on work related problems</i> (Increase by 5%); <i>I have the opportunity to learn and do new things in my job</i> (Increase by 5%); <i>My agency supports my participation in education and professional development opportunities</i> (Increase by 10%)
5	Secure a permanent funding source(s) of at least 50 million dollars annually by June 2029 (<i>Pocketbook</i>)	2025	N/A	Focusing on securing sustainable funding sources needed for system reliability, required statutory planning and preservation efforts

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Open 60 miles of non-motorized trails by June 2025 (State Goal)	# of miles of non-motorized trail open	Execute education plan on grant applications to rural and under-represented communities to increase participation Collaborate with our partners for data on additional non-motorized trails being constructed or reopened.
2	Complete Phase 2 of “Execute Americans with Disabilities Act (ADA) plans” (breakthrough project) by June 2025	# of Phase 2 ADA improvements completed (*breakthrough metric – multi year)	Continue to execute milestones within multiyear breakthrough improving accessibility and removing access barriers Explore trail accessibility opportunities for improvements beyond ADA compliance
3	All State Park employees complete phase 1 training course “Return on Inclusion” by June 2025	% of employees completing training	Launch Phase 1 of Unity Blaze certification initiative for AZ State Parks & Trails workforce (3-year program)
3	Complete project to establish “First Time Visitor” baseline data by March 2025	% project completed	Design and deploy a data collection plan to capture “First Time” park visitors Partner with Dept of Tourism targeting first time visitors/inclusion (Statewide Comprehensive Outdoor Recreation Plan – SCORP- priority)
4	Develop action plan to increase employee engagement by December 2025	% of deliverable completed	Provide workforce with access to learning opportunities to supporting job engagement Launch Ranger 101 program pilot

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
5	Draft legislation to secure permanent funding source for State Parks by May 2025	% Drafted Legislation completed	Execute stakeholder engagement plans (Wild Arizona Stakeholders, etc.)

Stakeholder involvement: Provide a summary of what stakeholders were involved and how.

Internal: Agency workforce – Updates provided through Director’s Message. The park operations staff was invited to provide input with the goal of creating a mission statement that is memorable and motivating and captures our “WHY”. (*stakeholder involvement) With this input, our agency Mission was revised. Key to our purpose is connecting people to the outdoors and history and building memories. The new Mission Statement is powerful, understandable, and encompasses all people (visitor, grant recipients, etc.)

External: The AZ State Parks Board was scheduled to receive and update on the SP process and given the opportunity to preview the new Mission Statement in the April board meeting, but that meeting was cancelled. They will receive an update in June.

Communication Plan: Provide a summary of how this strategic plan will be communicated to stakeholders. *(to come)*

Internal: We will utilize a variety of tools and methods to communicate our Strategic Plan including but not limited to following:

- Director’s Message email published bi weekly
- Internal “intranet” posting and updates on The Summit
- Through newly established core team of Strategic Planning Champions throughout the workforce who will communicate via Regional and park/department meetings
- Operations Review meetings quarterly

External: Our communication to those outside the agency workforce will be done through:

- Website posting in the Publication section
- Update presentation to the AZ State Parks Board
- Executive Leadership engaging with constituents

5 Year Plan

Issue: Build or re-open 200 miles of new non-motorized trails

Description: There is a need to focus on increasing access to outdoor recreation to support the Governor's priority of Resilience, Water and Environment. (42 miles of new trails to date in FY24).

Solutions:

1. Build or re-open 200 miles of new non-motorized trails by June 2029 (Parks)
 - 1.1 Open 60 miles of non-motorized trails by June 2025 (State Goal)
 - 1.1a Execute education plan on grant applications to rural and under-represented communities to increase participation
 - 1.1b Collaborate with our partners for data on additional non-motorized trails being constructed or reopened.

Issue: Complete significant deferred maintenance projects

Description: Agency needs to prioritize deferred maintenance projects based on increasing system reliability, improving accessibility, and mitigating safety concerns. "Significant" = those at a cost of \$25,000 or more.

Solutions:

1. Complete 60 significant deferred maintenance projects by June 2029(Parks)
 - 1.1 Complete Phase 2 of "Execute Americans with Disabilities Act (ADA) plans" (breakthrough project) by June 2025
 - 1.1a Continue to execute milestones within multiyear breakthrough improving accessibility and removing access barriers
 - 1.1b Explore trail accessibility opportunities for improvements beyond ADA compliance

Issue: Increase first time AZ State Park visitors

Description: Focusing on introducing the outdoors and historical sites to new visitors. Work in FY25 will focus on internal education of workforce through Unity Blaze program to focus on inclusion and developing a plan for capturing baseline first time visitor data

Solutions:

- 1 Increase first time AZ State Park visitors by 5% by June 2029 (People – Visitors)
 - 1.1 All State Park employees complete phase 1 training course "Return on Inclusion" by June 2025
 - 1.1a Launch Phase 1 of Unity Blaze certification initiative for AZ State Parks & Trails workforce (3-year program)
 - 1.2 Complete project to establish "First Time Visitor" baseline data by March 2025
 - 1.2a Design and deploy a data collection plan to capture "First Time" park visitors
 - 1.2b Partner with Dept of Tourism targeting first time visitors/inclusion (Statewide Comprehensive Outdoor Recreation Plan – SCORP-priority)

Issue: Achieve increase in 3 key indicators of job engagement

Description: Agency success requires a more engaged and empowered workforce prepared for leading the agency in the future. My agency values my ideas on work related problems (Increase by 5%); I have the opportunity to learn and do new things in my job (Increase by 5%); My agency supports my participation in education and professional development opportunities (Increase by 10%)

Solutions:

1. Achieve increase in 3 key indicators of job engagement by June 2029. (People – Workforce)
 - 1.1 Develop action plan to increase employee engagement by December 2025
 - 1.1a Provide workforce with access to learning opportunities to supporting job engagement Launch Ranger 101 program pilot

Issue: Secure a permanent funding source(s) of at least 50 million dollars

Description: The agency needs to find a secure sustainable funding sources needed for system reliability, required statutory planning and preservation efforts

Solutions:

1. Secure a permanent funding source(s) of at least 50 million dollars annually by June 2029 (Pocketbook)
- 1.1 Draft legislation to secure permanent funding source for State Parks by May 2025
- 1.1a Execute stakeholder engagement plans (Wild Arizona Stakeholders, etc.)

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	263.0	263.0	263.0
Other Appropriated Funds	21,746.5	21,746.5	21,746.5
Non-Appropriated Funds	15,037.8	15,037.8	15,037.8
Federal Funds	8,823.6	8,823.6	8,823.6

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 connect people with the outdoors and history of Arizona to build a lifetime of memories.

Description:

Arizona State Parks and Trails serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	11,700.0	100.0	0.0
Other Appropriated Funds	21,785.6	21,048.3	21,746.5
Other Non-Appropriated Funds	1,821.9	1,419.1	1,669.1
Total	35,307.5	22,567.4	23,415.6
FTE Positions	191.00	191.00	193.00

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

Goal: To optimize park and trail system vitality.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of park visitation	3,042,186	3,073,426	3,116,506	3,116,506	3,116,506

Goal: Complete Phase 2 of “Execute Americans with Disabilities Act (ADA) plans” (breakthrough project) by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# ADA improvements completed (Phase 2) (*breakthrough metric – multi year)	0	500	415	500	500

Goal: To maximize financial sustainability and revenue growth

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Reduce % of Agency On-site Hourperformance measure	72%	75%	71%	71%	71%
To increase agency (SPRF) revenues.	22,914,000.	22,850,000.	21,942,093.	21,942,093.	21,942,093.
	0	0	0	0	0
Overall operating budget to actual	\$25,786,000	\$28,291,000	\$28,421,391	\$28,421,391	\$28,421,391

Program Summary

Partnerships and Grants

Bonnie Sposato, Strategic Planner
 Phone: (602) 542-6931
 A.R.S. §§ 41-511 et. seq.

Mission:

To connect people with the outdoors and history of Arizona to build a lifetime of memories.

Description:

Arizona State Parks and Trails serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	3,931.1	17,937.5	17,937.5
Total	3,931.1	17,937.5	17,937.5
FTE Positions	17.00	17.00	17.00

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

Goal: Open 60 miles of non-motorized trails by June 2025 (State Goal)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
# miles of non-motorized trails opened or reopened	0	30	44	30	30

Goal: To grow new, and leverage existing key partnerships to maximize ROI

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total 'impact of grant dollars granted (includes matching funds)	\$30,998,953	\$32,000,000	\$35,234,979	\$35,234,979	\$35,234,979

Program Summary

Administration

Bonnie Sposato, Strategic Planner
Phone: (602) 542-6931
A.R.S. §§ 41-511 et. seq.

Mission:

To connect people with the outdoors and history of Arizona to build a lifetime of memories.

Description:

Arizona State Parks and Trails serves the communities of Arizona through stewardship, partnerships and conservation, and acts as an economic driver for the state. The agency manages and protects more than 30 parks and natural areas and oversees the statewide trails program, the State Historic Preservation Office (SHPO), and the Arizona Family Campout and statewide Off-Highway Vehicle (OHV) programs. The agency administers more than five outdoor-related and historic preservation grant programs and manages statewide outdoor recreation planning.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	4,219.2	4,254.8	4,254.8
Total	4,219.2	4,254.8	4,254.8
FTE Positions	53.00	53.00	53.00

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

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/probationary public employees who have been dismissed, suspended, or involuntarily demoted resulting from disciplinary action. The Arizona State Personnel Board also hears and reviews complaints filed under the whistleblower statute. Under the direction of the presiding hearing officer, the proceedings are conducted 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 matter. The hearing officer determines the facts based on the evidence presented and makes a recommendation to the Arizona State Personnel Board. Board members are subsequently provided with case information so they may determine whether the proper level of discipline has been imposed.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Appeals/Complaints	822.5	363.7	377.4
Total	822.5	363.7	377.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	332.3	363.7	377.4
Other Non-Appropriated Funds	490.2	0.0	0.0
Total	822.5	363.7	377.4
FTE Positions	2.00	2.00	2.50

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	6,966.6	5,668.6	7,003.3
Total	6,966.6	5,668.6	7,003.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	4,851.9	3,568.6	4,903.3
Other Non-Appropriated Funds	2,114.7	2,100.0	2,100.0
Total	6,966.6	5,668.6	7,003.3
FTE Positions	36.00	33.40	39.40

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

5 Year Plan

Issue: Database Modernization and Integration

Description: The current database does not meet the current requirements due to the following:

The timeframes are difficult to manage for timeliness of application processing

Inspections of facilities is backlogged and prioritization is currently archaic in nature

Solutions:

Modernization of the Pharmacy Boards current database will greatly enhance the boards obligation to the general public and licensees. This will allow the board to process applications and conduct inspections in a timely manner and allow for greater efficiency. The time gained from the backlog and applications being processed will allow for the board to create new processes to streamline productivity.

Issue: Legislation/Board rules

Description: In reference to House Bill 2686, the legislative body imposing a 180 day turn around for lodging complaints to adjudication. This effects the Pharmacy Boards ability to process investigations and its ability to fulfill its mission to protect the public.

Solutions:

Solutions to this would be additional manpower allocated specifically for compliance. This would further the boards mission to provide quality and protect the public with proper investigations and due process. In addition, to meeting the proposed legislation of the 180 day deadline.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	30.0	30.0	30.0
Other Appropriated Funds	5,500.0	5,500.0	5,500.0
Non-Appropriated Funds	2,100.0	2,100.0	2,100.0
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
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	86,715	125,000	112,974	125,000	125,000

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Pharmacies-Inspections	763	1,000	648	700	700
Compressed medical gas suppliers & distributors-Inspections	179	250	112	150	150
Wholesaler-Inspections	60	75	49	65	65
Re-inspections	40	50	5	15	15
Total number of inspections conducted	1,117	1,350	869	1,000	1,000

Goal: To maintain a comprehensive electronic Controlled Substance Prescription Monitoring Program.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	1,920,000	2,050,000	2,100,000	2,050,000	2,100,000
Length of time in hours required to provide reports pertaining to suspect activity to requestor (practitioner, law enforcement agency).	1,700	1,700	2,000	1,700	2,000
About how many licensed PRESCRIBERS were there?	42,551	43,000	44,211	43,000	44,000
About how many licensed/permitted DISPENSERS were there?	8,210	8,300	8,193	8,300	8,200
for PRESCRIBERS: How many solicited reports were produced?	7,866,295	8,000,000	6,881,802	8,000,000	8,000,000
For PRESCRIBERS: How many unsolicited reports were produced?	1,590,053	2,000,000	1,657,958	2,000,000	1,750,000
for DISPENSERS: How many solicited reports were produced?	6,846,900	7,000,000	6,266,842	7,000,000	6,500,000
For Law Enforcement INVESTIGATIONS OR COMPLAINTS or Court Order: How many solicited reports were produced?	400	500	442	500	500
For Professional Licensing Board INVESTIGATION OR COMPLAINTS: How many solicited reports were produced?	4,800	4,000	3,283	3,500	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.	13,155	14,000	14,576	14,000	15,000

Agency Summary

Board of Physical Therapy Examiners

Judy Chepeus, Executive Director

Phone: (602) 271-7365

A.R.S. § 32-2001 et seq.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	472.4	596.0	626.2
Total	472.4	596.0	626.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	472.4	596.0	626.2
Total	472.4	596.0	626.2
FTE Positions	4.00	4.00	4.50

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

5 Year Plan

Issue: Managing Increasing Demands Within Resource Constraints

Description: With its current appropriated level of resources, it is increasingly more difficult to fulfill the Board's statutory duty. While the Board's appropriated FTE has stagnated at 4.0, the practice of physical therapy has grown in every category as outlined below. Public access to information and timely responses from the agency is at risk as the Board is operating with inadequate personnel and is unable to fully leverage the available financial resources to carry out its mandate.

- * From FY13 to FY24 the number of AZ regulated practitioners and entities increased by 136%
- * From FY13 to FY24 the number of appropriated FTE positions remained constant at 4
- * From FY18 to FY24 the pathways to practice physical therapy in AZ increased by 75%
- * From FY18 to FY24 the number of initial applications, registrations, and privileges increased by 59%

National trends including, but not limited to, telehealth (both interstate and intrastate) and compact privileges has increased the mobility of licensure. The increased number of pathways to practice in Arizona, increases the inquiries by practitioners and the public seeking clarity regarding the practice options and requirements therein. Submitted applications are ever more complex requiring additional processing time for each submission.

With an increased number of regulated professionals and entities providing physical therapy services in this state, it can be reasonably anticipated that the number of complaints submitted to and investigated by the Board will increase as well. Complaint adjudication also involves consistent compliance monitoring. After a case has been adjudicated by the Board, there can be months and even years of compliance monitoring to ensure the remediation ordered is completed accurately and appropriately.

These significant and ever-increasing demands on personnel resources are inversely related to the quality of service the Board can provide to the very public it serves. During a typical week, the Board's Executive Director and Administrative Services Officer devote an additional 10 to 15 hours of non-compensated time in order to manage the daily demands of the agency's functions. While staff has worked diligently to meet all responsibilities as timely as possible, consistently overextending staff will promote burnout and the potential loss of experienced and valued personnel.

The Board's goal is to provide exemplary protection of and service to the public. This includes, but is not limited to:

- * Processing applications, registrations, inquiries and requests not only within the timeframes mandated by statute and/or rule, but to exceed those timeframes to ensure the public seeking physical therapy can access qualified practitioners.
- * Investigating complaints and adjudicating matters before the Board completely and timely.
- * Monitoring compliance with Board orders for effective remediation and return to safe practice.
- * Engaging in outreach opportunities to positively influence compliant practice that proactively safeguards the public.

The ability to perform at the desired level is compromised by the resource restrictions under which it must operate.

Solutions:

Leverage technology to speed processes as available and automate where possible. Pursue digitization of historical paper files to speed research and manage agency records. Seek additional personnel resources through the submitted funding request for an additional 0.5 FTE Programs Project Specialist. This requested position class is one that can be maximized to perform in a variety of capacities to manage demand spikes whether occurring within licensing, investigations, or compliance maintenance.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	4.5	4.5	4.5
Other Appropriated Funds	624.2	624.2	624.2

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

Goal: To efficiently process licensure and certification applications.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	853	875	773	850	850
Average time, in calendar days, between receipt of completed application to issuance or denial of licensure or certification.	3	3	5	5	5
Number of licenses/certificates denied.	0	0	0	0	0
Number of licenses/certificates renewed	7,892	N/A	N/A	8,200	N/A
Number of applications received	967	1,015	846	1,000	1,000

Goal: To investigate and adjudicate complaints in a timely manner.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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.	62	55	45	65	100
Percent of unlawful practice complaints over which the Board has jurisdiction investigated.	100	100	100	100	100
Total number of disciplinary actions issued	22	30	21	30	30
Number of licenses suspended/revoked/voluntarily surrendered	4	4	8	4	4
Total number of unlawful practice investigations received by the Board for investigation	6	0	0	10	0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of written requests for public records received.	57	50	70	50	50
Percent of requests for license verifications processed and issued within 15 days of receipt	97	100	81	95	95
To achieve an average score of 3.5 on a scale of 0 to 5.0 on the agency's customer satisfaction survey.	4	4	3	4	4
Number of formal verifications of licensure prepared and issued.	520	500	507	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of physical therapist licensees whose continuing competence records were successfully audited by the Board for compliance.	2	N/A	N/A	2	N/A
Percent of continuing competence audit notices sent within 60 calendar days following the license renewal deadline. The audit is done every two years following renewal. Some years will have no results.	100	N/A	N/A	100	N/A

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Arizona Pioneers' Home	7,977.5	8,502.8	10,857.2
Total	7,977.5	8,502.8	10,857.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	7,956.7	8,492.1	10,846.5
Other Non-Appropriated Funds	20.8	10.7	10.7
Total	7,977.5	8,502.8	10,857.2
FTE Positions	107.29	107.29	107.29

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 provide quality care and resident services that exceed the highest and best practice

Description: Increase resident satisfaction and increase retention of current employees

Issue: To build a culture of highly engaged employees

Description: Increase individual employee Annual AZ Performs Evaluation score and Increase Employee Engagement Survey participation

Issue: To optimize communication and marketing to increase awareness, partnerships and admissions

Description: Develop and implement a marketing plan and increase marketing reach

Issue: To increase efficiency and effectiveness of operations

Description: Modernize technology

Issue: To ensure restoration and preservation of the Arizona Pioneers' Home

Description: Resolve priorities identified in the Facility Assessment Report

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	107.3	107.3	107.3
Other Appropriated Funds	9,151.9	9,151.9	9,151.9
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
The Pioneers' Home will have no greater than 3 deficiencies at annual survey by the Arizona Department of Health Services.	2	3	0	3	3

Goal: To build a culture of highly engaged employees

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of employees meeting the target AZ preforms Evaluation score	100	90	100	90	90

Goal: To optimize communication and marketing to increase awareness, partnerships, and admissions

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of milestones completed on time	30	70	70	70	80

Goal: To increase efficiency and effectiveness of operations

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average census	65	80	66	85	108
Monthly cost per resident (in dollars)	8,926	8,690	10,581	8,216	10,053

Goal: To ensure restoration and preservation of the Arizona Pioneers' Home

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of priorities completed in the Facility Assesment Report	40	60	20	20	20

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	169.7	202.7	202.7
Total	169.7	202.7	202.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	169.7	202.7	202.7
Total	169.7	202.7	202.7
FTE Positions	1.00	1.00	1.00

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

5 Year Plan

Issue: Digitization

Description: Although licensees and applicants are able to apply for a new application or a renewal application through the Board's online portal, the Board is not completely paperless. Digitization would improve the efficiency of the Board as well as decrease paper usage.

Solutions:

To continue to scan paper files.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	1.0	1.0	1.0
Other Appropriated Funds	202.7	202.7	202.7

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
	0	0	0	0	0
Active licensees	516	516	514	516	516
Average overall timeframe to process initial application	25	25	23	25	25
License applications received	41	41	34	41	41
New licenses issued	35	40	33	40	40
Renewal licenses issued	470	470	464	470	470

Goal: To efficiently investigate complaints pursuant to the Board's statutes and rules

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of calendar days to resolve a complaint	250	180	175	180	180
Number of complaints resolved	20	20	27	20	20
Total number of complaints opened	25	25	23	25	25

Goal: To effectively and accurately respond to public record requests

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of written public information requests received	12	10	19	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Arizona Power Authority	20,276.6	20,927.7	20,927.7
Total	20,276.6	20,927.7	20,927.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,000.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	19,276.6	20,927.7	20,927.7
Total	20,276.6	20,927.7	20,927.7
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 235 private postsecondary educational institutions, which collectively offer 3,099 vocational and degree programs. These institutions include private universities, colleges, career colleges, and vocational schools, serving approximately 341,000 students annually and generating a gross tuition revenue of \$2.9 Billion.

Arizona's educational institutions have a far-reaching impact, extending their services beyond state borders to students nationwide and globally. They employ a mix of on-site and online learning methods to provide education and training. Furthermore, Arizona institutions can participate in the State Authorization Reciprocity Agreement (AZ-SARA), which simplifies the licensure process across 49 states and several territories, enhancing accessibility and efficiency for these educational entities.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	440.1	453.0	553.0
Student Tuition Recovery Fund	256.2	262.0	262.0
Total	696.3	715.0	815.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	440.1	453.0	553.0
Other Non-Appropriated Funds	256.2	262.0	262.0
Total	696.3	715.0	815.0
FTE Positions	6.00	6.00	6.00

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

5 Year Plan

Issue: Improve Regulatory Rules and Processes

Description: The PPSE Board reviews and approves new institutional applications, license renewals, new programs, changes or additions to locations, and changes in ownership to ensure compliance with relevant statutes and regulations. Additionally, the PPSE Board plays a key role in the federal "Triad" overseeing the federal student loan program, alongside the U.S. Department of Education and regional and national accrediting agencies.

Solutions:

Regularly review and update policies and procedures to improve their effectiveness and efficiency. Periodically evaluate regulatory expertise in professional licensing and accreditation. Strengthen understanding of evolving federal regulations and accrediting standards. Stay current with emerging trends in the postsecondary education sector.

Issue: To improve the Student Complaint Process

Description: We plan to leverage the Thential Complaint Portal to enhance the student complaint process by streamlining submission, tracking, and resolution of complaints. The portal will provide students with an accessible and user-friendly platform to file complaints, ensuring timely and transparent handling. By centralizing complaint management, we aim to improve communication, expedite resolutions, and ensure that all issues are addressed effectively, ultimately enhancing the overall student experience.

Solutions:

This will improve the speed complaints are investigated.

Issue: Maintaining effective and efficient regulation of the private postsecondary education sector.

Description:

The State Legislature established the PPSE Board in 1970 to license and regulate private institutions offering vocational and degree-granting programs. These programs, provided by private postsecondary educational institutions, span a wide range—from dog grooming to advanced degrees such as Ph.D.s in various fields, including Juris Doctorates and Doctors of Dental Medicine. Programs are available in campus-based formats, online, or through a combination of both.

Solutions:

Enhance the e-Licensing platform to streamline the licensing processes, including renewals and all supplemental applications for new programs, location changes, ownership transfers, and name changes, benefiting both licensees and Board staff.

Expand knowledge and understanding of increasingly complex federal regulations and accrediting standards.

Collaborate with licensed institutions to improve their policies and procedures, enhancing institutional operations and benefiting students.

Continue active participation with Community Colleges and the State University on the AZ-SARA Council

Continue to serve in leadership role with NASASPS.

Issue: Strengthen personnel structure and leadership capability.

Description:

The PPSE Board is dedicated to supporting the private postsecondary sector by fostering the success of both students and licensed institutions. The Board also champions innovation to enhance effectiveness and performance.

Solutions:

Goals:

Enhance and improve the e-Licensing platform by enhancing the Thentia platform.

Strengthen training and development for current staff.

Continue to provide prompt, courteous, and professional services to all stakeholders and partners.

Performance Measures:

Number of new institutions, renewals, and supplemental license applications processed within established timeframes.

Number of new institutions, renewals, and supplemental license applications processed outside of established timeframes.

Number of students enrolled.

Number of adverse actions taken, such as required remedial actions, additional reporting, monitoring, or higher surety bonds.

Customer service satisfaction rate exceeding 90%.

Number of student complaints resolved or dismissed.

Number of student complaints resulting in disciplinary action.

Number of non-student complaints resolved or dismissed.

Number of non-student complaints resulting in disciplinary action.

Average number of days to investigate and adjudicate student complaints.

Average number of days to investigate and adjudicate non-student complaints.

Issue: Assist a closing institution in executing an orderly closure and facilitating a potential teach-out plan.

Description:

The PPSE Board oversees the Student Tuition Recovery Fund, working closely with closing institutions to offer students alternative options for continuing their education at another institution. The Board also provides support to students currently enrolled or who attended the closing or closed school.

Solutions:

Strategies:

Enhance communication processes with closing institutions to ensure students are promptly informed of their options, including the use of town halls to directly address student concerns and provide information.

Streamline collaboration with licensed institutions to facilitate efficient teach-out opportunities for affected students.

Optimize the processing of Student Tuition Recovery Fund claims to ensure timely and accurate resolution.

Issue: Efficiently collect and secure monies sufficient to provide for student financial restitution.

Description: Through the Student Tuition Recovery Fund, the PPS Board offers financial restitution to students who were enrolled at the time of a school closure and were unable to transfer to another institution. Additionally, the Board is implementing the digitization of transcripts to expedite the transfer process for affected students.

Solutions:

Strategies:

Continue assessing the Student Tuition Recovery Fund (STRF) for FY26 - FY27 to maintain the minimum requirement of \$500,000.

Mandate at-risk institutions to submit electronic copies of student records to the State Board and implement the digitization of transcripts to ensure secure and efficient access to student records.

Advocate for legislative changes to increase the STRF minimum to \$1,000,000, revise the assessment calculation, and require all institutions to contribute to the fund.

Issue: Quickly provide student record access to individuals impacted by a school closure.

Description: Improve process for students to acquire transcripts.

Solutions:

Strategies:

Secure student educational records from institutions identified as at risk.

Collaborate with RMC to digitize currently housed student records.

Update internal systems to accurately track the location of student educational records.

Require licensed institutions to maintain student records digitally to enhance efficiency in retrieving student information.

Issue: Update Board Rules

Description: Undertake a comprehensive review and update of the Board rules under Arizona Administrative Code Title 4, Chapter 39. This update aims to ensure that the rules reflect current best practices, address emerging trends in postsecondary education, and align with recent legislative changes. The revised rules will enhance regulatory oversight, streamline processes, and improve compliance for licensed institutions, ultimately benefiting students and stakeholders across Arizona's private postsecondary sector.

Solutions:

We plan to update the rules under Arizona Administrative Code Title 4, Chapter 39, through a thorough line-by-line review to identify areas needing clarification, modernization, or alignment with current practices. This process will involve active participation from current schools, engaging them in focus groups to gather feedback and insights. By incorporating the perspectives of those directly impacted by these regulations, we aim to create rules that are both practical and effective, ensuring they meet the evolving needs of Arizona's private postsecondary education sector.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0
Other Appropriated Funds	500.0	510.0	520.0
Non-Appropriated Funds	500.0	500.0	50.0

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 235 private postsecondary educational institutions, serving approximately 341,000 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	440.1	453.0	553.0
Total	440.1	453.0	553.0
FTE Positions	5.00	5.00	5.00

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

Goal:

To enhance legal operations, uphold ethical standards, and ensure quality education in the private postsecondary sector through the implementation of effective and improved regulatory practices.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	38	0	40	35
Number of claims filed	27	15	5	40	40
Number of claims paid/settled/closed	8	8	5	20	20
Number of claims pending	0	0	0	0	0
Number of claims rejected	19	6	5	15	15
Number of institutional closures	18	15	0	20	20

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of licenses denied	0	1	0	1	1
Number of students enrolled in private institutions	344,853	345,000	0	347,000	350,000
Total number of institutions licensed	225	237	237	242	245
Total number of renewal licenses approved	234	240	237	242	245
Total number of Supplemental Licenses approved	263	300	0	325	330

Goal:

To promptly investigate and resolve complaints.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Amount available to students (in thousands)	0	500	443	500	500
Amount of assessments collected (in thousands)	367	355	356	355	356
Number of annual student complaints investigated	30	35	14	35	30
Number of institutions billed	318	221	225	221	230
Number of non-student complaints investigated	8	6	7	8	8
Number of non-student Complaints Pending	5	2	4	2	4
Number of non-student complaints resolved	24	20	3	20	20
Number of non-student complaints resulting in disciplinary action	0	0	2	1	2
Number of Student Complaints Pending	5	5	0	8	0
Number of student complaints resolved/dismissed	35	32	6	34	30
Number of student complaints resulting in disciplinary action	5	2	1	2	1
Number of written inquiries (Letter of Intent, State Authorization Letters and student questions)	151	160	140	180	180

Goal:

To enhance the efficiency and administration of the licensing and regulation program through internal restructuring and the refinement of administrative policies. A review of the rules will be conducted, with revisions requested in FY25/26.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	5	5	3	3	4
Number of student record requests processed.	2,200	2,000	1,187	1,600	1,600

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	551.7	428.7	446.5
Behavior Analyst	77.7	216.1	309.2
Total	629.4	644.8	755.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	629.4	644.8	755.7
Total	629.4	644.8	755.7
FTE Positions	4.60	4.50	5.00

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

5 Year Plan

Issue: Behavior Analyst Investigations and Application Processing Demands 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 Arizona Board of Psychologist Examiners must acquire and expand staffing resources to conduct timely and thorough investigations of a dramatically increasing volume of both behavior analyst complaints, and of behavior analyst applications for licensure.

From FY2021 to FY2024, the number of applications for initial licensure have increased by 138%. Due to the volume increase and inadequate staffing, the agency’s average application administrative review time frame for calendar year 2023 was 72 days – more than twice the number of days (30) required by the Board’s application time frame rule R4-26-417.

From FY2014 to FY2024, the number of investigations has increased by 1,600%. Due to the volume and inadequate staffing, the average number of days to complete an investigation increased by 38% in only 2 years (FY2022 to FY2024).

From FY2014 to FY2024, the average number of licensees has increased by about 710%. This trend illustrates the growth of this profession and the implications of this growth with respect to imposing demands on the Board's insufficient resources.

Many of the agency's FY2024 performance metrics reflect poorer outcomes and manifest in reduced assurances the agency is adequately protecting the public.

Solutions:

The agency requires additional staff, and an expansion of existing staff capacity, to effectively protect the public and to meet its processing time frames mandates and performance standards. The request to increase staff to dedicate to behavior analyst investigations for FY2025 was rejected. The agency is nonetheless submitting a request for FY2026 to increase its appropriation to address its staffing deficiencies in both investigations and licensing.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	5.0	5.0	5.0
Other Appropriated Funds	755.7	751.7	751.7

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of behavior analyst licensees (active/inactive)	964	950	1,191	950	1,190
Number of applications received for initial behavior analyst licensure	410	350	381	430	450
Number of new behavior analyst licenses issued	195	225	230	250	250
Average number of days to process a behavior analyst initial application for licensure	47	42	100	100	100

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of behavior analysis-related complaints received	25	30	17	30	40
Number of behavior analyst-related complaints resolved	23	27	17	20	25
Average number of days taken to notify a behavior analyst of a complaint	9	10	6	10	10
Average number of days to resolve a behavior analyst-related complaint	184	250	254	300	300

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of active licensees.	2,562	2,100	2,165	2,000	2,000
Number of applications received for initial psychologist licensure	207	225	226	225	225
Number of new psychologist licenses issued	96	110	139	125	125
Average number of days to administratively process a psychologist application for licensure (from receipt to substantive review)	42	40	35	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)	7	15	21	20	20

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of investigations	49	55	52	55	55
Number of complaints opened concerning psychologists	35	40	34	40	40
Total number of dismissed psychology-related complaints	17	15	12	15	15
Number of non-disciplinary/rehabilitative actions taken against psychologists	4	5	3	5	5
Number of disciplinary actions taken against psychologists	2	8	5	7	7
Number of psychology-related complaints resolved at the Complaint Screening Committee level	16	15	9	12	12
Number of psychology-related complaints resolved at the Board level through Board actions	13	18	9	18	15
Number of psychology-related complaints received involving unlicensed practitioners/title violators/non-jurisdictional issues	5	10	35	30	30
Number of claims received against psychologists	9	15	12	15	15
Number of reviewed claims opened as complaints	5	6	6	8	8

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of claims against psychologists that have completed the review process	9	13	11	12	12
Average days taken to notify a psychologist of a claim. This is when the claim is resolved.	38	40	40	40	40
Average days taken to notify a psychologist of a complaint	3	3	5	8	10
Average days from date a psychology-related complaint is opened to resolution at Complaint Screening Committee	135	200	153	180	200
For psychology-related complaints referred to the full Board, average days from receipt of complaint to Board resolution/ Board action	193	200	183	250	250

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	100	0	100	100

Goal: To encourage public input regarding the Board's performance through customer surveys.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer satisfaction rating (scale 1-8)	6.4	7.0	7.4	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:

The Public Safety Personnel Retirement System (PSPRS) consists of three separate retirement plans for public safety, elected officials and correctional officers. The system provides pension payments and retirement benefits to nearly 60,300 active and retired members, and surviving beneficiaries, from more than 300 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Program-Retirement Benefit Provision	33,861.6	38,416.5	38,416.5
Total	33,861.6	38,416.5	38,416.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,000.0	6,000.0	6,000.0
Other Non-Appropriated Funds	27,861.6	32,416.5	32,416.5
Total	33,861.6	38,416.5	38,416.5
FTE Positions	95.00	99.75	99.75

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

Agency Summary

Department of Public Safety

Jeffrey Glover, Director
 Phone: (602) 223-2359
 A.R.S. §§41-1711 to 41-1794

Mission:

To provide public safety to the state of Arizona.

Description:

The Department of Public Safety (DPS) enforces state law with primary responsibilities in the areas of state-level policing, highway/freeway/interstate traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and licensing & permitting functions. Services also include criminal intelligence information sharing, criminal information systems and records, training, and statewide radio/data 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Agency Support	124,879.5	115,877.3	135,543.8
Highway Patrol	127,017.0	144,512.3	142,595.1
Criminal Investigations	94,283.5	112,967.8	107,745.3
Technical Services	103,232.9	100,911.5	102,008.1
Arizona Peace Officer Standards and Training	7,331.3	7,259.5	7,616.0
SLI Major Incident Division	7,600.5	15,500.0	15,500.0
Total	464,344.7	497,028.4	511,008.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	292,859.5	264,461.1	315,442.7
Other Appropriated Funds	69,471.7	80,263.0	81,640.8
Other Non-Appropriated Funds	102,013.5	152,304.3	113,924.8
Total	464,344.7	497,028.4	511,008.4
FTE Positions	2,360.95	2,426.45	2,450.45

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

Statewide Vision: An Arizona for everyone.

Agency Vision : To help build an Arizona where everyone feels safe and secure as a national model in providing state-level law enforcement services.

Agency Mission: To provide public safety to the state of Arizona.

Agency Description: The Department enforces state law with primary responsibilities in the areas of state-level policing, highway/freeway/interstate traffic safety, criminal interdiction, narcotics, organized crime, auto theft, commercial vehicle enforcement, sex offender monitoring and licensing & permitting functions.

Services include criminal intelligence information sharing, gang enforcement, threat analysis, scientific analysis, air rescue, critical incident investigations, criminal information systems and records, training and statewide radio/data 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED*	
23	2,074.2	\$364,162,500	\$82,444,000	\$117,076,200	\$74,976,000	\$563,682,700
24	2,105.7	\$366,140,600	\$78,359,100	\$84,530,400	\$49,701,200	\$529,030,100
25	2,167.7	\$262,246,500	\$76,741,400	\$111,575,900	\$68,106,100	\$450,563,800 ¹

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

¹Preliminary subject to the publication of the Joint Legislative Committee's FY25 Appropriations Report.

Executive Summary:

The strategic plan represents the Department's commitment to its core mission and vision of creating a safe and secure Arizona and setting a national standard for state-level law enforcement. This involves focusing on the Governor's initiative for professional development, retention, and recruitment to strengthen and unify our state troopers and professional staff, challenging the status quo and each other in pursuit of public safety.

Furthermore, the Department is committed to implementing initiatives set forth by the Governor to address emerging law enforcement needs in critical areas of highway and public safety. This will involve partnering with other agencies along the southern border and throughout the state to interdict the trafficking of fentanyl, provide analytical assistance, combat human and firearm trafficking on our highways, and offer technical and operational support to other criminal justice agencies.

The Department will invest in its threat liaison officer and threat vulnerability assessment programs. These initiatives are designed to enhance information sharing between agencies and educate public and private entities about services that can protect Arizona's critical infrastructure from potential future attacks. This proactive approach displays our commitment to ensuring the safety and security of our state.

The Department will continue to provide quality, reliable, and respectful service to Arizona's citizens while being vigilant in enforcing the state's laws.

Department of Public Safety

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome	Progress / Status
1	By June 2029, improve the licensing & permitting customer survey positive results by 20%. Metric: Percentage improvement of positive responses.	Fiscal (FY) 2025	Affordable & Thriving Economy.	New Outcome: The Department aims to improve the licensing and permitting experience including process times by developing a customer service survey for this area. The survey will assess progress on this outcome.
2	By June 2029, establish a coordinated response with law enforcement partners to reduce human and drug trafficking in communities within 100 km ¹ of the southern border. Metric: 5% reduction of human and drug trafficking-related crimes in southern border towns.	FY2025	Public Safety, Border Security, and Corrections	New Outcome: The Department aims to improve communication and coordination with other law enforcement partners along the southern border and provide public education to support communities in reducing human and drug trafficking. ¹ Kilometers (km) is based on Interstate 19 (north/south) distance markers for reference to draw a horizontal (east/west) delineation line across the state.
3	By June 2029, reduce by 5% the reported National Incident Based Reporting System (NIBRS) rate of violent crimes where a firearm was used in the crime. Metric: Reduction in firearm-related crimes reported in NIBRS using the Federal Bureau of Investigation definition of violent crime.	FY2025	Public Safety, Border Security, and Corrections	New Outcome: The Department will use NIBRS to track violent crimes where firearms are used.
4	By June 2029, increase by 5% the intelligence capacity of partnership stakeholders to combat large-scale threats to critical infrastructure. Metric: Percentage improvement of capacity and outreach.	FY2025	Public Safety, Border Security, and Corrections	New Outcome: The Department aims to increase the number of personnel that specialize in these areas and provide education to those entities that are at risk of threat.
5	By June 2029, realize (or enact) 75% of the multi-faceted components in the Department's staffing, hiring and retention master plan. Metric: Percentage of the master plan realized (or enacted).	FY2025	Affordable and Thriving Economy	New Outcome: Continue to assess and develop strategies to address critical shortages and needs in department staffing.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.1 By June 30, 2025, use survey results to develop an action plan for FY26.</p> <p>1.2 By June 30, 2025, improve the Applicant Processing Team's background check completion timeframe from 30 to 15 days for applicants with no criminal history.</p>	<p>1.1 Percentage completed. 100%</p> <p>1.2 Number of days. 15</p>	<p>Conduct content workgroup and information technology (IT) design coordination meetings; build the survey; coordinate with IT for distribution; distribute the survey; coordinate with community/industry advisory groups for survey awareness; analyze survey results; create FY26 action plan. Implement artificial intelligence to process paper applications and upgrade the computer system/infrastructure for overall processing.</p>
2	<p>2.1 By June 30, 2025, meet 75% of the initiative indices that contribute to the objective.</p> <p>2.2 By June 30, 2025, increase the number of public education announcements from two to four targeting human and drug trafficking in southern border communities.</p>	<p>2.1 Percentage of indices completed. 75%</p> <p>2.2. Number of public education announcements released. 4</p>	<p>Indices: Develop a fentanyl dashboard (project); conduct quarterly highway interdiction details (project); distribute and install Regional Information Sharing System network currency tracking program (project); continue covert drug investigations (output); gang members identified and arrested (output); continue organized crime and gang investigations (output). Coordination with Public Affairs to produce educational material; baseline incoming public tips/leads to measure future impact.</p>
3	<p>3.1 By June 30, 2025, establish a best-practices filing protocol for violent crimes involving firearms with each county. (A3 Breakthrough)</p> <p>3.2 By June 30, 2025, decrease by 5% the turnaround time for National Integrated Ballistic Information Network (NIBIN) testing.</p>	<p>3.1 Number of counties completed. 15</p> <p>3.2 Percentage decrease. 5%</p>	<p>Conduct collaborative meetings with the county attorneys; develop training products as each county is completed; conduct trooper training when each training product is ready; baseline turndown rate to measure future impact. Provide NIBIN procedures training (weapons safety checks, deoxyribonucleic acid (DNA) swabbing, casing collection and reporting); baseline current NIBIN turnaround time using data from previous years to measure future impact.</p>
4 (Continued on Page 4.)	<p>4.1 By June 30, 2025, complete an effectiveness assessment of the overall threat liaison officer (TLO) program statewide.</p> <p>4.2 By June 30, 2025, complete an effectiveness assessment of the overall (cont'd next page)</p>	<p>4.1 Percentage complete. 100%</p> <p>4.2 Percentage complete. 100%</p>	<p>Identify all trained TLOs and threat vulnerability assessments (TVAs) statewide, identify all actively working TLOs and TVAs statewide, identify statewide needs for both the Department and law enforcement partners.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4 (Continued from Page 3.)	<p>4.2 (cont'd) threat vulnerability assessment (TVA) program statewide.</p> <p>4.3 By June 30, 2025, increase the number of educational outreach events to promote DPS TVA services from four to six.</p>	4.3 Number of events. 6	Identify new stakeholder and/or events to attend to promote services; contact and/or schedule with stakeholder or event; staff the service with TLOs and TVAs to conduct the outreach.
5	5.3 By June 15, 2025, fully develop and finalize the plan for implementation in FY26.	5.3 Percentage complete. 100%	Conduct planning and development meetings with internal and external stakeholders; conduct a classification and compensation audit; complete an internal recruiting and retention survey; review and analyze marketing and social media data; review and analyze separation data.

Stakeholder Engagement Plan (Summary) :

- Internal:** Outcome 1, internal meetings with applicant teams and information technology teams.
 Outcome 2, internal units including K9, narcotics, commercial vehicles and highway patrol through meetings and expectations.
 Outcome 3, internal detectives through expectations briefings.
 Outcome 4, to TLO, TVA staff through expectations briefings.
 Outcome 5, identify liaisons in each division to participate in working group meetings and leadership briefings.
- External:** Outcome 1, community and industry through the survey and online information.
 Outcome 2, law enforcement agencies within the defined southern border area and the community via social media.
 Outcome 3, county prosecutors through meetings.
 Outcome 4, through partnerships with participating law enforcement agencies and the private sector via outreach activity.
 Outcome 5, Governor's Office, Arizona Department of Administration for research (reports, statistics, documents) and review/approval.

Communication Plan (Summary):

- Internal:** Outcome 1, licensing and permitting employees participation during development and through public survey distribution.
 Outcome 2, conduct workgroup operational briefings on expectations and outcomes, information/intelligence sharing.
 Outcome 3, conduct workgroup meetings to set expectations and deliverables.
 Outcome 4, conduct TVA/TLO workgroup meetings/training.
 Outcome 5, workgroup electronic messaging, meetings in-person and via teleconference platforms.
- External:** Outcome 1, enhancement to the Public Services Portal stating there is a survey once the customer is finished with their transaction.
 Outcome 2, conduct meetings with law enforcement partners to obtain feedback, support and participation and outcome reporting.
 Outcome 3, reach out to prosecutors to meet in-person or via teleconference to collaborate on best practices.
 Outcome 4, attend public safety events to promote and actively reach out to introduce the Department to new entities with critical infrastructure.
 Outcome 5, direct communication and reach out via electronic means and/or in-person and through meetings.

5 Year Plan

Issue: Licensing and Permitting Improvement

Description: New for FY2025, the Department aims to improve the licensing and permitting experience and processing times. The Department will develop and implement a continuing customer service survey for this issue. The survey will assess progress on this outcome.

Solutions:

1 By June 2029, improve the licensing & permitting customer survey positive results by 20%.

1.1 By June 30, 2025, use the survey results to develop an action plan for FY26.

1.1.a. Conduct meetings for survey content and online distribution.

1.1.b. Coordinate with IT for distribution.

1.1.c. Coordinate with community/industry advisory groups for survey awareness.

1.1.d. Analyze survey results.

1.1.e. Build the survey.

1.1.f. Distribute the survey.

1.2 By June 30, 2025, improve the Applicant Processing Team's background check completion timeframe from 30 to 15 days for applicants with no criminal history.

1.2.a. Build out and update to new computer system/infrastructure.

Issue: Southern Border Human and Drug Trafficking Reduction

Description: New for FY25, the Department aims to improve communication and coordination with other law enforcement partners along the southern border and provide public education to support communities in reducing human and drug trafficking.

The southern border area is defined as 100 miles north of the border using Interstate 19 north/south distance markers for reference to draw a horizontal (east/west) delineation line across the state.

Solutions:

2 By June 2029, establish a coordinated response with law enforcement partners to reduce human and drug trafficking in communities within 100 kilometers of the southern border.

2.1 By June 30, 2025 meet 75% of the initiative indices that contribute to the objective.

2.1.a. Develop a fentanyl dashboard.

2.1.b. Conduct quarterly highway interdiction details.

2.1.c. Distribute and install Regional Information Sharing System currency tracking program.

2.1.d. Continue covert investigations.

2.1.e. Gang members arrested and identified.

2.1.f. Continue organized crime and gang investigations.

2.2 By June 30, 2025, increase the number of public education announcements from two to four targeting drug and human trafficking to southern border communities.

2.2.a. Coordinate with public affairs to produce announcements.

2.2.b. Baseline incoming public tips/leads to measure future impact.

Issue: Reduction in Violent Crimes where a Firearm is Used

Description: New for FY25, the Department will use National Incident Based Reporting System (NIBRS) data on violent crimes where a firearm was used in the crime and employ methods to reduce those rates in an attempt to lower firearm violence.

The Department will use the Federal Bureau of Investigation's definition of violent crime: Murder and nonnegligent manslaughter, rape, robbery and aggravated assault.

Solutions:

3. By June 2029, reduce by 5% the reported National Incident Based Reporting System (NIBRS) rate of violent crimes where a firearm was used in the crime.
 - 3.1 By June 30, 2025, establish a best practices filing protocol for violent crimes involving firearms with each county. This is the Department's A3 Breakthrough.
 - 3.1.a. Collaborate with each county prosecutor.
 - 3.1.b. As counties are completed, start training development.
 - 3.1.c. When training development is completed, roll training out to state troopers.
 - 3.2 By June 30, 2025, decrease by 5% the turnaround time for National Integrated Ballistic Information Network (NIBIN) testing.
 - 3.2.a. Provide training on NIBIN tasks to employees.
 - 3.2.b. Baseline current turnaround time to measure future impact.

Issue: Improve Protection of Critical Infrastructure

Description: New for FY25, the Department aims to increase the number of personnel that specialize in threat liaison and assessment skills and provide education to critical infrastructure entities that are at risk of threat.

Solutions:

- 4 By June 2029, increase by 5% the intelligence capacity of partnership stakeholders to combat large-scale threats to critical infrastructure.
 - 4.1 By June 30, 2025, complete an effectiveness assessment of the overall threat liaison officer (TLO) program statewide.
 - 4.1.a. Identify all trained TLOs statewide.
 - 4.1.b. Identify all actively working TLOs statewide.
 - 4.1.c. Identify statewide needs.
 - 4.2 By June 30, 2025, complete an effectiveness assessment of the overall threat vulnerability assessment (TVA) program statewide.
 - 4.2.a. Identify all trained TVAs statewide.
 - 4.2.b. Identify all actively working TVAs statewide.
 - 4.2.c. Identify statewide needs.
 - 4.3 By June 30, 2025, increase the number of educational outreach events to promote the Department's TLO/TVA services from four to six.
 - 4.3.a. Identify new private sector customers or public safety events to invite or attend.
 - 4.3.b. Schedule outreach events.
 - 4.3.c. Staff TLO and TVA instructors to conduct the outreach.

Issue: Addressing Critical Staffing Needs and Shortages

Description: New for FY25, the Department will continue to assess and develop strategies to address critical shortages and needs in its staffing for both sworn troopers and professional staff.

Solutions:

- 5 By June 2029, realize (or enact) 75% of the multi-faceted components in the Department's staffing, hiring and retention master plan.
 - 5.1 By June 15, 2025, fully develop and finalize the staffing and retention plan for implementation in FY26.
 - 5.1.a. Conduct planning and development meetings with internal and external stakeholders.
 - 5.1.b. Conduct a classification and compensation audit.
 - 5.1.c. Complete an internal recruiting and retention survey.
 - 5.1.d. Review and analyze marketing and social media data.
 - 5.1.e. Review and analyze separation data.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	2,499.5	2,549.5	2,600.5
General Fund	325,710.5	335,481.8	345,546.3
Other Appropriated Funds	84,090.0	86,612.7	89,211.1
Non-Appropriated Funds	55,684.6	57,355.1	59,075.8
Federal Funds	61,658.0	63,507.7	65,412.9

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	68,315.2	58,519.0	82,652.7
Other Appropriated Funds	8,152.2	8,456.1	8,512.6
Other Non-Appropriated Funds	48,412.0	48,902.2	44,378.5
Total	124,879.5	115,877.3	135,543.8
FTE Positions	319.00	319.10	332.10

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	52,088.6	47,791.6	69,964.8
Other Appropriated Funds	3,545.0	6,404.2	6,460.7
Other Non-Appropriated Funds	47,718.6	48,204.2	43,680.5
Total	103,352.2	102,400.0	120,106.0
FTE Positions	262.00	262.10	275.10

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Human Resources recruiting events conducted/attended.	0	0	81	48	48
No target tracking item. Percentage of cadet troopers starting an academy class that meet diversity principles.	68	0	82	0	0
ASD. Number of the 20 remote trooper homes completed.	0%	100%	13%	20%	0%

Goal: By June 15, 2025 fully develop and finalize the hiring and retention plan for implementation in FY26.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 15, 2025, fully develop and finalize the hiring master plan for implementation in FY26.	0%	0%	0%	100%	0%
Complete an internal recruiting and retention survey.	0%	0%	0%	100%	0%
Conduct a classification and compensation audit.	0%	0%	0%	100%	0%
Conducting hiring/retention planning and development meetings with internal/external stakeholders.	0	0	0	8	0
Review and analyze marketing and social media data.	0	0	0	1	0
Review and analyze separation data.	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 Aviation Bureau provides critical operational and aviation support to the Department and the citizens of Arizona through its fleet of rotary and fixed-wing aircraft. Aviation also provides support to local, state, and federal partners. The Aviation Bureau maintains four rotary-wing air bases throughout Arizona, one fixed-wing air base, and one maintenance hangar located at Phoenix Sky Harbor Airport.

The current Aviation Bureau aircraft fleet is comprised of three Bell 429 helicopters, two Bell 407 helicopters, and two King Air fixed-wing aircraft. The Aviation Bureau leadership includes an aviation commander, a chief rotary-wing pilot, a fixed-wing supervisor, four rotary-wing supervisors, two technician supervisors, and a chief paramedic.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,361.4	6,199.2	6,732.8
Other Appropriated Funds	1,549.3	981.5	981.5
Other Non-Appropriated Funds	693.4	698.0	698.0
Total	7,604.1	7,878.7	8,412.3
FTE Positions	57.00	57.00	57.00

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

Goal: To improve public safety in Arizona.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
ASD. Percentage of aviation availability.	62%	55%	63%	55%	55%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	81,906.3	83,359.5	83,359.5
Other Appropriated Funds	27,062.2	33,317.6	32,960.0
Other Non-Appropriated Funds	18,048.5	27,835.2	26,275.6
Total	127,017.0	144,512.3	142,595.1
FTE Positions	963.00	969.00	969.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	80,986.7	80,645.4	80,645.4
Other Appropriated Funds	20,718.8	26,150.2	26,545.1
Other Non-Appropriated Funds	9,262.3	11,192.3	10,438.2
Total	110,967.8	117,987.9	117,628.7
FTE Positions	860.00	869.00	869.00

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

Goal: To improve public safety in Arizona.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Decrease average roadway collision clearance times.	14.4	14.4	13.5	14.0	14.0
Number of Highway Patrol DUI enforcement details.	0	0	118	68	68
Number of Highway Patrol restraint-focused details conducted.	0	0	57	40	40
Number of Highway Patrol-issued hazardous violations.	297,292	0	555,784	0	0
Number of highway fatalities.	347	N/A	324	N/A	N/A
HPD. Number of district details focused on collision-causing hazardous violations.	284	72	165	68	68

Subprogram Summary

Commercial Vehicle Enforcement

Deston Coleman Jr, Assistant Director
 Phone: (602) 568-3448
 A.R.S. §§ 41-1711 et. seq.

Mission:

To ensure safe, secure and efficient commercial vehicle transport across Arizona.

Description:

The Highway Patrol is comprised of uniformed sworn personnel and professional staff assigned to commercial vehicle enforcement (CVE) throughout the state. The Highway Patrol CVE inspects and enforcement commercial vehicle regulations on all commercial vehicles including school buses, tow trucks and household moving companies as well as manages federal grants.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	919.5	2,714.1	2,714.1
Other Appropriated Funds	4,648.2	3,507.4	3,524.9
Other Non-Appropriated Funds	7,677.6	15,442.9	14,637.5
Total	13,245.3	21,664.4	20,876.5
FTE Positions	103.00	100.00	100.00

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

Goal: To improve public safety in Arizona.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of troopers achieving commercial vehicle certification.	38%	39%	41%	34%	34%
CMV. Number of commercial motor vehicle drivers placed out of service.	0	0	4,484	0	0
CMV. Number of commercial motor vehicles placed out of service.	0	0	4,940	0	0
CMV. Number of operational details targeting commercial vehicles.	115	96	141	40	40

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	76,863.9	62,579.0	87,856.2
Other Appropriated Funds	6,693.7	6,654.1	6,833.1
Other Non-Appropriated Funds	10,725.9	43,734.7	13,056.0
Total	94,283.5	112,967.8	107,745.3
FTE Positions	460.20	456.20	456.20

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:

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	28,166.0	29,123.5	30,123.5
Other Appropriated Funds	3,022.2	3,156.8	3,263.8
Other Non-Appropriated Funds	10,725.9	14,854.1	11,852.6
Total	41,914.1	47,134.4	45,239.9
FTE Positions	261.90	257.90	257.90

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

Goal: By June 30, 2025 increase the number of public education announcements from two to four targeting human and drug trafficking in southern border communities.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Baseline incoming tips/leads to measure future impact.	0	0	0	0	0
By June 30, 2025, increase the number of public education announcements from two to four targeting drug and human trafficking to southern border communities.	0	0	2	4	0
Coordinate with Public Affairs Unit to produce announcements.	0	0	0	1	0

Goal: By June 30, 2025 establish a best practices filing protocol for violent crimes involving firearms with each county.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
As counties are completed, start training development.	0	0	0	15	0
Baseline current turndown rate to measure future impact.	0	0	0	0	0
By June 30, 2025, establish a best practices filing protocol for violent crimes involving firearms with each county.	0	0	0	15	0
Collaborate with each county prosecutor.	0	0	0	15	0
When training completed, roll out each county to troopers.	0	0	0	15	0

Goal: By June 30, 2025 complete an effectiveness assessment of the overall threat liaison officer (TLO) program statewide.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 30, 2025, complete an effectiveness assessment of the overall threat liaison officer (TLO) program statewide.	0%	0%	0%	100%	0%
Identify all actively working TLOs statewide.	0%	0%	0%	100%	0%
Identify all trained TLOs statewide.	0%	0%	0%	100%	0%
Identify TLO statewide needs.	0%	0%	0%	100%	0%

Goal: By June 30, 2025 increase the number of educational outreach events to promote DPS TVA services from four to six.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 30, 2025, increase the number of educational outreach activities for TVA services from four to six.	0	0	4	6	0
Identify new private sector customers or public safety events to invite or attend.	0	0	0	6	0
Schedule TLO/TVA outreach events.	0	0	0	6	0
Staff TLO/TVA instructors to conduct the outreach.	0	0	0	6	0

Goal: By June 30, 2025 meet 75% of the initiative indices that contribute to the objective.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 30, 2025, meet 75% of the initiatives that contribute to the objective.	0%	0%	0%	75%	0%
Develop fentanyl dashboard.	0%	0%	0%	100%	0%
Distribute and install RISS network currency tracking program.	0%	0%	0%	100%	0%
Quarterly highway interdiction details.	0	0	0	4	0

Goal: By June 30, 2025 complete an effectiveness assessment of the overall threat vulnerability assessment (TVA) program statewide.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 30, 2025, complete an effectiveness assessment of the overall threat vulnerability assessment (TVA) program statewide.	0%	0%	0%	100%	0%
Identify all actively working TVAs statewide.	0%	0%	0%	100%	0%
Identify all trained TVAs statewide.	0%	0%	0%	100%	0%
Identify TVA statewide needs.	0%	0%	0%	100%	0%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	52,091.8	38,403.6	39,493.3
Other Appropriated Funds	27,563.5	31,835.2	33,335.1
Other Non-Appropriated Funds	23,577.7	30,672.7	29,179.7
Total	103,232.9	100,911.5	102,008.1
FTE Positions	587.75	591.15	602.15

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

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) located within the Major Incident Division (MID) 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,445.0	914.6	914.6
Other Appropriated Funds	19,771.9	24,353.8	24,358.8
Other Non-Appropriated Funds	1,532.1	2,804.3	2,697.6
Total	27,749.0	28,072.7	27,971.0
FTE Positions	163.25	163.65	163.65

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

Goal: By June 30, 2025 decrease by 5% the turnaround time for the National Integrated Ballistic Information Network (NIBIN) testing.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
By June 30, 2025, decrease by 5% the turnaround time for NIBIN testing.	0%	0%	0%	5%	0%
Baseline current NIBIN turnaround time to measure future impact.	0%	0%	0%	100%	0%
Provide training on NIBIN tasks to employees.	0	0	0	4	0

Subprogram Summary

Communications and Information Technology

Jeremy Knoll, Manager
 Phone: (602) 223-2106
 A.R.S. §§ 41-1713, 41-1749

Mission:

To provide information management systems, data storage and access, operate computer networks, operate two-way radio and microwave communications systems and provide technical and support services essential to public safety in Arizona.

Description:

The Information Management Bureau (IMB) is comprised of four sections: Information Technology, Customer Service and Support, Applications Projects & Programming, and Information Security. IMB is responsible for managing and supporting the statewide Arizona Criminal Justice Information System (ACJIS) for approximately 400 law enforcement and criminal justice agencies. Personnel within IMB 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. In addition, IMB houses the Computer Aided Dispatch (CAD)/Records Management System (RMS) Administrative and Support Unit.

The Wireless Systems Bureau (WSB) is the provider for reliable wireless infrastructure and mobile devices that enable public safety personnel to communicate and share information across the State. WSB supports DPS communications and many federal, tribal, state, and local government agencies. The WSB-managed network includes two-way radio communications, backhaul, site infrastructure, dispatch console systems, and cellular voice and data. WSB is responsible for statewide frequency and interoperability coordination. WSB maintains the existing communications network and infrastructure while planning for equipment replacement by sustaining life cycle replacement programs to minimize obsolete equipment in service. WSB is currently involved in two multi-year projects that will benefit all agencies they support. These projects will provide a state-of-the-art communications system that will allow agencies to discontinue their systems and join one system that will allow for superior operability, better interoperability, better coverage, and best-in-class encryption.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	31,357.4	32,258.8	33,348.5
Other Appropriated Funds	1,508.4	1,548.8	3,043.7
Other Non-Appropriated Funds	3,904.7	7,369.1	7,369.1
Total	36,770.5	41,176.7	43,761.3
FTE Positions	235.00	235.00	246.00

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

Goal: Implement new technologies across the work environment.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
No longer used or needed in FY25. Previously: Percentage of implementation of initiative milestones completed.	100	100	100	0	0
Wireless/microwave North loop begin 12 site constructions.	0	0	0	12	0
Wireless/microwave North loop complete 12 site constructions.	0	0	0	12	0
Wireless/microwave obtain microwave construction approvals.	0	0	13	6	0
TSD. Percentage of southern/western microwave replacement target completed.	0%	100%	65%	100%	0%
TSD. Percentage of wireless end-of-life equipment replaced.	0%	100%	100%	100%	0%

Subprogram Summary

Criminal Information and Licensing

Nancy Jefferys, Manager

Phone: (602) 223-2249

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 Criminal Justice Services Bureau (CJSB) is responsible for managing the Arizona Criminal Justice Information System (ACJIS), Central State Repository (CSR), and the Arizona Biometric Information System (ABIS). The bureau provides operator/user agency training and conducts compliance monitoring of access to criminal justice information. The bureau also maintains the statewide criminal records repository, and biometrics system, and compiles the state's crime statistics. The bureau comprises three areas: the Biometrics Technology Section, the Central State Repository Section, and the Compliance and Permit Section. The bureau is staffed with 101 full-time professional staff employees and 29 part-time employees.

The Licensing and Regulatory Bureau (LRB) is comprised of the Licensing & Processing Section (Applicant Processing Team, Security Guard/Private Investigator Licensing, the Licensing Investigations Unit, and Sex Offender Compliance Unit) and the Clearance Card Section (four Phoenix-based Clearance Card units and the Tucson Business Unit). The Bureau has a full-time staff of 78 employees, consisting of three sworn personnel and 75 professional staff. There are also five external intermittent employees who work in the units on a part-time basis.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,712.5	5,030.2	5,030.2
Other Appropriated Funds	5,533.2	5,932.6	5,932.6
Other Non-Appropriated Funds	17,548.2	20,499.3	19,113.0
Total	27,793.9	31,462.1	30,075.8
FTE Positions	189.00	192.00	192.00

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

Goal: By June 30, 2025 improve Applicant Processing Team's background check completion timeframe from 30 to 15 days for applicants with no criminal history.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Build out and update to new computer system/infrastructure.	0	0	0	10	0
By June 30, 2024, improve the applicant processing team's background check completion timeframe from 30 to 15 days.	0	0	30	15	0

Goal: To improve service delivery and value to internal and external customers.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
TSD. Percentage of project milestones completed for the ACCTrak Clearance Card system.	0%	100%	25%	100%	0%

Goal: By June 30, 2025 use survey results to develop an action plan for FY26.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Analyze survey results.	0%	0%	0%	100%	0%
Build the survey.	0%	0%	0%	100%	0%
By June 30, 2025 use customer survey results to develop an action plan for FY26.	0%	0%	0%	100%	0%
Conduct meetings for survey content and online distribution.	0	0	0	1	0
Coordinate with community/industry advisory groups for survey awareness.	0	0	0	2	0
Coordinate with IT for distribution.	0	0	0	4	0
Distribute the survey.	0	0	0	1	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,081.9	6,100.0	6,581.0
Other Non-Appropriated Funds	1,249.4	1,159.5	1,035.0
Total	7,331.3	7,259.5	7,616.0
FTE Positions	31.00	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	0.0
Other Non-Appropriated Funds	1,249.4	1,159.5	1,035.0
Total	1,249.4	1,159.5	1,035.0
FTE Positions	0.00	0.00	0.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
AZPOST Average number of days to review and complete investigations.	69	180	35	180	180
Number of in-service programs presented by AZPOST.	54	40	113	40	40

Agency Summary

Department of Real Estate

Susan Nicolson, Commissioner

Phone: (602) 771-7769

A.R.S. §§ 32-2101 et seq.

Mission:

Protect the public interest through licensure and regulation of the real estate profession in this state.

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	2,930.9	3,111.8	5,943.1
Total	2,930.9	3,111.8	5,943.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,909.0	3,111.8	5,943.1
Other Non-Appropriated Funds	21.9	0.0	0.0
Total	2,930.9	3,111.8	5,943.1
FTE Positions	26.50	37.00	37.00

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

Statewide Vision: An Arizona for everyone.

Agency 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 Mission: Protect the public interest through licensure and regulation of the real estate profession in this state.

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 Arizona Administrative 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 and Mediation Process, and conducting investigations of consumer complaints, and audits of real estate brokerages. The Department also regulates real estate schools and instructors, monitoring preclicensing and continuing education courses to ensure the quality of the content of courses and the competence of the instructors, as well as the quality and timeliness of materials being taught.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	25.0		\$3,221.00	\$0.00	\$ 900.000	\$0.00	\$4,121.00
24	37.0		\$3,198.00	\$0.00	\$1,015.00	\$0.00	\$4,213.00
25	27.0		\$3,058.00	\$0.00	\$1,200.00	\$0.00	\$4,258.00

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

With proactive communication and education, the Arizona Department of Real Estate (ADRE) 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.

Arizona Department of Real Estate

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	By June 2029, ADRE will establish data sharing agreements with 100% of the agencies, both public and private, who enforce fair housing laws.	2025	Housing and Human Services	In 2024, ADRE hired an Assistant Commissioner, Enforcement and Compliance to begin building relationships with the Department of Housing and Urban Development's Fair Housing Assistance Program and Fair Housing Initiatives Program Organizations.
2	By June 2029, ADRE will require 100% of licensees to obtain education on Firewise USA ^(R) requirements.	2025	Resilience, Water, and the Environment	In 2024, the Department began working with other state agencies to develop course material that would teach a licensee's how to educate their clients on defensible fire zones.
3	By June 2029, ADRE will be able to train 100% of licensees to appropriately identify and report suspected deed fraud activities.	2025	Housing and Human Services	In 2024 and related to deed fraud, ADRE engaged with the Attorney General's Office to discuss effective methods of partnership, collecting actionable information and started the development of deed fraud course materials for use in Continuing Education.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1 - Fair Housing Compliance - Helping Arizonans Obtain Housing</p>	<ol style="list-style-type: none"> By Dec. 2025, ADRE will have signed Memorandums of Understanding(MOU) or Intergovernmental Agreements (IGA) with 100% of agencies that enforce fair housing. By June 2025, establish a process for using violation data to support fair housing. 	<ol style="list-style-type: none"> % of MOUs/IGAs signed % of deliverables completed on time. 	<p>Get signed Memorandums of Understanding(MOU) or Intergovernmental Agreements (IGA) with identified groups to receive information on violations or trends among Arizona licensees</p> <p>Create process for receiving and using violation data to support fair housing.</p>
<p>2 - Fire Prevention and Preparedness</p>	<ol style="list-style-type: none"> By August 2024, create and distribute curriculum for new education material. By January 2025, establish a requirement for renewals to complete continuing education on newly created education material. By June 2026, launch a disclosure form to include impacts of Firewise and other programs on homeowners insurance. 	<ol style="list-style-type: none"> % of Milestones Completed on Time % of Licensees Completing Course at Renewal (Begins January 1, 2025) % of Milestones Completed on Time 	<ol style="list-style-type: none"> Create course content on Firewise and other related programs helping to protect property and benefits of such programs on insurance policies and offerings. Inform renewals to meet new requirement to complete continuing education material. Create disclosure material.
<p>3 - Well-Regulated Industry</p>	<ol style="list-style-type: none"> By June 2026, establish a core working group to investigate predatory practices. Breakthrough: By June 2026, establish a way to track predatory practices. 	<ol style="list-style-type: none"> % of plan to track predatory practices completed % of plan on investigation practices completed 	<ol style="list-style-type: none"> Identify state and local partners to share intelligence and review potential predatory practices.

Stakeholder Engagement Plan (Summary):

Internal: Leadership and managers will work with teams to inform and develop buy in and best plans for implementation of overall strategic plan and localize portions to staff with opportunity to impact department's outcomes.

External: Department engages with industry partners at least quarterly through Department-scheduled and invitational speaking events. By doing so, Department is able to engage with those licensees and associations most engaged in the industry. Department also uses social media, other external speaking events and possesses and is able to communicate through email directly with licensees. Department also continues fostering relevant relationships with public and private partners.

Communication Plan (Summary):

Internal: Department is a team of approximately 25 people. Leadership and managers will meet with and work directly with staff members to inform of changes and plans for the strategic plan and continue email communication to teams periodically and celebrate wins collectively.

External: Department has email for approximately 80,000 licensees, schools and associations and will also use stakeholder engagement and social media to connect with regulated parties and the public to inform of changes and successes.



5 Year Plan

Issue: Data Sharing Agreements

Description: In order to support enforcement of Fair Housing, ADRE requires data sharing agreements.

In 2024, ADRE hired an Assistant Commissioner, Enforcement and Compliance to begin building relationships with the Department of Housing and Urban Development’s Fair Housing Assistance Program and Fair Housing Initiatives Program Organizations.

Solutions:

- 1. By June 2029, ADRE will establish data sharing agreements with 100% of the agencies, both public and private, who enforce fair housing laws.
 - 1.1. By Dec. 2025, ADRE will have signed Memorandums of Understanding(MOU) or Intergovernmental Agreements (IGA) with 100% of agencies that enforce fair housing.
 - 1.2. By June 2025, establish a process for using violation data to support fair housing.

Issue: Firewise Education

Description: 2. In 2024, the Department began working with other state agencies to develop course material that would teach a licensee’s how to educate their clients on defensible fire zones.

Solutions:

- 2. By June 2029, ADRE will require 100% of licensees to obtain education on Firewise USA(R) requirements.
 - 2.1. By August 2024, create and distribute curriculum for new education material.
 - 2.2. By January 2025, establish a requirement for renewals to complete continuing education on newly created education material.
 - 2.3. By June 2026, launch a disclosure form to include impacts of Firewise and other programs on homeowners insurance.

Issue: Tracking Predatory Practices

Description: 3. In 2024 and related to deed fraud, ADRE engaged with the Attorney General’s Office to discuss effective methods of partnership, collecting actionable information and started the development of deed fraud course materials for use in Continuing Education.

Solutions:

- 3. By June 2029, ADRE will be able to train 100% of licensees to appropriately identify and report suspected deed fraud activities.
 - 3.1. By June 2026, establish a core working group to investigate predatory practices.
 - 3.2. By June 2026, establish a way to track predatory practices.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	27.0	37.0	37.0
General Fund	3,221.0	3,198.0	3,058.0
Non-Appropriated Funds	900.0	1,015.0	1,200.0

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

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Quarterly provide outreach on deed fraud and red flags of deed fraud.	0	Yes	Yes	Yes	Yes

Goal: Eliminate unnecessary and outdated regulation while creating a level playing field and modernizing regulations to current business models

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average calendar days from receipt of real estate or subdivision complaint to resolution	69	30	80	60	60
Number of subdivision filings received	585	900	1,129	1,100	1,100
Total real estate applications received	8,333	40,000	55,634	40,000	40,000
Total real estate or subdivision complaints investigated	56	400	475	450	450
Number of licensees	0	0	84,283	90,000	90,000
Quarterly provide outreach on improved compliance with statutory requirements.	0	Yes	Yes	Yes	Yes
Number of real estate licensees	92,483	92,400	84,283	88,000	88,000

Agency Summary

Residential Utility Consumer Office

Cynthia Zwick, Director
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 in a dynamic energy and utility environment.

Description:

The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to take a balanced approach in the representation of the interests of residential utility ratepayers in regulatory proceedings involving public service corporations before the Arizona Corporation Commission. We work to ensure access to affordable and reliable utility service. RUCO employees nine staff members who conduct the rate case analysis and provide testimony.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Ratepayer Representation	937.8	1,606.5	2,170.0
Total	937.8	1,606.5	2,170.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	937.8	1,606.5	2,170.0
Total	937.8	1,606.5	2,170.0
FTE Positions	9.00	9.00	13.00

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

The Residential Utility Consumer Office

2025-2029 Strategic Plan (5 years-Static)

Agency CEO:

Cynthia Zwick

Strategic Planner:

Cynthia Zwick

Last modified:

6/19/2024

Statewide Vision: An Arizona for everyone.

Agency Vision : To deliver exceptional representation and advocacy on behalf of residential ratepayers in order to realize just and reasonable rates and access to reliable, affordable utility service.

Agency Mission: To professionally represent residential utility consumers in regulatory proceedings before the Arizona Corporation Commission in a dynamic energy and utility environment.

Agency Description: The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to take a balanced approach in the representation of the interests of residential utility ratepayers in regulatory proceedings involving public service corporations before the Arizona Corporation Commission. We work to ensure access to affordable and reliable utility service. RUCO employs nine staff members who conduct the rate case analysis and provide testimony.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	8		\$0	\$1,475,000	\$0	\$0	\$1,475,000
24	9		\$0	\$1,592,000	\$0	\$0	\$1,592,000
25	9		\$0	\$1,592,000	\$0	\$0	\$1,592,000

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: RUCO serves as the only utility advocate representing the interests of residential customers served by a regulated utility.

RUCO achieves organizational excellence through continued engagement in utility proceedings, with community collaboration, professional development, strategic discussion and case development, factoring in trends throughout the country that impact the health of our local utility providers, and technological changes desired in order to provide reliable, affordable service. We develop and maintain a credible, experienced, engaged and high performing team, and maintain contact with our constituents in order to prioritize advocacy positions in rate proceedings that are aligned with the vision of an Arizona For Everyone.

RUCO also works to protect and expand energy efficiency and renewable energy programs, tools that assist in bill savings, the reduction of energy consumption, water conservation and the furtherance of healthy climate initiatives.

The Residential Utility Consumer Office

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase the average percentage of successful issues in rate cases before the Arizona Corp Commission (ACC) to 75% by June 2029.	2025	Affordable and Thriving Economy	RUCO represents utility consumers every day through various proceedings and/or the preparation for rate proceedings which are ongoing. Each case has a number of issues and RUCO aims to be successful in as many issues as possible in each case.
2	By June 2029, RUCO will complete all assigned components of the extreme heat preparedness plan.	2025	Resilience, Water, and the Environment	To increase Arizona's long term resilience to extreme heat, prolonged drought, wildfires, and other risks exacerbated by climate change Gov. Executive Order 2023-16 called for a statewide heat preparedness plan. RUCO will participate and follow through on assigned portions of plan.
3	Maintain all current Utility Assistance Programs (UAPs) through June 2029.	2025	Affordable and Thriving Economy	Maintain utility assistance programs that support consumers and protect energy savings tools. We are working to ensure these resources remain available to AZ residents.
4	Expand RUCO's scope to represent small commercial consumers (small businesses) by 2029.	2025	Affordable and Thriving Economy	Identify a pathway for small business representation.
5	RUCO will increase stakeholder engagement by 80% by 2029.	2025	Affordable and Thriving Economy	RUCO is looking to track and improve engagement with consumer, utilities, advocates in support of consumer protections around utilities

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<u>1.1 Breakthrough:</u> By June 2026, RUCO will increase the average successful issues of rate case decided to 50%.	1.1 % of successful case issues 1.1 # Consumer dollars saved	1.1 Intervene in each relevant rate case, providing testimony that articulates and provides evidence for the ACC to support RUCO's recommendations.
2	2.1 By June 2026, create a plan that addresses identified issues contributing to utility service disruption.	2.1 # of milestones completed	2.1 Meet with each utility to collect the data regarding service disruptions throughout the summer, number of households impacted, cause length of outage, process of restoration of service
3	3.1. By June 2026, RUCO will be able to track the number rate cases that included UAPs	3.1 # rate cases where UAPs are maintained or added.	3.1 Through testimony developed for each rate case, include arguments and evidence to support bill assistance/discounts, energy efficiency and demand side management programs previously approved, and where necessary advocate for the inclusion of those programs.
4.	4.1 By June 2026, identify a pathway to increase small business consumer protections in utility cases.	4.1 # of Milestones complete	4.1 Engage stakeholders, promote benefits
5.	5.1 By June 2025, establish a plan for how to engage stakeholders.	5.1 # of milestones complete	5.1 Identify strategies for how to engage key stakeholder groups. Create plan for increase collaboration around issues.

Stakeholder Engagement Plan (Summary):

Internal: Working with the RUCO team, we will meet and identify individuals and organizations with whom we want and need to engage. We will reach out to local community organizations throughout the state for recommendations, and will travel to meet with our resources and potential members throughout the process. Additionally, we will identify our internal resource needs as well as external resources we need to engage on some of the subject matter to be covered, including RTOs and renewable energy.

External: Outreach to community partners will be made via email and phone call, followed by in-person meetings to share information about RUCO, our role and how we would like for the community to engage with our work. Those meetings will be documented and recommendations for internal review and analysis will follow. That information will be used to assist in the prioritization of our work as well as inform our requests for additional resources.

Communication Plan (Summary):

Internal: We will meet as a team to identify the best issues to include in our educational forums, methods for sharing our work, and how to become involved, including developing a list of partners and resources, a roster of the voluntary councils will be created and used for communication, our website will be used as well.

External: We will schedule and present at community forums on the issues identified as priorities by the council members, other community members with whom we interact, and present subject matter in various settings and via different channels, after receiving input from those with whom we will be engaging.



5 Year Plan

Issue: Rate Case Issues

Description: RUCO supports utility consumers in their rate cases before the Arizona Corporation Commission (ACC) . We want to increase the number of successful issues in each case as this results in better outcomes for consumers. Each case has multiple issues that RUCO could be successful in.

Solutions:

- 1. Increase the average percentage of successful issues in rate cases before the ACC to 75% by June 2029.
- 1.1 By June 2026, RUCO will increase the average successful issues of rate cases decided by the ACC to 50%.

Issue: Extreme Heat Preparedness Plan

Description: Arizona experiences extreme heat. RUCO is part of a team that is creating a plan to mediate and address issues related to heat.

Solutions:

- 2. By June 2029, RUCO will complete all assigned components of the extreme heat preparedness plan.
- 2.1 By June 2026, RUCO will create a plan that addresses identified issues contributing to utility service disruption.
- 2.1.a. RUCO will meet with each utility to collect the data regarding service disruptions throughout the summer, the number of households impacted, the cause and length of the outage, and the process used to the restoration of service.

Issue: Utility Assistance Programs (UAPs)

Description: With the cost of utility bills on the rise, many consumers are finding it harder to pay their bills. RUCO will track the utility companies that include UAPs and work to preserve existing programs.

Solutions:

- 3. RUCO will maintain all current Utility Assistance Programs (UAPs) through June 2029.
- 3.1 By June 2026, RUCO will be able to track the number of rate cases that included UAPs.

Issue: Small commercial / business consumers

Description: Small commercial and business consumers have no representation in rate cases before the ACC. RUCO believes all consumers should be heard and represented.

Solutions:

- 4. RUCO will expand its scope to represent small commercial consumers (small businesses) by 2029.
- 4.1 RUCO will, by June 2026, identify a pathway to increase small business consumer protections in utility cases.
- 4.1.a RUCO will engage stakeholders and promote benefits to small business consumers.

Issue: Stakeholder engagement

Description: Engagement with Stakeholders is a necessary part of rate cases. RUCO plans to increase its engagement with stakeholders so that we can fully represent consumers more effectively.

Solutions:

- 5 RUCO will increase stakeholder engagement by 80% by 2029.
- 5.1 RUCO will, by June 2025, establish a plan for how to engage stakeholders.
- 5.1.a RUCO will identify strategies for how to engage key stakeholder groups.
- 5.1.b Create a plan for increased collaboration around the issues.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	9.0	9.0	9.0
Other Appropriated Funds	1,986.2	1,986.2	1,986.2

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

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 in a dynamic energy and utility environment.

Description:

The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to take a balanced approach in the representation of the interests of residential utility ratepayers in regulatory proceedings involving public service corporations before the Arizona Corporation Commission. We work to ensure access to affordable and reliable utility service. RUCO employees nine staff members who conduct the rate case analysis and provide testimony.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	937.8	1,606.5	2,170.0
Total	937.8	1,606.5	2,170.0
FTE Positions	9.00	9.00	13.00

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

Subprogram Summary

Ratepayer Representation

Cynthia Zwick, Director
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 in a dynamic energy and utility environment.

Description:

The Residential Utility Consumer Office (RUCO) was established by the Arizona Legislature in 1983 to take a balanced approach in the representation of the interests of residential utility ratepayers in regulatory proceedings involving public service corporations before the Arizona Corporation Commission. We work to ensure access to affordable and reliable utility service. RUCO employees nine staff members who conduct the rate case analysis and provide testimony. This program is designed for consulting hours to retain expert witnesses to appear on behalf of, and assist RUCO in cases before the Arizona Corporation Commission.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	926.4	1,461.5	2,025.0
Total	926.4	1,461.5	2,025.0
FTE Positions	9.00	9.00	13.00

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

Goal: By June 2026, RUCO will increase the average successful issues of rate case decided to 50%

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of successful case issues.	7%	8%	0%	8%	0%

Goal: By June 2026, RUCO will create a plan that addresses identified issues contributing to utility service disruption

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Utility service disruption plan completion.	5	8	999,999	777,777	999,999

Goal: By June 2026, RUCO will be able to track the number of rate cases that included UAPs

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of rate cases where UAPs are maintained or added.	7	8	0	8	0

Goal: By June 2026, RUCO will identify a pathway to increase small business consumer protections in utility cases

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Small business consumer protection pathway identified.	7	250	999,999	777,777	999,999

Goal: By June 2025, RUCO will establish a plan for how to engage stakeholders

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Stakeholder engagement plan completion.	7	8	999,999	777,777	999,999

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	340.3	426.7	426.7
Total	340.3	426.7	426.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	340.3	426.7	426.7
Total	340.3	426.7	426.7
FTE Positions	4.00	4.00	4.00

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

5 Year Plan

Issue: 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.

Solutions:

Goal 1: Complete investigations with 180 days.

Strategy: By January 2025, the Board will complete and resolve complaints within 180 days from receipt.

Goal 2: By June 2025, 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 February 2025 add all service to the Web Portal so that all transactions may be paid with a credit card or electronic funds transfer.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	4.0	4.0	4.0
Other Appropriated Funds	406.8	406.8	406.8

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average number of days to renew a license	4	2	2	5	5
New licenses issued.	448	425	332	400	400
Total number individuals licensed	4,157	4,100	4,106	4,100	4,100
Total number of applications for permanent licenses	387	350	332	300	300

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average days from receipt of complaint to resolution	N/A	120	N/A	120	120
Average monthly backlog of complaints not yet resolved	0	0	168	100	100
Cases dismissed	45	75	38	75	75
Disciplinary actions	2	10	2	10	10
Letters of concern issued	0	10	N/A	25	25

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of licenses revoked or suspended	2	4	1	5	5
Percent of investigations resulting in disciplinary or enforcement action	2	2	2	2	2
Total number of complaints received	79	100	276	200	200
Total number of practitioners investigated	N/A	100	267	225	225
Total percent of licensees receiving disciplinary action	2	2	1	2	2

Agency Summary

State Retirement System

Paul Matson, Director
Phone: (602) 308-5129
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Member Services	30,716.9	34,201.5	34,201.5
Administration and Support	5,762.5	5,598.0	5,598.0
Investment Management	505,961.6	286,205.4	298,599.1
Total	542,441.1	326,004.9	338,398.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	26,872.2	28,863.4	28,863.4
Other Non-Appropriated Funds	515,568.9	297,141.5	309,535.2
Total	542,441.1	326,004.9	338,398.6
FTE Positions	213.50	240.90	240.90

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

5 Year Plan

Issue: Provide Outstanding Customer Service

Description: 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:

1.1) Create More Net Promoters

1.1.1. Increase net promoter score by 25% or greater in key member cohorts.

1.2) Foster Well-Educated Members

1.2.1. Achieve 70% or greater of mid-career members who indicate an understanding of their ASRS Benefits.

1.3) Increase Retirees' and Caregivers' Confidence

1.3.1 Increase the percentage of retirees and caregivers that report confidence in dealing with ASRS on post-retirement topics of website navigation, documents, forms, Survivor Benefits, and Health Insurance.

1.4) Enhance Support for Beneficiaries

1.4.1 Achieve 90% or more excellent satisfaction rates for all benefit types in + the survivor benefits process.

1.5) Enhance Web Users' Satisfaction

1.5.1 Achieve 90% or greater satisfaction rates on ASRS websites across key stakeholder types for members, employers, and annuitants.

Issue: Achieve Investment Goals

Description: 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:

2.1) Mitigate Risk

2.1.1 Reduce the probability of errors with internally managed portfolios.

2.2) Increase available staff time for higher-order investment analysis

2.2.1 Reallocate staff to higher-value decisions.

2.3) Increase investment management flexibility

2.3.1 Enable increased internal investment management and modified investment approaches where prudent.

Issue: Enhance Risk Management Capabilities

Description: Description: As the threat landscape evolves, pension funds must continue to enhance their risk management capabilities to protect pension fund assets, systems, and data.

Solutions:

3.1) Increase Security Maturity

3.1.1 Achieve Information Security Program maturity targets.

3.2) Enhance User Experience and Security

3.2.1 Adhere to Information Security and Privacy policies with minimal impact on user experience and satisfaction.

3.3) Embed a Culture of Risk Management

3.3.1 Expand the Administrative Enterprise Risk Management Program beyond IT security, privacy protection, and cash controls, and embed the framework within our culture.

3.4) Increase Adherence to Retention Schedules

3.4.1 Initiate plans to review the retention schedules, then implement and enforce adherence to retention schedules for all electronic records across all media.

Issue: Optimize Operational Effectiveness

Description: Description: Continue analyzing and identifying opportunities to improve the agency’s operational effectiveness.

Solutions:

4.1) Maximize Peer and Universe Benchmarking

4.1.1 Achieve a top decile ranking in service and bottom decile ranking in cost compared to peers as measured by CEM Benchmarking.

4.2) Optimize Cycles of Continuous Process Improvement

4.2.1 Streamline and automate member, employer, employee, and annuitant processes.

4.3) Improved Performance Reporting

4.3.1 Reduce errors, minimize manual effort, and increase flexibility and speed of performance reporting.

4.4) Identify New IT Solutions

4.4.1 Identify technology solutions that improve efficiency, mitigate costs, and improve member satisfaction.

Issue: Organizational Sustainability and Governance

Description: Description: 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.

Solutions:

5.1) Align Processes, Rules, and Statutes

5.1.1 Align 100% of ASRS processes, Rules, and State Statutes related to benefit payments.

5.2) Retain New Hires

5.2.1 Reduce undesired turnover to 10% or lower among new employees (0- 2 yrs).

5.3) Enhance Continuity of Operations

5.3.1 Expand the workforce plan to include career planning for relevant positions.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	240.9	240.9	240.9
Other Appropriated Funds	28,863.4	28,863.4	28,863.4
Non-Appropriated Funds	306,729.0	306,729.0	306,729.0

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

Program Summary

Member Services

Jeremiah Scott, Deputy Director, Chief Operations Officer
 Phone: (602) 240-2045
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	21,729.9	24,027.6	24,027.6
Other Non-Appropriated Funds	8,987.0	10,173.9	10,173.9
Total	30,716.9	34,201.5	34,201.5
FTE Positions	169.00	196.00	196.00

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

Goal: To provide members and employers with timely and accurate service that results in high levels of customer satisfaction.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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%)	93	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	12	12	12
Percentage of overall member satisfaction with walk-in counseling (objective 90%)	98	90	94	90	90

Goal: To foster trust and confidence with members and employers through effective communication of the actions and activities of the ASRS

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Overall Satisfaction: Percentage of active members respond positively to "How satisfied are you with ASRS overall."	0	0	80	90	90
Members respond positively when asked if "ASRS operates in my best interest"	75	90	75	90	90
Members respond positively when asked if "My retirement is secure with the ASRS"	81	90	82	90	90
Overall Satisfaction: Percentage of employer partners respond positively to "How satisfied are you with ASRS overall."	0	0	73	90	90
Overall Satisfaction: Percentage of retired members respond positively to "How satisfied are you with ASRS overall."	0	0	74	90	90
Stakeholders respond positively when asked if "The ASRS acts ethically"	82	90	79	90	0

Goal: To ensure member disbursements will be distributed timely and accurately, resulting in high levels of member satisfaction.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of months in which 90% or more of new retirees receive initial payment within 10 business days of retirement	12	12	11	12	12
Number of months in which 100% of monthly pension payments are disbursed on the first day of the month	12	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%)	76	90	79	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%)	88	90	83	90	0
Percent of overall member satisfaction with the forfeiture process (objective 90%)	85	90	84	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	8	12	1	12	12

Goal: To ensure contributions and data received from members and employers will be processed and managed efficiently and effectively.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of months in which 90% or higher of members receive a service purchase cost invoice within 5 days	11	12	11	12	12
Percent of members satisfied with the service purchase process	76	90	78	90	90
Percent of employers satisfied with the contribution process	84	90	78	90	90
Percent of active member accounts that have a complete demographic profile	95	95	96	95	95
Percent of inactive members that have a valid birthdate and address	96	90	92	90	90

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of members that are satisfied with the cost of medical insurance plans for the benefits received	87	90	89	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	97	98	97	98	98
Percent of members that are satisfied with the cost of dental insurance plans for the benefits received	82	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of long term disability performance guarantees that are met and enforced	96	90	100	90	90
Percent of members that are satisfied with the LTD approval process based on the quarterly survey conducted by vendor	95	90	95	90	90
Percent of members that are satisfied with the LTD maintenance process based on the quarterly survey conducted by vendor	96	90	96	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of overall user satisfaction with core business applications	84	90	68	90	90
Percent of overall user satisfaction with non-core business applications	91	90	83	90	90

Program Summary

Administration and Support

Paul Matson, Executive Director
 Phone: (602) 240-2031
 A.R.S. § 38-712

Mission:

To benefit our members, the Arizona State Retirement System (ASRS) will be a leading state benefit plan administrator in the areas of core member services, funded status, investment performance, and operational effectiveness, while keeping program benefits and associated costs relatively aligned and maintaining actuarial and fiscal integrity.

Description:

The Administration and Support Program contains the various administrative processes necessary to support the ongoing administration of the ASRS.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	5,142.3	4,835.8	4,835.8
Other Non-Appropriated Funds	620.2	762.2	762.2
Total	5,762.5	5,598.0	5,598.0
FTE Positions	32.00	31.90	31.90

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

Goal: To develop and implement fiscally responsible budgets and spending plans that are flexible and able to meet agency priorities.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of agreement there are sufficient resources for their team(s) to complete strategic objectives.	0	0	94	90	90

Goal: To procure goods and services in a competitive and effective manner that satisfies users and meets the needs of the ASRS.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of level of satisfaction with the timeliness of receiving needed goods and services through appropriate suppliers, per Internal Services Survey.	0	0	92	90	90
Percentage of level of satisfaction with the goods and services procured, per Internal Services Survey.	0	0	92	90	90
Percentage of level of agreement that they (staff) have the proper tools and equipment to do their job (Furniture, computer, etc.), per Internal Services Survey.	0	0	98	90	90
Percentage of agreement with response time for requests sent to the facilities' mailbox, per Internal Services Survey.	0	0	89	90	90
Percentage of agreement in regards to safety and security, the ASRS provides a safe work environment, per Internal Services Survey.	0	0	98	100	100

Goal: To ensure responsible governance in the administration of ASRS and its benefit programs

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Net promoter score: Employers respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	49	50	42	50	50
Net Promoter Score: Active Members respond positively when asked "How likely are you to recommend or promote ASRS as a great organization?"	14	50	17	50	50
Net Promoter Score: Retirees respond positively when asked, "How likely are you to recommend or promote ASRS as a great organization?"	49	50	52	50	50

Goal: To ensure contribution rates for ASRS benefit plans will remain relatively stable.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of actively contributing members responding positively when asked "The ASRS contribution rate is affordable and manageable for the future benefit received."	0	0	78	80	80
Percent of employer partners responding positively when asked "The defined benefit plan contribution rate is affordable and manageable for the benefit received."	0	0	72	80	80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total rolling annual turnover rate compared to the State of Arizona	9.0	14.0	12.0	14.0	0
Engagement score from ADOA employee engagement survey	91	80	87	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	505,961.6	286,205.4	298,599.1
Total	505,961.6	286,205.4	298,599.1
FTE Positions	12.50	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of investment returns	8.8	7.0	9.0	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.	24	25	68	25	25
Percentile Ranking: 3-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	5	25	3	25	25
Percentile Ranking: 5-year Total Fund Net Rate of Return compared to US Public Fund Peer (Greater than \$1 Billion) Median.	4	25	10	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.	2	1	1	1	1
5-year excess return of total fund rate of return over strategic asset allocation benchmark.	1	1	0	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Service	22,297.6	24,026.7	24,026.7
Processing	9,240.3	8,258.0	8,258.0
Education and Compliance	22,358.9	22,176.0	24,460.7
Agency Support	33,617.7	36,825.3	35,625.3
Total	87,514.6	91,286.0	92,370.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	59,358.1	59,677.7	64,853.3
Other Appropriated Funds	24,651.4	29,927.0	25,836.1
Other Non-Appropriated Funds	3,505.1	1,681.3	1,681.3
Total	87,514.6	91,286.0	92,370.7
FTE Positions	923.00	923.00	923.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Funding Arizona’s priorities through excellence in innovation, exceptional custom experience, and public servant-led continuous improvement.

Agency 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				*Total
		GF	AF	NAF	FED	
23	908.0	\$56,088,500	\$26,497,000	\$2,072,700	\$0	\$84,658,200
24	925.0	\$62,587,600	\$27,003,400	\$2,014,700	\$0	\$91,605,700
25	925.0	\$58,839,400	\$30,203,400	\$1,853,700	\$0	\$90,896,000

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

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.

Arizona Department of Revenue

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Implement self-service options for taxpayers with the implementation of STARS (State Tax System) by 2029. <i>(Breakthrough)</i>	2024	Affordable and Thriving Economy	<p>Ongoing Agency Outcome: Identified core team supporting STARS initiative; identified two quick wins, Agile sprint activities (including User Testing) bi-weekly with internal and external stakeholders. Work Breakdown Structure (WBS) developed.</p> <p>New Agency Outcome: Working with Human Services agencies, provide a pathway for Arizonans in need to available resources.</p>
2	Increase taxpayer compliance with Arizona tax laws by 5% by June 2029. <i>(Breakthrough)</i>	2025	Affordable and Thriving Economy	<p>New Agency Outcome: Increased education and understanding of Arizona tax law resulting in reduction of delinquent accounts.</p>
3	Improve user experience with taxpayer interactions, supporting a 90% achievement of key Service Level Agreements by June 2029.	2025	Affordable and Thriving Economy	<p>New Agency Outcome: Increased alignment of service level agreements supporting Customer Experience.</p>
4	Balance capacity and demand for existing services while reducing overtime hours to improve Role Satisfaction by 5% by 2029.	2025		<p>New Agency Outcome: Focusing on employee well-being, understanding the balance of capacity and demand with reliance on overtime.</p>

Arizona Department of Revenue

2025 -2029 Strategic Plan

Current Annual Focus

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
#1	<p>Annual Objective: Increase monthly average of online submissions for luxury/liquor tax in Rev Hub by June 2025. <i>(Breakthrough)</i></p>	<p>Objective Metrics:</p> <ul style="list-style-type: none"> ● % of paper liquor submissions. ● % of online liquor submissions through the portal. 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> ● Launch dedicated project team. ● Review Memorandum of Understanding. ● Identify Early Adopter taxpayers. ● Scan liquor documents. ● Implement Agile Sprint Activities (including User Testing).
#2	<p>Annual Objective: Increase taxpayer compliance by 2% by June 2025. <i>(Breakthrough)</i></p>	<p>Objective Metrics</p> <ul style="list-style-type: none"> ● \$ of Accounts Receivable (AR). ● # of new remote sellers in compliance. ● # of days to process Voluntary Disclosure (VDA). ● # of compliant taxpayers in AR/remote seller and VDA. 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> ● Enhanced early stage collections activities. ● Increase identification of remote sellers. ● Redesign Voluntary Disclosure process.
#3	<p>Annual Objective: Improve user experience achieving a 90% rate of compliance with Service Level Agreements (SLA) by June 2025.</p>	<p>Objective Metrics:</p> <ul style="list-style-type: none"> ● % Compliant with SLA's Average speed of answer; Average number of days taken from receiving an email to resolution; Average number of days to process tax documents. 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> ● Enhance training. ● Standardize customer entry points. ● Restructure Error Resolution.
#4	<p>Annual Objective: Improve role satisfaction score from 86% to 88% from Best Companies Survey by June 2025.</p>	<p>Objective Metrics</p> <ul style="list-style-type: none"> ● Agency Engagement Score/Best Companies Score. 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> ● Focus on employee wellbeing and acknowledging the whole person. ● Embrace flexible work environments. ● Deploy leadership training/development (pre & post-promotion) and technical tracks; available for all team members; intentional learning /skill development to better serve customers. ● Provide a clean and safe work environment in and around the ADOR building to show respect for our team members. ● Baseline understanding of demand and capacity for each business unit.

Stakeholder Engagement Plan (Summary):

Internal: Priorities have team members assigned from across the agency to support goals/objectives. STARS has multiple special work assignments with team members from each division to support this 5-year project.

External: Priorities supported by outside associations (SHRM, FTA, city/towns) for input and feedback on processes.

Communication Plan (Summary):

Internal: Continue to provide updates monthly via huddles and quarterly with the Quarterly Business Review and/or Town Halls as needed for all priorities. STARS has a variety of stakeholders that are communicated with on a bi-weekly basis for updates.

External: Bi-annual updates with AFIT on agency deliverables and annually with ATRA regarding agency deliverables. STARS has a variety of stakeholders (Partner Agencies, ADOA, city/towns) that are communicated with on a bi-weekly/monthly/quarterly basis.



5 Year Plan

Issue: Implement self-service options for taxpayers with the implementation of STARS (State Tax System) by 2029. (Breakthrough)

Solutions:

1 Implement self-service options for taxpayers with the implementation of STARS (State Tax System) by 2029. (Breakthrough)

1.1. Increase monthly average of online submissions for luxury /liquor tax in Rev Hub by June 2025.

1.1a. Launch dedicated project team.

1.1b. Review Memorandum of Understanding.

1.1c. Identify Early Adopter taxpayers.

1.1d. Scan liquor documents.

1.2e. Implement Agile Sprint Activities (including User Testing).

Issue: Increase taxpayer compliance with Arizona tax laws by 5% by June 2029. (Breakthrough)

Solutions:

2 Increase taxpayer compliance with Arizona tax laws by 5% by June 2029. (Breakthrough)

2.1 Increase taxpayer compliance by 2% by June 2025.

2.1.a. Enhanced early stage collections activities.

2.2.b. Increase identification of remote sellers.

2.3.c. Redesign Voluntary Disclosure process.

Issue: Improve user experience achieving a 90% rate of compliance with Service Level Agreements by June 2029.

Solutions:

3 Improve user experience with taxpayer interactions, supporting a 90% achievement of key Service Level Agreements by June 2029.

3.1 Improve user experience achieving a 90% rate of compliance with Service Level Agreements by June 2025.

3.1.a. Enhance training.

3.2.b. Standardize customer entry points.

3.3.c. Restructure Error Resolution.

Issue: Balance capacity & demand for existing services while reducing overtime hours to improve Role Satisfaction by 5% by 2029

Solutions:

4 Balance capacity and demand for existing services while reducing overtime hours to improve Role Satisfaction by 5% by 2029

4.1 Improve role satisfaction score from 86% to 88% from Best Companies Survey by June 2025.

4.1.a. Focus on employee wellbeing and acknowledging the whole person.

4.1.b. Embrace flexible work environments.

4.2 .c. Deploy leadership training/development (pre & post-promotion) and technical tracks; available for all team members; intentional learning /skill development to better serve customers.

4.2.d. Provide a clean and safe work environment in and around the ADOR building to show respect for our team members.

4.2.e. Baseline understanding of demand and capacity for each business unit.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	923.0	923.0	923.0
General Fund	64,792.1	64,792.1	64,792.1
Other Appropriated Funds	25,945.3	25,945.3	25,945.3
Non-Appropriated Funds	1,572.1	1,572.1	1,572.1

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	17,452.8	19,348.6	19,348.6
Other Appropriated Funds	3,739.5	3,549.3	3,549.3
Other Non-Appropriated Funds	1,105.4	1,128.8	1,128.8
Total	22,297.6	24,026.7	24,026.7
FTE Positions	224.33	224.78	224.78

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

Goal: Senate Bill 1734 AZ Family Tax Rebate

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Ensure targeted population rebates have been distributed on time.	N/A	100%	100%	N/A	N/A

Goal: Inventory Alignment - Unclaimed Property

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Year over year improvement	\$0	\$0	\$88,050,256	N/A	N/A

Subprogram Summary

Inquires and Requests

Adrienne Sloat, Assistant Director of Taxpayer Services
 Phone: (602) 71-6090
 A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

Inquiries & Requests is responsible for supporting Arizona taxpayers through the provision of prompt, accurate and helpful assistance in coming into compliance with Arizona state tax requirements and obligations. Services include: providing customer service support in-person, by phone and through various on-line platforms including electronic mail and live chat; providing cashier support in three lobby locations; providing direct customer assistance for more complex matters and inquiries; facilitating customer use of AZTaxes to obtain and renew licenses, file and pay tax obligations; providing specialized support for unique business areas; partnering with cities and towns to create a singular customer experience; resolving taxpayer account problems and disputes; returning unclaimed property to its rightful owner by identifying, locating and notifying owners of the property; reviewing and evaluating penalty abatement requests; supporting remote sellers and marketplace facilitators in understanding and complying with Arizona remote seller tax laws.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,606.5	7,725.4	7,725.4
Other Appropriated Funds	344.3	131.1	131.1
Other Non-Appropriated Funds	85.3	79.5	79.5
Total	7,036.1	7,936.0	7,936.0
FTE Positions	94.16	94.16	94.16

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

Goal: Inventory Alignment - Unclaimed Property

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average claim processing time (days)	0	0	0	90	90

Subprogram Summary

Local Jurisdictions

Adrienne Sloat, Assistant Director of Taxpayer Services
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

Local Jurisdictions is responsible for administration of the state's property tax laws; exercising general supervision over county assessors to ensure all property is uniformly valued; providing certification and training; appraisal of utilities, railroads, mines and other complex properties; developing appraisal and assessment guidelines; and conducting analysis to ensure assessors' values are within statutorily prescribed limits. The subprogram also includes the General Council, Hearing Office and the Disclosure Office. The Hearing Office conducts hearings and issues decisions on protecting taxpayer confidentiality and privacy; responding to record requests from the public, law enforcement and state and federal agencies. The subprogram provides legal guidance on issues involving disclosure or record retention, is the liaison for the Internal Revenue Service and prepares required reports and policies.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,120.1	3,409.3	3,409.3
Other Appropriated Funds	19.7	23.6	23.6
Other Non-Appropriated Funds	71.6	33.3	33.3
Total	3,211.4	3,466.2	3,466.2
FTE Positions	33.33	33.78	33.78

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

Goal: Increase Taxpayer compliance by 2% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Remote Seller compliance	0%	0%	0%	2%	1%

Subprogram Summary

Taxpayer, Executive, and Legislative Issues

Adrienne Sloat, Assistant Director of Taxpayer Services
 Phone: (602) 71-6090
 A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Taxpayer, Executive and Legislative Issues subprogram provides administrative tax policy for the department, legal and interpretive support, case advocacy and resolution for the various divisions within the department. The subprogram also acts as liaison to the Attorney General's Tax Section and coordinates the defense of litigation with the Tax Section attorneys. The subprogram provides additional support to the Director on an as-needed basis. The subprogram administers and enforces Arizona tobacco tax laws, including the issuance of tobacco distributor licenses. The subprogram consists of Appeals, Individual Income and Corporate Appeals, Non-Income Appeals, and Tax Research & Analysis section.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,795.2	4,088.2	4,088.2
Other Appropriated Funds	1,326.3	1,695.5	1,695.5
Other Non-Appropriated Funds	696.8	746.7	746.7
Total	5,818.3	6,530.4	6,530.4
FTE Positions	68.84	68.84	68.84

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

Goal: Improve user experience achieving a 90% rate of compliance with Service Level Agreements by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Improve user experience with taxpayer interactions	0%	0%	0%	90%	90%

Subprogram Summary

Enforcement

Adrienne Sloat, Assistant Director of Taxpayer Services
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Enforcement subprogram inspects and educates tobacco retailers and distributors regarding compliance with tobacco tax laws, and investigates and assists in the prosecution of criminal offenders.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	214.2	225.2	225.2
Other Non-Appropriated Funds	251.7	269.3	269.3
Total	465.9	494.5	494.5
FTE Positions	9.75	9.75	9.75

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

Goal: Improve user experience achieving a 90% rate of compliance with Service Level Agreements by June 2025.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Perform of Tobacco audits per month	0	0	0	48	48

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,117.9	7,527.3	8,208.6
Other Appropriated Funds	110.1	730.7	49.4
Other Non-Appropriated Funds	12.3	0.0	0.0
Total	9,240.3	8,258.0	8,258.0
FTE Positions	149.20	147.20	147.20

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

Goal: STARS (BREAKTHROUGH) - Adherence to STARS project milestone schedule

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Adherence to STARS project milestone schedule	N/A	90%	90%	N/A	N/A

Subprogram Summary

Process Administration

Neeraj Deshpande, Deputy Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Process Administration subprogram is comprised of three teams:

Records Processing: Opens, batches and processes tax documents; handles the department's mail services; identifies errors in documents before data entry occurs. Responsible for filing, maintaining, storing and disposal of all tax documents; provides internal access to tax returns and license applications; develops customized records retention and disposition schedules.

Treasury Team: Responsible for depositing all tax revenue and for entering all taxpayer data.

Error Resolution: Ensures accuracy in the processing of returns and payments for the four largest tax types.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,019.3	5,406.1	6,087.4
Other Appropriated Funds	70.4	681.3	0.0
Total	7,089.7	6,087.4	6,087.4
FTE Positions	117.00	115.00	115.00

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

Goal: Improve user experience achieving a 90% rate of compliance with Service Level Agreements by June 2025.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Sustain payment processing time within 5 days	0	0	0	5	5

Subprogram Summary

Tax Data Management

Neeraj Deshpande, Deputy Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

This Sub-Program is the official owner of the data within the Department's Tax Accounting System (TAS). It has three major components:

Advanced Error Resolution and Testing: Ensures taxpayer accounts are correct and in balance through the correction of known data quality issues. In addition, it is responsible for the business unit testing of system and application changes to ensure integrity of data entering the system.

Data management: Responsible for improving the agency data management maturity through the development and implementation of the data management strategy, data governance, data quality, and supporting processes.

New Tax system implementation: The Sub-Program is taking the lead in preparing the Department for a new tax system and will lead in the implementation of the new system.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,098.6	2,121.2	2,121.2
Other Appropriated Funds	39.7	49.4	49.4
Other Non-Appropriated Funds	12.3	0.0	0.0
Total	2,150.6	2,170.6	2,170.6
FTE Positions	32.20	32.20	32.20

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

Goal: STARS (Breakthrough)

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Cleanse documents under review	0	0	0	36,000	36,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,455.2	3,075.1	5,359.8
Other Appropriated Funds	16,718.7	18,709.2	18,709.2
Other Non-Appropriated Funds	2,185.1	391.7	391.7
Total	22,358.9	22,176.0	24,460.7
FTE Positions	327.77	329.77	329.77

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

Goal: Inventory Alignment Accounts Receivable (AR) Balance Reduction

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Reduction in total Accounts Receivable month over month (dollars are presented in thousands)	N/A	\$161,486.7	\$353,573.0	N/A	N/A

Goal: Maximize taxpayer education and compliance

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of ECCO customer satisfaction surveys scoring 4 or above	94%	95%	94%	95%	95%
Number of TPT licenses corrected	960	900	1,009	900	900

Subprogram Summary

Education and Outreach

Kathy Gamboa, Assistant Director of Education & Compliance
 Phone: (602) 71-6090
 A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Education and Outreach subprogram is responsible for education and compliance through the processes of community outreach, coordinating tax enforcement and collection with local and state authorities, supervising the processing of voluntary disclosure agreements and desk audits, and administration of specialty taxes (jet fuel tax, bingo, etc.) The Agency as a whole is expanding its Education and Outreach subprogram to all Arizonans, specifically working through the Audit and Assessing and Collections subprograms and with the Arizona cities and towns to further educate individual income and corporate taxpayers. To this end, the Outreach component is embedded in all that ADOR does and continues to adapt to keep pace with the customer need – and expectations.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	395.4	358.5	358.5
Other Appropriated Funds	3,615.2	7,738.3	7,738.3
Other Non-Appropriated Funds	61.0	23.8	23.8
Total	4,071.7	8,120.6	8,120.6
FTE Positions	72.75	73.75	73.75

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

Goal: Increase Taxpayer compliance by 2% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Reduce processing days	0	0	0	120	100

Subprogram Summary

Audit and Assessing

Kathy Gamboa, Assistant Director of Education & Compliance

Phone: (602) 71-6090

A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Audit subprogram is responsible for providing an integrated, coordinated and uniform system of tax administration designed to ensure that taxpayers correctly calculate and report their corporate income taxes, individual income taxes, withholding taxes and transaction privilege, use and severance taxes. The Audit subprogram provides education to taxpayers through the process of field audits, desk audits, and developing training for taxpayers. The Audit subprogram ensures that auditors are versed in analyzing taxpayers' books and records, arriving at a correct tax calculation based on application of Arizona laws to each tax type, and explaining how Arizona laws, rules and regulations apply to each taxpayer. The Audit subprogram is further responsible for training and supervision of municipal auditors and uniform administration of both state and local transaction privilege and use taxes levied by counties, cities, towns and other special districts. The Audit subprogram provides services to other agencies (e.g., the Department of Defense regarding claims by Native Americans, or the Department of Health Services regarding compliance with tax laws by the medical marijuana dispensaries). The Audit subprogram is further responsible for reviewing refunds submitted by taxpayers and protecting Arizona state revenues by denying issuing of those refund claims that are fraudulent or unsubstantiated. Following completion of an audit or refund review, the Audit subprogram continues to provide education and support to taxpayers and agency representatives necessary to assist with resolution of taxpayer protests and to provide oversight during litigation.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	810.6	826.3	826.3
Other Appropriated Funds	4,895.5	4,839.5	4,839.5
Other Non-Appropriated Funds	493.2	367.9	367.9
Total	6,199.3	6,033.7	6,033.7
FTE Positions	103.79	103.79	103.79

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

Goal: Senate Bill 1734 AZ Family Tax Rebate

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Ensure targeted population rebates have been distributed on time.	0	0	0	100	N/A

Subprogram Summary

Collections

Kathy Gamboa, Assistant Director of Education & Compliance
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Collections subprogram secures the payment of receivables, delinquent taxes and filing of delinquent returns through correspondence, telephone, and field contacts with taxpayers.

All collection activity is performed under the overview of the Taxpayer Bill of Rights to promote fairness, confidentiality, and consistency of application of the tax laws. Arizona was the first state to have a Taxpayer Bill of Rights in 1986, and the 1994 updated version again put Arizona in the leadership role of protecting taxpayer rights, while ensuring that all taxpayers pay their fair share of the tax burden.

The subprogram also works with delinquent taxpayers by entering into payment arrangements and educating them in compliance (filing obligations) issues. Upon the taxpayer's action to void the agreement, enforcement collections activity is pursued including filing liens, levies, and seizures of assets.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,331.5	827.2	3,111.9
Other Appropriated Funds	8,207.9	6,131.4	6,131.4
Other Non-Appropriated Funds	2.2	0.0	0.0
Total	9,541.6	6,958.6	9,243.3
FTE Positions	132.23	133.23	133.23

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

Goal: Inventory Alignment Accounts Receivable (AR) Balance Reduction

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Reduction in total Accounts Receivable month over month (dollars are presented in thousands)	0	0	0	32,135	15,746

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	29,332.2	29,726.7	31,936.3
Other Appropriated Funds	4,083.2	6,937.8	3,528.2
Other Non-Appropriated Funds	202.3	160.8	160.8
Total	33,617.7	36,825.3	35,625.3
FTE Positions	221.70	221.25	221.25

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

Goal: Talent Development for Career Mobility

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Meet project milestones to support career mobility	N/A	100%	84%	N/A	N/A

Goal: STARS (Breakthrough) Adhere to annual STARS project budget (percent)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Adhere to annual STARS project budget (percent)	0%	95%	82%	N/A	N/A

Subprogram Summary

Human Resources

Todd Mills, Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Human Resources subprogram is responsible for providing employee relations, benefits, recruitment and retention, performance evaluations and guidance and resolution of employee issues.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,118.8	1,138.4	1,138.4
Other Non-Appropriated Funds	1.1	0.0	0.0
Total	1,119.9	1,138.4	1,138.4
FTE Positions	10.50	10.50	10.50

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

Goal: Improve role satisfaction score from 86% to 88% from Best Companies Survey by June 2025

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Enter new measure name here	0	0	0	87	88

Subprogram Summary

Information Services

Rob Woods, Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Information Services subprogram maintains technology infrastructure, systems, reports and security, hardware, software and project management necessary for ADOR to deliver core Department of Revenue business processes.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	13,275.3	12,755.6	14,558.4
Other Appropriated Funds	736.5	3,285.3	282.5
Other Non-Appropriated Funds	72.6	0.0	0.0
Total	14,084.5	16,040.9	14,840.9
FTE Positions	95.45	95.00	95.00

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

Goal: STARS (Breakthrough)

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Adhere to STARS project milestone schedule	0%	0%	0%	90%	90%

Subprogram Summary

Support Services

Rob Woods, Director
Phone: (602) 71-6090
A.R.S., Title 42

Mission:

Serving Taxpayers!

Description:

The Support Services subprogram provides leadership, management and direction to all employees of the Department; agency planning, resource allocation, budgeting; accounting and distributions of all revenues received; purchasing and internal financial and inventory accounting; management and maintenance of all department facilities and communications.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,483.3	10,964.2	11,371.0
Other Appropriated Funds	470.1	561.2	154.4
Other Non-Appropriated Funds	128.6	160.8	160.8
Total	11,082.0	11,686.2	11,686.2
FTE Positions	64.75	64.75	64.75

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

Goal: Adhere to annual STARS project budget (percent)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
	0.0	9,000.4	9,000.4
Administration	6,614.3	12,977.8	24,226.5
Business Services	1,984.7	3,529.7	3,529.7
Public Services	240.4	70.0	70.0
Election Services	2,948.8	2,304.2	4,744.2
Arizona State Library, Archives, and Public Records	6,552.0	4,213.0	4,313.0
Total	18,340.1	32,095.1	45,883.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	13,814.4	23,954.2	37,742.9
Other Appropriated Funds	1,881.1	1,343.9	1,343.9
Other Non-Appropriated Funds	2,644.6	6,797.0	6,797.0
Total	18,340.1	32,095.1	45,883.8
FTE Positions	143.00	146.10	168.10

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

5 Year Plan

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:

AZSOS continues to work with federal, state, and local partners to ensure elections are conducted safely and securely. A Chief Information Security Officer works closely with counties to increase the robustness and solidify the structure of election security preparedness. It conducted comprehensive cyber and physical security reviews and readiness trainings and a focus on implementation of election administration best practices, extending this expertise to all 15 Arizona counties. AZSOS also collaborated extensively with counties to create and implement an election fellowship program, and implement text-message ballot tracking and ballot curing statewide. Given the continued spread of false information about Arizona's elections, 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.

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, previous funding was based on an incomplete assessment of M&O cost of AVID. Second, changes to AVID mandated by litigation and legislation have expanded its functionality (SB1485, SB1411, HB2492, HB2243, HB2482) and has significantly increased M&O cost. Third, the state's portion of AVID M&O has almost exclusively been paid for using HAVA funds which may not be available in the future.

Solutions:

The department seeks a stable and predictable funding model for the program and as such is requesting \$2.34 million be appropriated from the state general fund in FY2026 and thereafter.

Issue: Modernize and Secure IT Systems

Description: AZSOS has a considerably large set of aged and non-sustainable applications built in-house. These applications range from elections-related applications like E-Qual to non-elections applications like Business Services system FACTS and the lobbyist application which is over 20 years old. In general, the office's IT infrastructure harkens from a time when it used paper records. Many components are at best, outdated and at worst, obsolete.

Solutions:

AZSOS believes it is critical to add much needed IT staff and transition from outdated, internally developed and maintained applications to a low-code, no-code platform similar to those used by other agencies like that of the Arizona Corporation Commission, which was fully funded in FY2024.

AZSOS has previous requested appropriations for this purpose. None have been granted.

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. Archives and Records Management will begin implementing a state-level Trusted Electronic Records Repository (TERR) program for which it received funding in the FY2025 budget. While TERR will address the needs of electronic records, we must plan for the need to secure physical records.

The Polly Rosenbaum State Archives and History Building preserves state documents, artifacts and public records that require precise climate-controlled storage as well as additional protections from biological, environmental and mechanical hazards. It was initially estimated that its 125,000 square feet of space would not be exhausted until 2032. Currently, staff are estimating the building will reach capacity in 2028. A building feasibility study must be conducted to identify options and plans for future State Library and Archives space.

Issue: Secure the future of Business One-Stop

Description: Businesses of all sizes across the state depend on AZSOS through its Business Services department. Services include support with various required filings, including Uniform Commercial Code transactions, trademark and trade-name registrations, limited partnership formations and limited-liability partnership formations. The successful establishment of these businesses is robust and grows over time as small and medium-sized businesses upscale their services and products.

AZSOS takes its role of supporting business establishment seriously and, as such, has been a strong partner and proponent of Arizona Business One Stop (B1S), a single online portal with personalized tools to plan, start and operate a business in Arizona. It is a secure, digital experience that allows prospective and existing businesses to easily comply with formation requirements and resources at state agencies including, the Arizona Department of Revenue, the Arizona Corporation Commission, the Arizona Commerce Authority, AZSOS and more.

Solutions:

Since its inception, the broader management tasks within B1S have been managed by the Arizona Department of Administration (ADOA) and funded by the Automation Projects Fund. The FY2025 budget initially eliminated all funding for B1S. With the support of AZSOS and many in the business community, some funding was restored; however, the total B1S budget was cut by more than 76%.

Unfortunately, the B1S program is currently in the Maintenance and Operations-only status, which only provides enough funding to keep the figurative lights on for the project. This makes it nearly impossible to fulfill the potential that was originally intended. As such, AZSOS believes the ownership, management, promotion and funding of B1S should be transferred from ADOA to AZSOS. AZSOS contains the program management, IT development and business-community outreach skillsets necessary to ensure the future success of B1S.

AZSOS would fund B1S by amending the relevant statute to retain the approximately \$1.6 million of existing fees it annually collects and otherwise deposits into the state general fund. The project has the potential to not only pay for itself, but also for other government programs because of its high return on investment to taxpayers. Therefore, reestablishing funding and consolidating tasks will result in the state collecting more money than it will spend.

Issue: Identify a stable funding source for the Address Confidentiality Program

Description: : The Address Confidentiality Program (ACP) primarily was created to protect victims of stalking, domestic violence and sexual assault from those who would use public records, such as voter or driver's license registries, to locate, harass, intimidate and/or abuse them. These services provided survivors with 1) a way to register to vote and 2) a way to keep their actual address out of all public records.

In 2011, the Arizona Legislature established the ACP within AZSOS. Arizona was the 27th state to create a confidential address program. On June 4, 2012, the program began assisting individuals and families. Part of the enabling legislation created the ACP Fund, which is made up of a \$50 fine assessed as part of court fines included when there is a conviction for domestic violence, sexual assault, or stalking.

When this ACP Fund was created, the fine was used to generate funding to support the cost of providing the statutorily mandated services without relying on general funds from the legislature. But for some time, the fine revenue has been insufficient. ACP operating costs were supplemented with revenue from the federal Victims of Crime Act (VOCA) grant administered by the Arizona Department of Public Safety, but these funds were never intended to be permanent and have expired.

In its FY2024 budget proposal, AZSOS requested an appropriation of \$250,000 from the state general fund in anticipation of a 55% reduction in VOCA revenues that fiscal year. While AZSOS received the appropriation based on the anticipated 55% reduction, the VOCA revenues were not reduced by 55%; it was eliminated completely. AZSOS was able to offset some of the loss of VOCA revenue; however, it did so at the cost of program quality.

Since then, participation in ACP has continued to increase year over year by approximately 15-20%. Servicing these new members has required additional frontline and management staff. The increase in membership also results in increased materials cost such as custom envelopes, other supplies, as well as postage, the cost of which has increased 17% since the beginning of FY2023.

Combined, these factors led AZSOS to request a \$400,000 increase of ACP annual, on-going appropriation from the state general fund from \$250,000 to \$650,000 in its FY2025 budget proposal. Though the enacted FY2025 budget did not include the \$400,000 increase, AZSOS was able to secure temporary grant funding sufficient to operate ACP for the duration of FY2025. This temporary funding will not be available in FY2026 and beyond.

Solutions:

The department seeks new sources of funding to continue to operate the program without participation caps or reductions in service.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	157.0	157.0	157.0
General Fund	23,500.0	24,000.0	24,500.0
Other Appropriated Funds	2,000.0	2,250.0	2,500.0
Non-Appropriated Funds	2,750.0	3,000.0	3,250.0
Federal Funds	7,000.0	8,000.0	9,000.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,892.2	7,969.1	19,217.8
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	722.1	5,008.7	5,008.7
Total	6,614.3	12,977.8	24,226.5
FTE Positions	49.00	50.00	72.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Maintain an above average favorable response rate on annual employee engagement survey.	80	80	80	80	80

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	954.5	2,864.7	2,864.7
Other Appropriated Funds	(0.0)	0.0	0.0
Other Non-Appropriated Funds	1,030.1	665.0	665.0
Total	1,984.7	3,529.7	3,529.7
FTE Positions	63.00	15.00	15.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Trade names and Trademarks filed per month	3,300	3,000	3,200	3,300	3,300

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	240.4	70.0	70.0
Total	240.4	70.0	70.0
FTE Positions	2.00	2.00	2.00

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

Goal: To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Engage staff to suggest legislation to improve rulemaking process [once annually].	1	1	1	1	1

Program Summary

Election Services

Lisa Marra, Director

Phone: (602) 364-1562

A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.

Mission:

To work in close partnership with federal, state, local, and nongovernmental stakeholders to ensure free, fair, and secure elections in Arizona that are accessible to all eligible voters.

Description:

The Election Services Division ensures that the Secretary of State, as the Chief Election Officer, fulfills her statutory mandates relating to election oversight and administration in the following areas:

- Election Security: Implementing robust cyber and election security measures, and working in close partnership with federal, state, and local stakeholders to continually improve election security throughout the state.
- Elections Procedures Manual: Provide uniform election procedures through publication of an updated Elections Procedures Manual every odd-number year.;
- Voter Registration: Maintaining and improving the new statewide voter registration database and coordinating ongoing maintenance and operation of the statewide database; and coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, including coordination with Department of Transportation/Motor Vehicles Division and public assistance agencies; assisting county partners with redistricting updates following the biennial census..
- Election Officer Certification: Provide training, certification, and re-certification of county recorders and election officials in odd-numbered years.
- Election Equipment Certification and Testing: Reviewing and certifying, according to national and state standards, new voting systems and election equipment and updates to existing systems and equipment used by the counties; conduct logic and accuracy tests of all election equipment used by the counties prior to each federal, statewide, and legislative election.;
- Elections Technology: Ensuring proper maintenance, operation, and updating of election technology necessary for the fulfillment of statutory duties, including statewide voter registration database, Election Management System, Election Night Reporting, Candidate Portal, E-Qual, campaign finance filing system (Beacon), campaign finance reporting system (Spotlight), UOCAVA portal, Circulator Portal, lobbyist filing system, and public portal for voters.
- Candidate Nomination: Receiving nomination papers and petitions from and certifying for the ballot candidates for federal, statewide, and legislative office.
- Ballot Measures: Receiving initiative, referendum, and recall applications and petitions; processing and certifying for those petitions for the ballot; providing information to the public on ballot measures by publishing and mailing the publicity pamphlet; and coordinating statewide Town Hall meetings on ballot measures; .provide resources to committees and circulators; review and approve circulator affidavits.
- Campaign Finance & Financial Disclosures: Provide professional, courteous service in the administration of campaign finance laws, including registering candidate and political committees, accepting required campaign finance filings, reviewing campaign finance complaints, and referring appropriate complaints and non-filers to the Attorney General; coordinating and accepting financial disclosure filings from office holders.
- Lobbying: Provide professional, courteous service in the administration of lobbyist laws, including registering lobbyists, principals, and public bodies, accepting required filings, reviewing lobbyist complaints, and referring appropriate complaints and non-filers to the Attorney General.
- Federal Compliance: Overseeing compliance with federal election laws, including the Help America Vote Act (including providing a statewide complaint system for uniform, nondiscriminatory response to grievances), the National Voter Registration Act, and the Uniformed and Overseas Citizens Absentee Voting Act (including maintaining the electronic portal for uniformed and overseas voters).

- Public Information and Public Records: Providing professional and courteous customer service to Arizonans on all areas of division responsibility, including promptly responding to telephone and email inquiries; publishing handbooks on key areas of statutory responsibility in order to provide uniform guidance to the regulated community and other stakeholders; compile and distribute Arizona's Election Statute Book.

- Public Records:; undertaking massive data inquiries to produce producing public records and filings for the public upon request.

- Voter Education: Developing and implementing an effective voter outreach and education program in partnership with other stakeholders at the state and local levels; and providing courteous and professional customer service to voters.

- Official Canvass and Electoral College: canvassing and certifying the results of elections for federal, statewide, and legislative office; issuing certificates of nomination and election; and planning and executing the meeting of the Electoral College.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,713.4	841.0	3,281.0
Other Appropriated Funds	483.5	339.9	339.9
Other Non-Appropriated Funds	751.9	1,123.3	1,123.3
Total	2,948.8	2,304.2	4,744.2
FTE Positions	25.00	26.10	26.10

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

Goal: To provide statewide voter registration.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total voter registration	4,198,726	4,628,953	4,101,308	4,101,308	4,101,308

Program Summary

Arizona State Library, Archives, and Public Records

Holly Henley, State Librarian

Phone: (602) 542-6181

A.R.S. §§ 41-151 through 41-151.24

Mission:

To provide Arizonans access to information about their government, their state, and their world by offering content in a variety of formats, preserving Arizona’s history for future generations, and empowering local institutions to engage their communities in learning.

Description:

The Arizona State Library, Archives and Public Records Division collects, preserves, and provides access to materials relating to law, political science, economics, sociology, subjects pertaining to the theory and practice of government, genealogy, and Arizona history. The format of materials may vary. Access to collections is provided by the State Library through a general and legal reference service, a records management and archives program, a state and federal government documents depository program, a library development service, museums for educational purposes, and a service for persons who are visually or physically unable to use traditional print materials. The State Library serves as the “state library administrative agency” with its Director given responsibility to accept and administer state and federal funds, including grants (A.R.S. 41-151.)

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,014.0	3,209.0	3,309.0
Other Appropriated Funds	1,397.6	1,004.0	1,004.0
Other Non-Appropriated Funds	140.4	0.0	0.0
Total	6,552.0	4,213.0	4,313.0
FTE Positions	4.00	53.00	53.00

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

Goal: To preserve Arizona’s history through the collection, storage, and digitization of permanent government records, publications, and artifacts.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Archives and records materials used (in thousands)	0	0.7	0.7	0.8	0.8

Agency Summary

Senate

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			
FTE Positions			

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

Agency Summary

Superior Court

Description:

The Superior Court, which has a division in every county, is the State's only general jurisdiction court. Superior Court judges hear all types of cases except small claims, minor offenses, or violations of city codes and ordinances. In addition, the responsibility for supervising adults and juveniles who have been placed on probation resides in the Superior Court.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
SLI Judges Compensation	29,591.5	30,399.8	30,399.8
Probation Salary Increase Backfill	6,749.2	0.0	0.0
Adult Probation Services	44,487.4	47,983.6	58,221.3
Juvenile Probation Services	35,531.6	40,135.5	43,081.6
SLI Special Water Master	2,333.9	2,511.1	2,511.1
SLI Drug Court	1,246.4	1,246.4	1,260.9
SLI Court-Ordered Removal	315.0	315.0	376.1
Superior Court Operating Budget	5,493.4	5,422.4	5,890.2
SLI Centralized Service Payments	4,302.8	4,667.0	4,969.8
Total	130,051.3	132,680.8	146,710.8

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	120,400.9	115,194.8	129,224.8
Other Appropriated Funds	6,769.3	12,015.6	12,015.6
Other Non-Appropriated Funds	2,881.1	5,470.4	5,470.4
Total	130,051.3	132,680.8	146,710.8
FTE Positions	269.25	282.37	282.37

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

Agency Summary

Supreme Court

David K. Byers

Description:

The Supreme Court consists of seven Supreme Court justices, judicial support staff, and the Administrative Office of the Courts. The Supreme Court, as the State's highest court, has the responsibility to review appeals and to provide rules of procedure for all the courts in Arizona.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Justices and Support	6,996.0	6,972.9	6,972.9
SLI Automation	26,864.6	36,266.1	37,843.3
SLI Arizona Trial and Digital Evidence Fund Deposit	1,620.0	1,620.0	1,620.0
Juvenile Monetary Sanctions Funding Backfill	250.0	250.0	250.0
Administrative Supervision	6,691.6	6,674.8	8,497.6
Regulatory Activities	3,993.4	5,154.7	5,154.7
Court Assistance	11,424.7	13,129.9	13,129.9
Family Services	17,888.1	21,045.2	21,708.0
SLI Judicial Nominations & Performance Review	590.5	620.7	654.8
SLI Commission on Judicial Conduct	602.1	620.8	817.9
SLI State Aid	4,878.3	6,453.9	6,453.9
SLI County Reimbursement	187.9	187.9	187.9
Total	81,987.3	98,996.9	103,290.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	28,795.0	29,864.2	33,808.3
Other Appropriated Funds	24,578.6	35,020.4	35,370.3
Other Non-Appropriated Funds	28,613.7	34,112.3	34,112.3
Total	81,987.3	98,996.9	103,290.9
FTE Positions	446.28	495.45	497.45

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State Board of Tax Appeals	286.8	318.6	318.6
Total	286.8	318.6	318.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	286.8	318.6	318.6
Total	286.8	318.6	318.6
FTE Positions	3.00	3.00	3.00

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 practitioners, 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 with the effect of the Covid-19 pandemic lessening the Board expects more audits that will certainly increase the number of appeals filed with the Board, and will directly impact the Board's caseload.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	3.0	3.0	3.0
General Fund	318.6	325.0	331.6

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

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	286.8	318.6	318.6
Total	286.8	318.6	318.6
FTE Positions	3.00	3.00	3.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	286.8	318.6	318.6
Total	286.8	318.6	318.6
FTE Positions	3.00	3.00	3.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number backlogged requiring written decision	5	5	5	5	5
Number of months to process appeal	6	7	10	8	6
Number of tax appeals resolved	8	18	14	20	24
Caseload processing	43	52	40	44	52

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	2,466.4	2,646.0	2,877.0
Total	2,466.4	2,646.0	2,877.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	2,455.1	2,646.0	2,877.0
Other Non-Appropriated Funds	11.3	0.0	0.0
Total	2,466.4	2,646.0	2,877.0
FTE Positions	24.00	25.00	25.00

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

5 Year Plan

Issue: Examination Refresh

Description: The Board of Technical Registration establishes and proctors two state specific examinations for licensure; the Arizona Land Surveyor State Specific Examination and the Arizona Geological Engineer Examination. Both examinations are in need of a refresh. Industry standard for examination refresh is approximately every five years. The land surveyor exam was last refreshed in 2017; the geological exam 2014.

Solutions:

The Board is requesting funding through its FY26 budget submittal to refresh both examinations, as it did in it FY25 budget submittal. The Board will continue to ask for funding. If approved, the Board would put forth the necessary resources to hire the required pcyoma-trictian(s) and subject matter experts to review and refresh the validity of the examinations.

Issue: Land Surveyor Minimum Standards Update

Description: The current Standards of Practice for land surveyors in Arizona are over twenty years old. In 2001, the Board incorporated through adoption the Arizona Professional Land Surveyor Association (APLS) standards of practice. In 2014, APLS updated their standards of practice. It is essential that the standards be reviewed and updated to current industry standards.

Solutions:

In order to review and update the land surveyor standards of practice, the Board will need to work with APLS and professional land surveyors to review and update the standards. Once a final product is created, the Board will need to update its rules to incorporate the new standards through the normal rule making process.

Issue: Board Statutes and Rules review

Description: The Board's statutes and rules need to be reviewed and possibly updated to be consistent with current practices, meet national trends in the professions for licensure and regulation, adapt to changes in licensing and improve clarity.

Solutions:

The Board is reviewing statutes to identify outdated and contradictory language. Primary focus is being placed on license reciprocity, mutual recognition agreements, home inspector qualifications, and statutes regarding the alarm industry. The Board will continue to engage in stakeholder outreach to identify statutes that require attention.

The Board completed its 5-year rule review and plans to make necessary changes as indicated in its 5-year rule review submission to GRRC. This includes additional clarity regarding education, examination and experience for licensure and possibly removing or updating the Board's rules appendices.

Issue: E-Licensing

Description: The Board is working with vendor, Thentia, to move onto it's e-licensing platform. This move will reduce data entry, processes that require paper, increase agency productivity, and simplify the overall application/renewal process.

Solutions:

Successfully move onto an e-licensing platform.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	25.0	25.0	25.0
Other Appropriated Funds	2,737.0	2,805.4	2,875.6

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

Goal: To timely and accurately process applications for registration and certification.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of application denials	0	1	0	1	1
Number of application denials reversed through appeal	0	0	0	0	0
Percent of applications processed within agency timeframes	100	100	100	100	100
Total number of active registrants	47,240	51,000	52,251	55,000	59,000
Total number of applications processed	2,954	3,200	4,087	3,300	3,500
Total number of applications received	3,021	3,300	4,005	3,500	3,500
Total number of license renewal applications processed	9,121	10,500	9,551	10,500	10,500

Goal: To timely resolve all received complaints.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of complaints against registrants resulting in disciplinary action	46	43	43	45	45
Number of complaints received	N/A	140	208	N/A	180
Number of complaints resolved	139	130	157	140	160
Number of non-registrant complaints	60	30	68	30	60
Percent of complaints resolved by informal methods	99	95	99	95	95
The average number of days a complaint is open.	146	140	212	140	180

Goal: To rapidly and accurately respond to requests for information (public records requests) relating to the Board's regulated population.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of Public Information requests received	52	50	81	50	60
Percent of persons grading response to request for information as good or better	98	98	100	98	98

Agency Summary

Office of Tourism

Lisa Urias, Director
Phone: (602) 364-3717
A.R.S. § 41-2305

Mission:

We drive essential statewide tourism 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	8,600.6	11,498.8	11,498.8
Tourism Promotion	38,862.0	48,330.8	48,330.8
Total	47,462.6	59,829.6	59,829.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,876.2	8,325.0	8,325.0
Other Non-Appropriated Funds	38,586.4	51,504.6	51,504.6
Total	47,462.6	59,829.6	59,829.6
FTE Positions	30.00	31.00	31.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision: Create an Arizona brand 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.

Agency Mission: We drive essential statewide tourism 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.

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 and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	28	\$9,231,500	\$0	\$23,644,820.47	\$13,109,242.27	\$45,985,562.74
24	31	\$8,902,600	\$0	\$23,480,751.21	\$9,995,930.07	\$42,379,245.28
25	31	\$8,269,400	\$0	\$25,336,065.17	\$1,482,700.00	\$35,088,165.17

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

During FY24, in addition to its standard marketing program, the Office of Tourism is conducting the first phase of its Arizona Brand Refresh initiative. The intended outcome of this project is to build an updated brand identity for the state that instills pride in and reflects the values of Arizonans statewide. This fiscal year, AOT embarked on a statewide listening tour to gain insight from stakeholders on how they perceive our state and what issues they think impact Arizona. This stakeholder perspective will contribute to the development of Arizona’s updated brand identity. The culmination of the entire project will result in a brand playbook and new brand identity for Arizona including core brand attributes, messaging, and campaign that Arizona agencies and key stakeholders will be able to apply to their program of work.

The work conducted in FY24 will lead the Office of Tourism to its second phase of the rebrand project that will be conducted in FY25: Brand Implementation. In addition to its brand project, the other major outcomes for the Office of Tourism include its sustainability program where we are working in collaboration with several other federal and state agencies with shared interests and efforts to secure consistent and sustainable funding sources to expand agency programs. Each of these outcomes contribute to Governor Hobbs’ overall priorities for the state.

Summary of 5-Year Agency Outcomes
(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Arizona Brand Refresh: Increase positive brand awareness by 25% by June 2029.	FY 2024	Affordable and Thriving Economy Economic Development & Quality Jobs	On-Target: AOT started the Discovering Arizona project to engage stakeholders to help identify key values and elements for Arizona’s new brand identity.
2	Tourism Marketing: Increase number of ad influenced trips by 50% by June 2029.	FY 2024	Affordable and Thriving Economy Investing in Local Communities	On Target: Each year, AOT produces several tourism focused consumer marketing campaigns to inspire travel to Arizona.
3	Sustainability: Implement three programs to help evenly disperse tourism activity by June 2029.	FY 2024	Affordable and Thriving Economy Investing in Local Communities	On Target: AOT is building upon the foundation we have established with the development of our Appreciate AZ program. We have a Director of Sustainability who is dedicated to building collaborations with federal and state agencies to build these program.
4	Sustainable Funding Sources: Identify sustainable funding sources to support and expand the marketing efforts of the Arizona Office of Tourism by June 2029.	FY 2024	Affordable and Thriving Economy Economic Development & Quality Jobs	On Target: AOT worked with Rounds Consulting Group (RCG) to build the case for sustainable funding. This research will be used to further investigate and promote the benefits of sustainable funding for tourism.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.A Breakthrough Goal: Integrate brand refresh elements into all AOT campaigns by end of fiscal year by June 2025.</p> <p>1.B Increase in-state visitation and traveler spending by 2% by June 2025.</p> <p>1.C Increase domestic visitation and traveler spending by 2% by June 2025.</p> <p>1.D Increase international visitation by 2% by June 2025.</p> <p>1.E Increase inclusivity messaging by 2% by June 2025.</p>	<p>1.A Percent of AOT campaigns that incorporate brand refresh elements.</p> <p>1.B Campaign Return-On- Investment.</p> <p>1.C Global earned media number with key brand message placement.</p> <p>1.D Number of Sales Calls and Destination Trainings.</p> <p>1.E Number of inclusivity messaging opportunities implemented.</p>	<p>1.A Integrate brand refresh playbook (colors, tag lines, fonts, messaging) into campaigns.</p> <p>1.B Develop and execute research-driven advertising campaigns.</p> <p>1.C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact.</p> <p>1.D Conduct global media and trade relations activities to educate and engage industry-related trade and media representatives.</p> <p>1.E Identify and optimize inclusivity messaging and compliance in all marketing and communications channels.</p>
2	<p>2.A Launch Tread Lightly! multi-tiered campaign by December 2024.</p> <p>2.B Establish a minimum of three sustainability awareness metrics by June 2025.</p> <p>2.C Re-establish tourism support for 25% of Arizona Tribal communities by June 2025.</p>	<p>2.A Percentage of milestones completed to launch Tread Lightly! campaign.</p> <p>2.B Number of metrics established.</p> <p>2.C Percentage of tribal communities re-engaged and participating in AOT programs (media missions, trade shows, co-operative marketing campaign, etc.).</p>	<p>2.A Promote Arizona’s sustainability awareness by launching the Tread Lightly! responsible recreation marketing campaign.</p> <p>2.B Develop a Sustainable Tourism definition with measurable elements (Responsible Behavior Communications, Industry Education & Training, Stakeholder Engagement).</p> <p>2.C Promote the value of tourism as an economic development component and AOT’s program offerings.</p>
3	<p>3.A Identify at least three sustainable funding options by June 2025.</p>	<p>3.A Percentage of milestones completed to identify funding options.</p>	<p>3.A Gather information on funding mechanisms from other state tourism offices, collect data on effective Return on Investment models and produce scenarios to promote best case options.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4.A Increase efficiencies by 25% in agency’s Procurement to Pay Process Cycle by June 2025.	4.A Percentage of accurately submitted Purchase Orders 4.A.1 Percentage of accurately submitted invoice backup material	4.A Evaluate current procure to pay process for effectiveness, identify problem areas, implement changes and educate staff on new process

Stakeholder Engagement Plan (Summary):

Internal: The Office of Tourism’s executive leadership team and individual program directors were involved in building the agency’s FY25 Strategic Plan. Each program division reviewed the agency’s overarching outcomes and contributed new program strategies and metrics to align with the agency’s FY25 goals.

External: External stakeholders were indirectly involved in the development of the Office of Tourism’s FY25 Strategic Plan. As part of our Arizona Brand Refresh initiative we have been conducting Listening Sessions with various stakeholders across the state. The stakeholder groups comprise of industry-related professionals, as well as economic development and community leaders. The intended outcome of the Brand Refresh project is to build an updated brand identity for the state that instills pride in and reflects the values of Arizonans statewide. Through these Listening Sessions, the Office of Tourism has been able to gain insight as to which Arizona assets are most important to various stakeholders to market and promote. The information that we have learned has impacted the focus and direction of our strategic plan and marketing programs.

Communication Plan (Summary):

Internal: The Office of Tourism’s FY25 Strategic Plan will be communicated to internal stakeholders by presenting the material at a monthly staff meeting to review the Governor’s priorities, the agency’s overall outcomes, the goals of each division and how they all collaborate to achieve FY25 goals. The Office of Tourism’s FY25 Strategic Plan will then be used as a check-in tool at monthly director meetings to ensure programs are progressing with their goals. This will also be used in conjunction with the agency’s FY25 Scorecard.

External: The Office of Tourism will announce the availability of our FY25 Strategic Plan at the agency’s upcoming annual Governor’s Conference on Tourism (August 21-23, 2024). The conference attendees comprise of statewide industry representatives and stakeholders that have an interest in the material. Other announcements that our FY25 Strategic Plan is available will be made in the agency’s bi-monthly newsletter - *Tourism Tuesday*. The subscriber list has many statewide industry representatives and stakeholders who will use the information to align their own marketing programs and goals. The agency will also make the FY25 Strategic Plan available as a downloadable PDF off of the agency website, Tourism.AZ.gov.

Issue: Arizona Brand Refresh

Description: TOA started the Discovering Arizona Brand Refresh project in FY24 to engage stakeholders to identify key values and elements for Arizona's new brand identity. TOA unveiled Vibrant Arizona in August 2024 (FY25), a new brand that celebrates the state's diversity and vibrant culture, unifies the identity of state government, and strengthens the state's competitiveness as a top tourism and business destination.

Solutions:

1 SMART Outcome #1

1.A Breakthrough Goal: Integrate brand refresh elements into all AOT campaigns by end of fiscal year by June 2025.

1.1.A Percent of AOT campaigns that incorporate brand refresh elements.

1.1.1.A Integrate brand refresh playbook (colors, tag lines, fonts, messaging) into campaigns.

Issue: Tourism Marketing

Description: Each year, AOT produces several tourism focused consumer marketing campaigns to inspire travel to Arizona. Pursuant to A.R.S. § 41-2305, AOT serves as the only state public agency responsible for leading Arizona's destination marketing and tourism development efforts. Tourism is a highly competitive global industry with competition for visitor dollars increasing daily. AOT is responsible for promoting the brand of Arizona as the travel destination of choice for consumers against direct competitors to generate vital tourism-related revenue for the state. The Arizona tourism industry is deeply embedded into the economic development of communities across the state where it financially contributes to essential public services. Tourism remains one of the state's strongest economic drivers, generating more than \$29 billion in direct travel spending throughout all 15 counties in Arizona, and more than \$4 billion in local, state and federal tax revenues in 2023.

Solutions:

2 SMART Outcome #2

1.B Increase in-state visitation and traveler spending by 2% by June 2025.

1.1.B Campaign Return-On- Investment.

1.1.1.B Develop and execute research-driven advertising campaigns.

1.C Increase domestic visitation and traveler spending by 2% by June 2025.

1.1.C Global earned media number with key brand message placement.

1.1.1.C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact.

1.D Increase international visitation by 2% by June 2025.

1.1.D Number of Sales Calls and Destination Trainings.

1.1.1.D Conduct global media and trade relations activities to educate and engage industry-related trade and media representatives.

1.E Increase inclusivity messaging by 2% by June 2025.

1.1.E Number of inclusivity messaging opportunities implemented.

1.1.1.E Identify and optimize inclusivity messaging and compliance in all marketing and communications channels.

Issue: Sustainability

Description: AOT is building upon the sustainability foundation we have established with the development of our Appreciate AZ program. We have a Director of Sustainability who is dedicated to building collaborations with federal and state agencies to build relevant programs that will support sustainability and destination management issues.

Solutions:

2 SMART Outcome #2

- 2.A Launch Tread Lightly! multi-tiered campaign by December 2024.
- 2.A Percentage of milestones completed to launch Tread Lightly! campaign.
- 2.A Promote Arizona’s sustainability awareness by launching the Tread Lightly! responsible recreation marketing campaign.

- 2.B Establish a minimum of three sustainability awareness metrics by June 2025.
- 2.B Number of metrics established.
- 2.B Develop a Sustainable Tourism definition with measurable elements (Responsible Behavior Communications, Industry Education & Training, Stakeholder Engagement).

- 2.C Re-establish tourism support for 25% of Arizona Tribal communities by June 2025.
- 2.C Percentage of tribal communities re-engaged and participating in AOT programs (media missions, trade shows, co-operative marketing campaign, etc.).
- 2.C Promote the value of tourism as an economic development component and AOT’s program offerings.

Issue: Sustainable Funding Sources

Description: AOT worked with Rounds Consulting Group (RCG) to build the case for sustainable funding. This research will be used to further investigate and promote the benefits of sustainable funding for tourism.

Solutions:

3 SMART Outcome #3

- 3.A Identify at least three sustainable funding options by June 2025.
- 3.A Percentage of milestones completed to identify funding options.
- 3.A Gather information on funding mechanisms from other state tourism offices, collect data on effective Return on Investment models and produce scenarios to promote best case options.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	2,642,000.0	2,721,260.0	2,802,897.8
General Fund	8,325.0	8,574.8	8,832.0
Non-Appropriated Funds	24,797.9	25,800.9	26,847.0
Federal Funds	1,683.6	—	—

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	8,600.6	11,498.8	11,498.8
Total	8,600.6	11,498.8	11,498.8
FTE Positions			

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

Goal: Identify at least three sustainable funding options by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of milestones completed to identify three funding options	0%	0%	0%	100.0%	100.0%

Goal: Increase efficiencies by 25% in agency's Procure to Pay Process Cycle by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of accurately submitted Purchase Orders	0%	0%	94.0%	95.0%	98.0%
Percentage of accurately submitted invoice backup material	0%	0%	0%	90.0%	100.0%

Subprogram Summary

Statewide Tourism Promotion (Prop 202)

Lisa Urias, Director
 Phone: (602) 364-3717
 A.R.S. §§ 41.2302 to 41.2305

Mission:

To appropriately utilize funds from the Indian Gaming Compact that promote and elevate Arizona top-of-mind as a vibrant travel destination.

Description:

This subprogram is dedicated to enhancing tourism promotion of Arizona, supports the national and international marketing campaigns, and helps fund expanded, new and emerging markets. Without this subprogram, TOA would not have the reach and frequency for its marketing efforts to strengthen and expand Arizona's economy.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	8,600.6	11,498.8	11,498.8
Total	8,600.6	11,498.8	11,498.8
FTE Positions			

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

Goal: Launch Tread Lightly! multi-tiered campaign by December 2024

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of milestones completed to launch Tread Lightly! campaign	0%	0%	0%	100.0%	100.0%

Goal: Re-establish tourism support for 25% of Arizona Tribal communities by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Re-establish tourism support for Arizona Tribes (meetings held)	0	0	0	10	12

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,876.2	8,325.0	8,325.0
Other Non-Appropriated Funds	29,985.8	40,005.8	40,005.8
Total	38,862.0	48,330.8	48,330.8
FTE Positions	30.00	31.00	31.00

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

Goal: Increase domestic visitation and traveler spending by 2% by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Social Media Engagements	551,055	300,000	365,450	350,000	350,000
Efficiency of Households Reached (Campaign Efficiency)	448	27	23	27	27

Goal: Increase inclusivity messaging by 2% by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Inclusive Marketing Opportunities and Placements	22	14	12	14	16

Goal: Establish a minimum of three sustainability awareness metrics by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Establish 3 sustainability awareness metrics	0	0	0	3	3

Subprogram Summary

Statewide Tourism Promotion

Lisa Urias, Director
 Phone: (602) 364-3717
 A.R.S. §§ 41.2302 to 41.2305

Mission:

To promote all of Arizona and create a platform that supports Destination Marketing Organizations (DMO) and the travel and tourism industry.

Description:

Through marketing, technical assistance, visitor services programs and innovative partnerships, this subprogram seeks to enhance the image and awareness of Arizona. The subprogram further supports the development and promotion of new Arizona travel products and packages in urban and rural areas, in partnership with public and private entities. The subprogram also encourages visitors to extend their stay and promotes positive awareness of Arizona’s authentic attributes through fulfillment.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,776.2	7,406.0	7,406.0
Other Non-Appropriated Funds	17,563.4	26,565.1	26,565.1
Total	25,339.6	33,971.1	33,971.1
FTE Positions	30.00	31.00	31.00

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

Goal: Increase in-state visitation and traveler spending by 2% by by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Industry Education	58	50	48	50	50
In-State Earned Media	526	547	597	550	600
Regional Cooperative Marketing Program Participation	34	38	38	44	46

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	11,330.6	12,337.4	12,337.4
Total	11,330.6	12,337.4	12,337.4
FTE Positions			

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

Goal: Increase domestic visitation and traveler spending by 2% by June 2025.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Annual growth of social media audience	61,452	38,420	7,640	5,000	6,000

Agency Summary

Department of Transportation

Jennifer Toth, Director
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, designing, constructing, maintaining, and operating the state's highway transportation system. In addition, the Department provides driver's license and registrations services, is responsible for commercial vehicle enforcement and registration compliance, operates the Grand Canyon National Park Airport, and maintains the state fleet.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	1,902,456.8	108,016.6	111,973.5
Intermodal Transportation	1,619,501.0	320,655.5	343,390.2
Motor Vehicle	130,447.1	120,217.9	122,080.7
State Motor Vehicle Fleet	37,057.8	40,516.9	44,376.7
Total	3,689,462.7	589,406.9	621,821.1

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	550.0	0.0	0.0
Other Appropriated Funds	504,078.2	572,474.9	604,889.1
Other Non-Appropriated Funds	3,184,834.5	16,932.0	16,932.0
Total	3,689,462.7	589,406.9	621,821.1
FTE Positions	3,624.75	3,626.75	3,626.75

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

Statewide Vision: An Arizona for everyone.

Agency Vision: To safely connect people and empower the economy.

Agency Mission: We provide highway infrastructure and transportation services.

Agency Description: The Arizona Department of Transportation is responsible for planning, designing, constructing, maintaining, and operating the state’s highway transportation system. In addition, the Department provides driver’s license and registrations services, is responsible for commercial vehicle enforcement and registration compliance, operates the Grand Canyon National Park Airport, and maintains the state fleet.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED)). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	3,860	\$0.0	\$518,869.2	\$2,638,824.7	\$	\$3,157,693.9
24	3,130.75	\$550.0	\$575,701.6	\$22,532.9	\$	\$598,784.5
25	3,732.75	\$0.0	\$566,939.9	\$22,532.9	\$	\$589,472.8

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

The Arizona Department of Transportation (ADOT) has identified five main focus areas that lead to significant enhancements in safety, mobility and connectivity. These outcomes work to safely connect people and empower the economy:

1. Reduce fatalities by 20% by June 2029
2. Partner with the private sector to coordinate the deployment of \$76M of electric charging stations by June 2029
3. Expand multimodal infrastructure 150 miles by June 2029
4. Construct 200 miles of interstate broadband conduit by June 2029
5. Reduce regrettable attrition from 15% to 10% by June 2029

Arizona Department of Transportation

2025 - 2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Reduce fatalities 20% by June 2029	FY 2025	Infrastructure	New Outcome: Future wins include: I-17 improvement project; I-10 widening project AZ-Sonora Border Infrastructure Master Plan; bridge upgrades; Border Liaison Unit outreach; CDL program implementation federal grant (CDLPI); Safety inspections of commercial vehicles; Full utilization of state highway safety plan (SHSP); Improve project delivery of safety projects; Safety on US-93; Tribal Nations crash data; Tribal safety summit
2	Partner with the private sector to coordinate the deployment of \$76M of electric charging stations by June 2029	FY 2025	Infrastructure	New Outcome: Future wins include: AZ Natl Electric Vehicle Infrastructure (NEVI) program; AZ-Sonora EV Truck Border Drayage Pilot Program
3	Expand multimodal infrastructure 150 miles by June 2029	FY 2025	Infrastructure	New Outcome: Future wins include: Multimodal transport (incls 150 miles); Transportation Alternatives Program; Restore Sunset LTD/Expand intercity passenger rail; ID 3 actionable solutions to improve air quality; Ongoing continuous improvement and efficiency projects
4	Construct 200 miles of interstate broadband conduit by June 2029	FY 2025	Infrastructure	New Outcome: Future wins include: Commercialization of state-owned middle mile
5	Reduce regrettable attrition from 15% to 10% by June 2029	FY 2025		New Outcome: Future wins include: Employee engagement; Professional development; Modernization

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1. Reduce fatalities by 20% by June 2029	1.1 Increase tribal crash reporting 10% by June 2025 (Breakthrough)	1.1 Number of tribal jurisdictions reporting crashes in the Traffic and Criminal Reporting Software (TRACS)	1.1 Update State Highway Safety Plan (SHSP) 1.1 Collaborate with tribal jurisdictions to identify and remove barriers to reporting crashes in TRACS; implement best practices from SHSP
	1.2 Increase Roadway Safety Assessments (RSA) implementation 10% by June 2025	1.2 Number of RSA implemented	1.2 Implement RSA action plan
2. Partner with the private sector to deploy \$76M in electric charging stations by June 2029	2.1 Ensure 60% of planned Alternative Fuel Corridor (AFC) contracts are awarded by June 2025	2.1 Percent of AFC contracts awarded	2.1 Progress on implementation of the National Electric Vehicle Infrastructure (NEVI) plan
3. Expand multimodal infrastructure 150 miles by June 2029	3.1 Start design on 25% of multimodal infrastructure projects in the Transportation Alternatives Program (TAP) by June 2025	3.1 Number of TAP projects starting design	3.1 Collaborate with local public agencies to prioritize projects and establish timelines and milestones. (All miles count towards target) 3.1 Complete Step 1 in Corridor ID grant
	3.2 Increase the percentage of airport pavements rated in good condition 2% by June 2025	3.2 Percent of airport pavement in good condition	3.2 Implement statewide airport asset management plan
4. Construct 200 miles of interstate broadband conduit by June 2029	4.1 Start installation of 100 miles of broadband conduit along I-40 (CA border to Flagstaff) by June 2025	4,1 Number of miles of broadband conduit installed	4.1 Progress on implementation of broadband conduit
	4.2 Develop a roadmap to expand broadband conduit along other routes by June 2025	4.2 Percent broadband expansion roadmap completed	4.2 Complete market analysis and use findings to inform next phase deployment of middle mile broadband network
5. Reduce regrettable attrition from 15% to 10% by June 2029	5.1 Increase employee engagement 2% by June 2025	5.1 Employee engagement survey score	5.1 Maintain a positive, inclusive workplace culture focused on the care and well being of our employees

Stakeholder Engagement Plan (Summary):

Internal: Our approach to internal stakeholder engagement involves regular meetings among team members, managers, and executive leadership to facilitate communication, collaboration, and alignment of strategic direction. Activities such as monthly senior leaders meetings, project management sessions, division business reviews, and employee outreach help to ensure stakeholder involvement at all levels.

External: Our engagement plan includes partnering with legislators, sister agencies, the broader transportation industry, local communities, and tribes to collaborate, communicate, and align our collective strategic interests in Arizona's transportation system.

Our transportation plans rely heavily on engaging with external stakeholders and the public, and most require that we follow a robust and extensive stakeholder engagement and public involvement process. This information is used to assist in the prioritization of our work as well as inform future funding and resource requirements.

Communication Plan (Summary):

Internal: Our communication plan is focused on providing all employees with the opportunity to learn about the strategic plan, understand its components, ask questions, and offer feedback through the appropriate communication channels. Our goal is to ensure that each employee is well-informed, engaged, and has a platform to actively participate in the strategic planning process..

ADOT currently shares its strategic plan through internal platforms such as adotnet, targeted employee events, lunch and learns, monthly newsletters, performance reporting, senior leaders meetings, and group meetings as needed.

External: Our goal is to ensure our partners and stakeholders understand ADOT's strategic plan and have the opportunity to ask questions and provide feedback using the right communication channel at the right time.

ADOT currently shares its strategic plan through various channels, including posting it on [azdot.gov](https://www.azdot.gov), sharing it through publications and press releases as necessary, and discussing it in meetings and public forums as appropriate.

5 Year Plan

Issue: Reduce fatalities

Description: ADOT has identified the following key focus areas to help address roadway safety on the state's transportation system:

Tribal crash reports provide vital data that helps to identify patterns and causes of accidents on tribal lands. This information is crucial for implementing targeted safety measures and interventions to prevent future accidents and improve road safety for tribal communities. ADOT will work with tribal jurisdictions to help identify and remove barriers to reporting crashes and to implement best practices from the newly updated State Highway Safety Plan.

Road safety assessments are important because they identify potential hazards and issues on roadways that could lead to accidents. By evaluating the road conditions, signage, visibility, and traffic patterns, corrective measures can be implemented to enhance safety for all road users, including motorists, cyclists, and pedestrians. This proactive approach helps reduce the likelihood of accidents and injuries, promoting safer travel environments.

Solutions:

1 Reduce fatalities by 20% by June 2029

1.1 Increase tribal crash reporting 10% by June 2025

1.1.a. Update State Highway Safety Plan (SHSP)

1.1.b. Collaborate with tribal jurisdictions to identify and remove barriers to reporting crashes in TRACS; implement best practices from SHSP

1.2 Increase Roadway Safety Assessments (RSA) implementation 10% by June 2025

1.2.a. Implement the RSA action plan

Issue: Increase funding for electric charging stations

Description: ADOT is partnering with the private sector to increase the number of electric vehicle (EV) charging stations available to the public.

More charging stations are needed to support the growing demand for EVs, reduce range anxiety among users, facilitate longer trips, lower carbon emissions, and ensure seamless travel from Arizona border to Arizona border.

Solutions:

2 Partner with the private sector to deploy \$76M in electric charging stations by June 2029

2.1 Ensure 60% of planned Alternative Fuel Corridor (AFC) contracts are awarded by June 2025

2.1.a. Progress on implementation of the National Electric Vehicle (NEVI) plan

Issue: Increase multimodal infrastructure miles

Description: ADOT will collaborate with local public agencies to deliver 150 miles of multimodal infrastructure projects.

More multimodal projects will reduce traffic congestion, lower emissions and improve air quality, make transportation more accessible to everyone, boost local businesses, attract new investments, and foster economic growth.

Solutions:

3 Expand multimodal infrastructure 150 miles by June 2029

3.1 Start design on 25% of multimodal infrastructure projects in the Transportation Alternatives Program (TAP) by June 2025

3.1.a. Collaborate with local public agencies to prioritize projects and establish timelines and milestones

3.1.b. Complete Step 1 in Corridor ID grant

3.2 Increase the percentage of airport pavements rated in good condition 2% by June 2025

3.2.a. Implement statewide airport asset management plan

Issue: Increase miles of interstate broadband conduit

Description: ADOT is constructing over 400 miles of interstate broadband conduit to expand high-speed internet access across the state.

More conduit is needed to provide affordable high-speed internet to more people and businesses, especially those in rural and under-served communities and will help promote economic growth, enhance educational opportunities, and improve access to healthcare services.

Solutions:

4 Construct 200 miles of interstate broadband conduit by June 2029

4.1 Start installation of 100 miles of broadband conduit along I-40 (CA border to Flagstaff) by June 2025

4.1.a. Progress on implementation of broadband conduit

4.2 Develop a roadmap to expand broadband conduit along other routed by June 2025

4.2.a. Complete market analysis and use findings to inform next phase deployment of middle mile broadband network

Issue: Reduce regrettable attrition

Description: ADOT wants to become an employer of choice.

Reducing regrettable attrition is important to becoming an employer of choice because it helps maintain a stable and skilled workforce, enhances company reputation, and reduces costs associated with hiring and training new employees. This, in turn, attracts top talent who seek to work for companies that value and retain their employees.

Solutions:

5 Reduce regrettable attrition from 15% to 10% by June 2029

5.1 Increase employee engagement 2% by June 2025

5.1.a. Maintain a positive, inclusive workplace culture focused on the care and well being of our employees

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	4,571.0	4,571.0	4,571.0
Other Appropriated Funds	717,935.3	773,216.3	831,980.7
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	550.0	0.0	0.0
Other Appropriated Funds	89,413.8	98,631.2	102,588.1
Other Non-Appropriated Funds	1,812,493.0	9,385.4	9,385.4
Total	1,902,456.8	108,016.6	111,973.5
FTE Positions	656.25	656.25	656.25

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

Goal: Increase employee engagement 2%

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent regrettable attrition	19%	15%	16%	15%	15%

Program Summary

Intermodal Transportation

Greg Byres, Deputy Director, State Engineer
Phone: (602) 71-7431
A.R.S. Title 28

Mission:

To improve and sustain the safety, efficiency and environmental stewardship of Arizona's transportation infrastructure.

Description:

The Deputy Director / State Engineer oversees the Divisions of: Infrastructure Delivery and Operations (IDO), Transportation Management and Systems Operations (TSMO) and Multimodal Transportation (MPD). Together, these divisions serve as the state's public entity to design, construct and maintain a quality highway system. It ensures that the Department's mission is fulfilled through an extensive public participation process and technical evaluation effort which results in the Five-Year Transportation Facilities Construction Program for highways and airports. This program is revised each year to reflect the completion of projects, addition of new projects and changes in scheduling for underway projects.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	0.0
Other Appropriated Funds	268,480.6	320,605.5	343,340.2
Other Non-Appropriated Funds	1,351,020.4	50.0	50.0
Total	1,619,501.0	320,655.5	343,390.2
FTE Positions	1,874.50	1,874.50	1,874.50

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

Goal: Increase the percent of interstate pavement in good condition

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent interstate system pavement in good condition (calendar year)	51.40%	44.00%	53.30%	44.00%	TBD

Program Summary

Motor Vehicle

Wayde Webb, Deputy Director, MVD and Compliance
Phone: (602) 71-7227
A.R.S. Title 28

Mission:

To support Arizona through licensing, vehicle credentialing, revenue collection, safety programs, and by promoting compliance with transportation laws.

Description:

The Motor Vehicle Division (MVD) provides services in the following areas: motor vehicle title and registration, issuance of driver credentials, vehicle inspection, e-government (ServiceArizona), motor carrier, dealer licensing, aircraft registration and customer service through the division's public information call centers. MVD is the primary source of motor vehicle information to law enforcement agencies, other governmental entities, motor carrier and vehicle dealer industries, the news media and the general public.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	109,126.0	112,721.3	114,584.1
Other Non-Appropriated Funds	21,321.1	7,496.6	7,496.6
Total	130,447.1	120,217.9	122,080.7
FTE Positions	1,094.00	1,094.00	1,094.00

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

Goal: MVD field office entrance to exit time

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Office entrance to exit time (minutes)	17	30	19	30	30

Program Summary

State Motor Vehicle Fleet

Floyd Roehrich, Deputy Director, Business Enterprise
Phone: (602) 71-7228
A.R.S. Title 28

Mission:

To administer the state motor vehicle fleet

Description:

Through statutory authority, ADOT manages fleet activities for over sixty state agencies to include acquisition, disposal, and repair and maintenance..

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	37,057.8	40,516.9	44,376.7
Total	37,057.8	40,516.9	44,376.7
FTE Positions	0.00	2.00	2.00

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

Goal: State fleet light duty in service

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent light fleet in service	0%	0%	83%	90%	90%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Treasurer's Office	139,920.2	56,225.8	56,977.3
Total	139,920.2	56,225.8	56,977.3

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	97,382.5	10,160.7	10,160.7
Other Appropriated Funds	5,505.3	9,471.6	10,223.1
Other Non-Appropriated Funds	37,032.4	36,593.5	36,593.5
Total	139,920.2	56,225.8	56,977.3
FTE Positions	32.46	33.63	36.63

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 an environment that encourages employees to share ideas that further strengthen the agency's mission and vision.

Outcome:

Conduct an annual training assessment to ensure training is designed to improve organization and individual performance.

Modernize position descriptions and employ appropriate and competitive total compensation based on performance.

Increased employee satisfaction and low turnover.

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 and accurate Distributions to local governments.
- Timely payments to statewide vendors.
- Process reviews to eliminate legacy processes and implement new solutions.

Issue: MODERNIZATION/ TECHNOLOGY

Description: Improve efficiency and effectiveness through modernization of technology.

Solutions:**OBJECTIVES:**

- Improve revenue collection efficiencies across state agencies.
- Implement solutions that create automation and provide better efficiency.
- Implement and test 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.
- Promote the national 529 website to provide for easier funding to the AZ529 plan.
- 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.
- Promote the Financial Literacy on the AZ Treasurer website and provide a simple online donation method.

MEASUREMENTS:

- Increased implementation plans for financial literacy and events for AZ529.
- Evaluate the number of clicks through the website for financial literacy and see an increase in donations.
- Evaluate the growth in savings accounts opened and maintained with the Arizona 529 Family College Savings Program.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	41.4	41.4	41.4
General Fund	342.6	342.6	342.6
Other Appropriated Funds	5,034.6	5,236.0	5,445.5
Non-Appropriated Funds	1,109.2	1,163.6	1,218.1

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer satisfaction rating for State Agency depositors (scale 1-8)	8.0	7.5	7.9	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Customer satisfaction rating for State Agency banking customers (scale 1-8).	7.8	7.5	7.4	7.5	7.5
Percent of distributions sent successfully and accurately.	100.00	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)	8.0	7.5	6.8	7.5	7.5
Percent of outgoing wires sent successfully and accurately.	99.9	99.0	99.9	100.0	100.0
Percent of outgoing wires sent on time.	100	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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

Jason Chavez , 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Tribal Relations	135.5	125.6	125.6
Total	135.5	125.6	125.6

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	68.8	67.1	67.1
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	66.7	58.5	58.5
Total	135.5	125.6	125.6
FTE Positions	0.50	0.50	0.50

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

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total			

FTE Positions

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

Agency Summary

Board of Regents

Chad Sampson, 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 bright future for students, families, and the State. ABOR is focused on increasing post-secondary access and attainment for Arizona students; seeking solutions to societal challenges; and doing both while increasing quality, affordability and efficiency.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Governance	339,620.5	261,667.4	979,272.9
Student Assistance	143,227.6	126,816.2	126,816.2
Commission For Postsecondary Education	2,299.3	2,815.1	2,815.1
Total	485,147.3	391,298.7	1,108,904.2

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	98,807.1	55,726.0	787,926.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	386,340.2	335,572.7	320,978.2
Total	485,147.3	391,298.7	1,108,904.2
FTE Positions	63.80	69.00	69.00

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

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	56.3	56.3	56.3
General Fund	408,926.0	408,926.0	408,926.0
Non-Appropriated Funds	320,978.0	320,978.0	320,978.0
Federal Funds	275.0	275.0	275.0

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

Program Summary

Governance

Bradley Kendrex, VP Finance and Administration
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	5,165.6	3,084.5	735,284.5
Other Non-Appropriated Funds	334,454.9	258,582.9	243,988.4
Total	339,620.5	261,667.4	979,272.9
FTE Positions	59.80	69.00	69.00

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

Goal: To drive student educational success and learning

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total Enrollment	0	0	0	0	0
Total number of Western Interstate Commission for Higher Education awards	153	145	149	147	145
Number of first year Western Interstate Commission for Higher Education awards	38	37	38	38	37
Number of first year WICHE applications meeting eligibility requirements	141	127	118	115	115
Number of first year WICHE applications processed	165	145	141	135	135
Percent of recipients returning to practice in Arizona	80	79	80	78	78
Number of Students Enrolled in the Arizona Teachers Academy	3,255	3,200	3,266	3,200	3,200
Number of LEAP student awardees	2,730	3,000	3,126	3,000	3,000
Average AzLEAP award amount (in dollars)	841	700	735	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	0	0	0	0

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	66	70	69	70	70
Average MSSE award amount (in dollars)	5,809	5,500	5,557	5,500	5,500
Total number of loans in repayment	61	60	58	60	60

Goal: To advance educational achievement within Arizona.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Bachelor's degrees produced annually in the system.	36,786	38,002	0	38,205	40,088
Number of Arizona College & Career Guides distributed	0	0	0	0	0
Total Agency website visits	0	0	0	0	0
Attendees at College Goal Sunday	7,520	10,000	28,000	30,000	35,000
Number of presentations, events, or workshops held annually for the benefit of families, and students to apply for postsecondary education and financial aid.	26	40	46	50	60
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	0	0	0	0
Number of professionals, students, and family members participating in presentations, events and workshops	1,932	3,000	3,645	3,700	5,000
Number of website visits to financial literacy website of College Goal FAFSA	0	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	246	275	160	250	300
Number of website visits seeking resources for College Goal Arizona	0	0	0	0	0

Goal: To discover new knowledge and impact Arizona

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Public service activity (in thousands of dollars)	0	178,960	0	0	0
Total Research Activity (in thousands of dollars)	1,659,400	1,691,200	0	1,991,000	2,085,000
Number of statewide committees or task forces collaboratively seeking solutions to issues in postsecondary education	9	9	9	10	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 at scale; establish national standing in academic quality and impact of colleges and schools in every field; expand ASU as the leading global center for interdisciplinary research, discovery and development by 2029; enhance our local impact and social embeddedness; and design and launch ASU Health as a comprehensive cluster of teaching, learning and discovery health systems for the enhancement of social-scale health outcomes.

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” – including four distinctive campuses throughout metropolitan Phoenix, as well as ASU at Lake Havasu, 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. The historic ASU Tempe campus offers hundreds of majors that engage undergraduates and graduates in multidisciplinary research and exploration in first-rate laboratories and facilities. Woven into the downtown business and professional community, ASU’s Downtown Phoenix campus provides a multitude of academic and professional connections for students preparing for careers in health care, law, government, public service, the arts and sciences, journalism, media, global management and the corporate sector. ASU West Valley blends a liberal arts education with 21st-century workforce preparation. The ASU Polytechnic campus is a nexus for studies in integrative sciences and arts, 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. ASU at Lake Havasu brings an innovative approach to higher education to a location as yet unserved by the state university system. Students choose from four-year undergraduate degrees in high-demand career fields including technology, psychology, health and environmental sciences, criminal justice, organizational leadership and political science.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Instruction	1,378,690.9	1,381,188.3	1,489,773.6
Organized Research	460,479.8	604,719.7	613,271.9
Public Service	86,739.4	7,656.7	9,584.1
Academic Support	558,827.3	473,943.1	477,679.8
Student Services	1,397,105.4	1,494,862.9	1,542,824.3
Institutional Support	790,597.0	920,054.2	1,086,652.8
Total	4,672,439.8	4,882,424.9	5,219,786.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	411,201.9	408,638.2	646,344.9
Other Appropriated Funds	826,715.3	856,998.8	856,998.8
Other Non-Appropriated Funds	3,434,522.6	3,616,787.9	3,716,442.8
Total	4,672,439.8	4,882,424.9	5,219,786.5
FTE Positions	19,127.30	18,704.90	18,825.90

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:

1. Increase efforts to enroll more Arizona high school graduates.
2. Increase enrollment of students from underrepresented populations and older students.
3. Enhance services and resources for students that will lead to increased retention and graduation rates.
4. Enhance partnerships with community colleges to facilitate increased enrollment of and improved outcomes for Arizona community college transfer students.
5. Increase ASU Online program offerings to increase access for students seeking ASU degrees.
6. Provide flexibility in course offerings and educational modalities, including increasing pathways into ASU.
7. Increase affordability for all students.
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:

1. Increase the number of tenured and tenure-track faculty.

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2. Enhance the technologies and tools that provide students with information to assist with their academic planning and progress.
 3. Emphasize learning experiences that are outcomes-focused.
 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 top-tier faculty, providing Arizona citizens with the quality higher education they deserve and the research innovations they expect would be impossible. This, in turn, would hinder Arizona's ability to achieve the cultural and economic vitality necessary 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:

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.
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.
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.
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 outcomes and objectives that will support continued exceptional growth, increase the impact of the research and scholarly work of our faculty, and ensure that we are supporting the communities we serve.

Solutions:

1. Differentiate ASU from the competition
 - 1.1 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.
 - 1.2 Successfully multiple large-scale research projects (>\$10M) that establish ASU's unique capabilities in several key target areas: health, national security, space, sustainability and technology.
 - 1.3 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.

1.4 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.

2. Increase participation in multi-institutional grants and consortiums

2.1 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.

2.2 Develop 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.

2.3 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.

3. Accelerate technology transfer initiatives

3.1 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.

3.2 Continue to pursue angel and venture investment in emerging companies. Activities will include developing a best-in-class intellectual property team and entrepreneurship strategy.

3.3 Through ASU Skysong Innovations, facilitate advancement of university technology into the marketplace, resulting in an increase of ASU's invention disclosures, issued US patents, and start-ups.

4. Improve infrastructure to support research

4.1 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.

4.2 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.

4.3 Work across the university to clearly define research priorities and communicate current and future space requirements, and identify funding pathways to support plans to repurpose existing space or construct new facilities.

4.4 Design new tools that leverage existing IT infrastructure and increase functionality for the entire research community. One recent example is the launch of the Sol Supercomputer 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:

1. Strengthen Arizona's interactive network of teaching, learning and discovery resources that reflects the scope of ASU's comprehensive knowledge enterprise.

2. Co-develop solutions to the critical social, technical, cultural, and environmental issues facing 21st century Arizona.

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.

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 an initiative through the Arizona Board of Regents and Arizona's three public universities are 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 has established ASU Health, a transformative effort to improve the state's health outcomes. ASU Health is 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 has established the School of Medicine and Advanced Medical Engineering and the School of Technology for Public Health. ASU's accolades 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 \$70 million of incremental base investment in Fiscal Year 2026.

The School of Medicine and Advanced Medical Engineering is a highly unique school that combines medical education with engineering principles. ASU is leveraging its engineering and biomedical resources to establish its new medical school 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 Technology for Public Health aims to modernize public health through integrating the use of advanced 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.

While ASU anticipates increased public investment in Fiscal Year 2026, ASU continues its long-standing efforts to diversify its revenue base and identify ways to reduce and contain costs. Fiscal Year 2022 NSF HERD research expenditures of \$797.2 million represent an increase of \$119.9 million over the prior year. As for cost containment, ASU units reduced expenses by a cumulative \$25.9 million in Fiscal Year 2024. Some examples of significant cost reduction actions include:

- ASU's Ed Plus realized cost savings of \$20.0 million through modifications to outreach strategies, enrollment processes and changes in service provider in FY 2024.
- 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:

1. Restructure current funding mechanisms to create a sustainable enterprise financial model that relies on the state as one of many investors.

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.

3. Expand ASU's impact on health care by fostering partnerships, increasing the healthcare workforce, and driving innovations that improve health outcomes across Arizona; prioritizing the development of a skilled healthcare workforce, enhancing community health education, and advancing research collaborations to address critical health challenges within the State of Arizona.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	13.0	13.0	14.0
General Fund	25.1	26.0	27.1
Other Appropriated Funds	51.4	54.5	57.8
Non-Appropriated Funds	102.6	105.7	108.9
Federal Funds	36.1	38.2	40.5

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

Program Summary

Instruction

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	403,075.4	393,412.3	457,012.6
Other Appropriated Funds	368,720.4	395,090.8	395,090.8
Other Non-Appropriated Funds	606,895.1	592,685.2	637,670.2
Total	1,378,690.9	1,381,188.3	1,489,773.6
FTE Positions	8,112.80	7,615.20	7,703.20

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

Goal: To improve the quality of undergraduate education.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	91	92	89	90	90
Percent of graduating seniors who rate their overall university experience as good or excellent	89	89	89	89	89
Percent of full-time undergraduate students enrolled per semester in three or more primary courses with ranked faculty	89	89	89	89	89
Number of course enrollments in adaptive learning courses in each academic year	31,445	32,388	29,223	29,515	29,810

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Honors undergraduate headcount students	7,124	7,300	7,245	7,400	7,500
Barrett Honors College degree recipients (i.e., with honors)	1,091	1,113	1,164	1,187	1,210
Courses offered for honors credit	5,600	5,650	7,700	7,700	7,700

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of visits to academic support service areas	168,909	170,598	217,101	219,272	221,464
Participation in First-Year Success coaching	5,490	5,545	5,150	5,202	5,254
Number of students enrolled in Major/Career Exploration and Academic Success courses	27,788	29,872	27,630	28,597	29,598
Fall-to-Fall retention rate for University College Exploratory first-year students	75.5	76.5	76.4	77.0	78.0
Number of degree program course audits run by students and staff	1,946,184	2,043,493	2,129,293	2,235,757	2,347,545
Number of eAdvisor tracking audits run by students and staff	4,213,637	4,424,319	4,043,646	4,245,828	4,458,119
Percent of graduating students who 'have done' or 'plan to do' a practicum, internship, co-op experience, or clinical assignment.	55	56	55	55	55
Number of students participating in LEAD each Fall semester	987	1,200	1,125	1,320	1,500

Goal: To provide enriched educational opportunities to students by expanding accessibility and delivery of courses.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Summer sessions headcount enrollment	60,401	64,438	64,438	68,532	73,329
Internet course registrations during the fall semester (duplicated enrollments)	279,976	296,197	296,182	323,340	350,501
Internet course sections offered during the fall semester	7,042	7,106	7,167	7,510	7,870
Fall semester enrollment (headcount)	142,616	145,389	145,655	152,584	159,758
Fall semester enrollment (full-time equivalent)	127,191	130,372	130,052	137,467	143,859

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students enrolled in graduate degree programs	27,974	29,373	28,681	30,115	31,621
Minority graduate enrollment as percentage of total enrollment	28.7	29.5	29.4	31.7	33.0

Goal: To promote retention and graduation for undergraduate and graduate students.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of full-time first-year students persisting after one year	85.4	84.6	85.3	86.2	86.5
Percent of full-time upper-division transfers graduating in four years	70.6	71.9	72.0	69.4	70.7
Bachelor's degrees granted	23,847	25,039	23,695	25,275	27,063
Master's degrees granted	11,446	11,904	12,486	12,482	13,451
Doctoral degrees granted	749	771	781	804	828
Law degrees granted	259	272	290	293	296
Total degrees granted	36,301	37,987	37,256	38,854	41,638
Percent of full-time first-year students graduating in six years	68.6	69.3	69.3	70.0	71.3
Bachelor's degrees granted to Arizona community college transfer students	4,766	4,814	4,824	4,872	4,921

Program Summary

Organized Research

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	529.3	0.0	8,552.2
Other Appropriated Funds	14,002.1	14,461.3	14,461.3
Other Non-Appropriated Funds	445,948.4	590,258.4	590,258.4
Total	460,479.8	604,719.7	613,271.9
FTE Positions	2,751.10	2,945.00	2,945.00

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Dollar value of proposals submitted (in millions)	3,135.3	3,292.0	3,178.9	3,337.9	3,504.8
External dollars received for research and creative activity (in millions of dollars)	865.8	909.1	930.6	977.2	1,026.0
Dollar value of total research expenditures (in millions)	818.7	859.6	968.7	1,017.1	1,068.0
Dollar value of externally funded, non-research expenditures (in millions)	118.8	67.8	154.7	162.5	170.6

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Undergraduate students supported by sponsored funds	2,028	2,129	2,320	2,390	2,461
Graduate students supported by sponsored funds	2,237	2,349	2,233	2,300	2,369

Program Summary

Public Service

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	1,927.4
Other Appropriated Funds	2,260.5	2,274.0	2,274.0
Other Non-Appropriated Funds	84,478.9	5,382.7	5,382.7
Total	86,739.4	7,656.7	9,584.1
FTE Positions	401.40	216.70	216.70

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Unique visitors to Arizona PBS (azpbs.org) (monthly)	75,220	77,476	66,109	68,093	70,136
Teachers served through educational support programming	79,661	82,051	92,121	94,885	97,732
Students served through educational support programming	1,433,898	1,476,915	1,658,178	1,689,830	1,759,266

Goal: To continue to stage excellent cultural and other nonathletic special events for various diverse constituents.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Persons attending University sponsored cultural events	633,000	640,000	629,000	640,000	645,000
Special events coordinated	12,495	12,619	13,535	13,670	13,807

Program Summary

Academic Support

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,317.1	3,247.4	6,984.1
Other Appropriated Funds	137,378.1	144,570.5	144,570.5
Other Non-Appropriated Funds	414,132.1	326,125.2	326,125.2
Total	558,827.3	473,943.1	477,679.8
FTE Positions	2,818.80	2,759.80	2,759.80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Periodical titles	246,559	247,500	263,072	265,700	268,300
Virtual/remote reference transactions	8,274	8,450	8,427	8,575	8,700
Visits to Libraries website (sessions)	1,459,927	1,475,000	1,434,965	1,450,000	1,475,000
Library Service Platform use (sessions)	1,313,039	1,350,000	1,234,353	1,250,000	1,275,000

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Annual attendance at university art collections	20,479	22,000	21,781	24,000	25,000
Annual attendees of lectures and special events	1,500	2,000	2,475	2,500	3,000

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of mediated classrooms	631	636	628	645	665
Number of common computing site seats	940	848	940	848	848
Percentage of site equipment out dated (4 years old)	60	40	40	15	20

Goal: To develop a cohesive integrated tiered reference/research support service.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Library volumes	5,719,938	5,810,000	5,925,160	6,000,500	6,100,500
E-book and e-journal use	5,356,547	5,416,500	5,666,231	5,750,000	5,800,000
Items borrowed from libraries outside ASU	25,070	25,600	21,627	21,700	21,750

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Library gate count	2,702,172	2,810,500	2,665,859	2,725,000	2,800,000

Program Summary

Student Services

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	4,500.9
Other Appropriated Funds	55,383.1	55,850.8	55,850.8
Other Non-Appropriated Funds	1,341,722.3	1,439,012.1	1,482,472.6
Total	1,397,105.4	1,494,862.9	1,542,824.3
FTE Positions	2,205.50	2,167.60	2,200.60

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students receiving health care on campus	61,703	64,788	64,645	67,877	71,271
Students receiving disability-related support or classroom accommodations	9,572	10,529	9,798	10,288	10,802

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Faculty advisors for registered campus clubs and organizations	0	0	542	705	765
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.	661,154	680,988	1,086,027	1,118,607	1,152,166
Unique number of individual organizations recruiting on campus and virtually	17,536	17,886	19,906	20,304	20,710
Jobs and internships approved and posted in Handshake	133,043	135,703	134,226	136,991	139,649
Percent of graduating seniors who are satisfied with speakers, cultural offerings, and events on campus	88	89	88	88	88

Goal: To provide services that enhance the likelihood of students' academic success.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students participating in orientation	14,500	14,935	14,705	15,147	15,601
Students living in first-year residential communities	10,837	11,500	10,700	11,500	12,200
Students receiving financial assistance in an academic year	139,008	144,568	143,734	149,483	155,463
Dollar volume for all financial assistance programs (dollars in thousands)	2,117,583	2,286,989	2,309,900	2,494,692	2,694,267

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average GPA of student athletes (4.00 highest)	3.29	3.30	3.36	3.37	3.38
Percent of student athletes graduating in six years based on NCAA Graduation Success Rate	92	92	93	93	94

Program Summary

Institutional Support

Phone: () -
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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	280.0	11,978.5	167,367.7
Other Appropriated Funds	248,971.1	244,751.4	244,751.4
Other Non-Appropriated Funds	541,345.9	663,324.3	674,533.7
Total	790,597.0	920,054.2	1,086,652.8
FTE Positions	2,837.70	3,000.60	3,000.60

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of employees trained through targeted institutional programs	28,824	29,000	26,277	27,500	28,500
Administration as a percentage of total cost	1.92	1.61	1.82	1.59	1.43
Job applications processed	59,723	60,000	72,910	70,000	70,000
Positions filled	3,183	3,300	3,543	3,600	3,750
Percent of agency staff turnover (university staff only)	15.0	14.0	14.9	14.5	15.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Maintenance work order staff-hours on buildings/tunnels/structures	1,210,358	1,222,778	1,166,046	1,178,089	1,190,186
Number of faculty, staff, and students participating in lab safety training	1,649	1,731	5,810	1,731	1,818
Annual Parking Permit Sales to students and staff	31,932	32,000	35,089	36,000	36,000
Community-based police assignments and contacts	706	882	5,748	6,035	6,336
Crime reports	1,948	2,045	1,901	1,989	2,082
Calls for Service	14,658	15,391	66,933	69,330	71,812

Goal: To maintain support for all telecommunications systems throughout the University.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Centrally supported Ethernet connections	250,000	260,000	250,000	250,000	260,000
Internet bandwidth available (in Gigabits) - Value in Gbps	400	400	400	400	400
Wireless hours (in millions)	300	320	320	350	360

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.

Elevating Excellence is NAU's strategic roadmap for delivering a bold and boundless future for all. The seven strategic priorities and associated components articulated guide the university's efforts to achieve our vision 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.

With an estimated enrollment in fall 2024 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 2026.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Instruction	204,504.3	199,047.4	215,292.8
Organized Research	93,378.0	93,927.6	95,162.3
Public Service	48,133.0	48,038.7	48,624.8
Academic Support	42,146.1	41,917.4	49,573.1
Student Services	109,742.6	112,086.0	127,087.6
Institutional Support	221,861.9	207,925.1	305,679.0
Auxiliary Program	121,945.7	127,054.7	129,529.0
Capital Infrastructure	4,942.5	5,041.4	5,041.4
Total	846,654.2	835,038.3	975,990.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	138,925.5	134,294.4	264,294.4
Other Appropriated Funds	135,319.6	131,836.8	131,836.8
Other Non-Appropriated Funds	572,409.1	568,907.1	579,858.8
Total	846,654.2	835,038.3	975,990.0
FTE Positions	4,677.21	4,785.43	4,785.43

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
- Support research and scholarly activity in alignment with ABOR Enterprise Metrics
- Cultivate interdisciplinary collaboration among principal investigators
- Foster 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 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	140.0	160.0	175.0
General Fund	20,000.0	25,000.0	30,000.0
Other Appropriated Funds	3,000.0	4,000.0	5,000.0
Non-Appropriated Funds	4,000.0	5,000.0	6,000.0
Federal Funds	3,000.0	4,000.0	5,000.0

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 2024, 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 by the Arizona Board of Regents. NAU-Yuma was designated 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-centered 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	105,939.1	102,027.6	116,677.6
Other Appropriated Funds	40,126.6	31,541.2	31,541.2
Other Non-Appropriated Funds	58,438.7	65,478.6	67,074.0
Total	204,504.3	199,047.4	215,292.8
FTE Positions	1,824.22	1,827.50	1,827.50

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	103,502.5	99,606.3	114,256.3
Other Appropriated Funds	40,126.6	31,541.2	31,541.2
Other Non-Appropriated Funds	58,438.7	65,478.6	67,074.0
Total	202,067.8	196,626.1	212,871.5
FTE Positions	1,797.62	1,800.99	1,800.99

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of students enrolling in study abroad programs	2.77%	3.00%	2.81%	2.81%	2.81%
Increase the number of historically underrepresented ethnic minority students	11,421	11,649	11,579	11,811	12,047
Increase the number of international students	1,107	1,351	1,335	1,535	1,766
Increase the number of Native American students	1,736	1,771	1,929	1,968	2,007
Bachelor degrees granted to statewide students (as of 8/28/24)	1,449	1,435	1,423	1,523	1,629
Total degrees and certificates granted (as of 8/28/24)	7,549	7,474	7,919	9,028	10,292
Percentage of full-time, undergraduate students enrolled per semester in three or more primary courses with ranked faculty	87%	87%	89%	89%	89%
Number of Bachelor degrees granted (as of 8/28/24)	5,174	5,122	5,151	5,512	5,897
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 8/28/24)	1,624	1,656	2,057	2,839	3,917
Graduate degrees awarded at the doctoral level (excludes DPT) (as of 8/28/24)	142	145	138	190	263

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Doctorate degrees awarded in the DPT category (as of 8/28/24)	97	99	93	128	177
Graduate degrees granted (all statewide campuses) (as of 8/28/24)	1,233	1,258	1,494	2,062	2,845
Doctorate degrees awarded in professional practice fields (as of 8/28/24)	142	145	147	203	280
Freshman retention rate (ABOR Enterprise Metric)	75.0%	75.4%	72.7%	73.5%	73.5%
Six-year graduation rate (ABOR Enterprise Metric)	57.4%	58.4%	57.0%	57.5%	57.5%
Research doctoral degrees awarded (as of 8/28/24)	97	99	84	116	160
Number of degrees awarded in New Economy Initiative fields (ABOR Enterprise Metric)	1,325	1,350	1,029	1,000	1,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,864.9	3,865.3	3,865.3
Other Appropriated Funds	4,560.1	3,199.9	3,199.9
Other Non-Appropriated Funds	84,952.9	86,862.4	88,097.1
Total	93,378.0	93,927.6	95,162.3
FTE Positions	528.23	551.72	551.72

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 social impact through integrated, intentional research and scholarship on the Flagstaff campus and throughout Arizona communities.

Description:

Northern Arizona University’s research and creative activities result in new knowledge and innovation that:

- strengthens the outstanding education provided by the university;
- fosters the continued learning of faculty, staff, and students; and
- benefits the environmental, economic, and cultural vitality of our region and society.

Research, professional preparation, and graduate education at NAU are tightly linked. NAU offers over 130 master's, doctoral, and certificate programs, which provide students outstanding opportunities to be mentored by top scholars in the disciplines and develop skills necessary for forward thinking careers. NAU offers strong master's degree programming with a clear professional and applied focus. Many of these opportunities are available online or at statewide locations, for maximum flexibility and convenience. Outstanding doctoral programs drive research in NAU’s foundational strengths: health sciences and nursing, education, environmental sciences, astronomy and planetary sciences, informatics, and applied linguistics. Development of new graduate programs provides future-focused training in areas of critical need in Arizona, and throughout the world.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	864.9	865.3	865.3
Other Appropriated Funds	4,560.1	3,199.9	3,199.9
Other Non-Appropriated Funds	84,952.9	86,862.4	88,097.1
Total	90,378.0	90,927.6	92,162.3
FTE Positions	528.23	551.72	551.72

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Graduate students enrolled in Flagstaff Master's level programs	1,496	1,616	1,628	1,709	1,795
Graduate students enrolled in Flagstaff Doctoral level programs	578	624	625	656	689
Graduate degrees granted to Flagstaff students (masters and doctorates) (as of 8/28/24)	630	643	794	1,096	1,512
Value of total research expenditures	\$71,300,000	\$72,000,000	\$91,900,000	\$95,000,000	\$95,000,000
Number of invention disclosures	49	50	47	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Graduate students enrolled in statewide Master's level programs (all statewide campuses)	3,084	3,053	3,157	3,062	2,970
Graduate students enrolled in statewide Doctoral level programs (all statewide campuses)	574	568	614	596	578

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,716.0	3,278.9	3,278.9
Other Appropriated Funds	2,407.8	2,564.4	2,564.4
Other Non-Appropriated Funds	42,009.2	42,195.4	42,781.5
Total	48,133.0	48,038.7	48,624.8
FTE Positions	264.22	268.12	268.12

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 educational needs of the community are met.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,716.0	3,278.9	3,278.9
Other Appropriated Funds	2,407.8	2,564.4	2,564.4
Other Non-Appropriated Funds	42,009.2	42,195.4	42,781.5
Total	48,133.0	48,038.7	48,624.8
FTE Positions	264.22	268.12	268.12

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Theater, Art Shows and various season performances	83	75	142	100	100
Music concerts and film series scheduled	162	173	152	155	155
Value of expenditures related to service and engagement activities (in thousands)	\$38,757	\$39,500	\$42,000	\$42,800	\$43,700

Goal: To enhance the quality of life in Arizona and the Southwest region.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of volunteer hours contributed by CSV volunteers	206,076	210,000	266,541	275,000	280,000
Number of partner agencies collaborating with CSV	263	275	248	260	275
Number of volunteers engaged in CSV programs	1,894	2,000	2,316	2,500	2,750
Number of individuals benefiting from CSV programs	24,855	18,000	63,818	65,000	70,000

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 and e-Learning team 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,885.4	16,577.8	24,215.8
Other Appropriated Funds	27,257.5	19,029.7	19,029.7
Other Non-Appropriated Funds	6,003.3	6,309.9	6,327.6
Total	42,146.1	41,917.4	49,573.1
FTE Positions	445.99	499.92	499.92

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	8,467.1	16,119.3	23,757.3
Other Appropriated Funds	27,257.5	19,029.7	19,029.7
Other Non-Appropriated Funds	6,003.3	6,309.9	6,327.6
Total	41,727.8	41,458.9	49,114.6
FTE Positions	441.79	495.25	495.25

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of users in the library	326,816	330,000	384,408	389,000	394,000
Number of electronic journal titles available	124,889	130,000	148,474	150,000	155,000
Number of items provided for NAU students, faculty and staff via Document Delivery Services	12,358	12,500	10,061	10,500	11,000
Electronic books supplied by Cline Library	856,026	900,000	777,260	780,000	800,000
Cline Library hours open per week	125	125	125	125	125
Number of virtual reference services interactions	1,955	2,000	1,992	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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,077.5	1,566.0	14,278.0
Other Appropriated Funds	21,279.8	22,094.1	22,094.1
Other Non-Appropriated Funds	86,385.3	88,425.9	90,715.5
Total	109,742.6	112,086.0	127,087.6
FTE Positions	401.88	421.32	421.32

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.

Student Affairs supports all students in building community, optimizing wellness, and pursuing their academic/career purpose through inclusive environments, programs, and services created by dedicated and skilled educators. The Academic Success Centers provide one on one and drop-in tutoring in numerous academic subjects, as well as group-based Supplemental Instruction, learning strategies/study skills support, Peer Academic Coaching, test taking strategies, and other academic resources for students.

Career Development, including student employment, provides 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. Leadership and Engagement provides leadership programs and supports student organizations to contribute to the academic, political, cultural, religious/spiritual, social, or recreational life of the campus.

Multicultural and LGBTQIA Student Services (IMQ) supports students at NAU with building community around cultural, gender, and sexuality diversity through programming, events, and thoughtful community engagement in a safe and supportive environment. IMQ peer mentors help students make a smooth transition into college life, better understand financial aid, learn tips for excelling in class, and explore career options.

Student Affairs Peer Mentoring supports first year students discover their potential as they transition to NAU. Experienced mentors support and inspire students through personal growth and transitions, whether it's adjusting to classroom dynamics, tapping into campus resources, or getting involved in the community. Peer mentors encourage students to cultivate academic success, self-discovery, and personal development. Student Affairs Peer Mentoring also hosts educational and social opportunities that support a path to academic success.

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.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	521.7	160.2	12,872.2
Other Appropriated Funds	21,279.8	22,094.1	22,094.1
Other Non-Appropriated Funds	86,385.3	88,425.9	90,715.5
Total	108,186.8	110,680.2	125,681.8
FTE Positions	399.48	421.32	421.32

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students use/participation: Counseling Services visits	8,211	8,250	7,727	8,000	8,200
Inclusion and Multicultural Services (IMS) and Office of Indigenous Student Success (OISS) participants	3,193	2,400	3,570	3,668	3,768
Total unique count of student participation in Student Affairs mentoring programs (including but not limited to SSS, ID Scholars, Peer Jacks, OISS Scholars)	23,930	24,707	23,469	24,567	25,550
Number of Student Life registered organizations	390	395	335	330	330
Percent of new first time, full time freshmen utilizing one of the Academic Success Centers (tutoring, SI, academic mentoring) one or more times	39%	42%	41%	46%	51%
Total number of students utilizing Academic Success Centers (tutoring)	6,406	6,481	5,696	5,866	6,027

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students receiving financial aid by categories: Scholarships	15,563	15,750	16,484	16,500	16,500
Students receiving financial aid by categories: Waivers	633	650	722	700	700
Students receiving financial aid by categories: Grants	6,951	7,500	7,327	7,750	7,750
Students receiving financial aid by categories: Employment	3,367	3,500	3,501	3,750	3,750
Students receiving financial aid by categories: Loans	6,893	6,800	6,779	6,750	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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students receiving financial aid by categories: Scholarships	1,025	1,250	1,284	1,250	1,200
Students receiving financial aid by categories: Waivers	104	100	126	125	125
Students receiving financial aid by categories: Grants	2,001	2,200	1,947	2,100	2,100
Students receiving financial aid by categories: Employment	69	75	74	75	75
Students receiving financial aid by categories: Loans	1,765	1,600	1,471	1,500	1,400

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,500.1	1,937.4	96,937.4
Other Appropriated Funds	39,687.8	53,407.5	53,407.5
Other Non-Appropriated Funds	172,674.0	152,580.2	155,334.1
Total	221,861.9	207,925.1	305,679.0
FTE Positions	713.67	677.86	677.86

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,197.2	(2,948.1)	92,051.9
Other Appropriated Funds	39,687.8	53,407.5	53,407.5
Other Non-Appropriated Funds	172,674.0	152,580.2	155,334.1
Total	216,559.0	203,039.6	300,793.5
FTE Positions	713.67	677.86	677.86

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

Goal: To enhance the safety and the learning/working environment.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
NAU numbers of: Equity and Access formal and informal complaints, consultations and ADA issue contacts	2,010	2,500	2,618	2,700	2,700
People trained proactively by the Office of Equity and Access (and Disability Resources), on-line and in person	12,863	10,000	25,424	26,000	26,000
People served by the Office of Employee Assistance and Wellness	7,270	8,500	8,756	8,750	9,000
Programs offered by the Office of Employee Assistance and Wellness	292	300	280	285	300
Internal audits conducted	5	7	3	5	7
Percent of agency staff turnover	17%	16%	14%	13%	12%

Goal: To improve the physical living, working, and learning environment.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
State appropriations for building renewal (in millions)	\$0	\$33.0	\$0	\$0	\$39.6
Operation and maintenance of plant expenditures (in millions)	\$24.1	\$26.0	\$38.5	\$39.3	\$40.1

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 campus living, 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 3.34 among its approximately 334 student-athletes during the 2023-2024 academic year. In addition, 172 student athletes earned Big Sky/WAC All-Academic honors achieving a minimum of 3.20 cumulative grade point average or higher. 51.4% of our student-athletes were on Dean's List. Every team earned above a 3.0 cumulative GPA for the 2023-2024 academic year.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	121,945.7	127,054.7	129,529.0
Total	121,945.7	127,054.7	129,529.0
FTE Positions	499.00	538.99	538.99

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 Recreation creates inclusive experiences that empower Lumberjacks to connect and embrace a lifestyle of well-being through recreational programs, facilities, and services. The Recreation Center is located in the Health and Learning Center and is open over 100 hours weekly. In addition to a range of fitness equipment and spaces, students can access organized fitness classes, personal training services, intramural and club sports, an indoor climbing wall, outdoor gear, and adventure trips throughout the southwest.

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, housing, and childcare through its partner Arizona Western College. Some auxiliary services are offered through the NAU Flagstaff Campus.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	121,945.7	127,054.7	129,529.0
Total	121,945.7	127,054.7	129,529.0
FTE Positions	499.00	538.99	538.99

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of new, first time, full-time students living in residence halls	85%	86%	86%	86%	86%
Total number of students who were housed on campus	10,118	10,300	10,511	10,600	10,600

Goal: To provide diverse and quality services and events to promote health and wellness for students and community.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total use/participation: Recreation Center visits	382,818	390,000	451,432	395,000	460,000
Total use/participation: Outdoor Recreation	9,183	10,000	10,814	11,000	11,500
Total use/participation: Aquatic Center (excludes Tennis Center as that data are not tracked by Campus Recreation)	50,827	55,000	77,205	75,000	75,000
Students use/participation: Intramural participants	15,824	16,000	11,458	17,000	14,000
Students use/participation: Campus Health Services/Medical Services visits	46,052	48,000	43,776	46,000	47,500
Total use/participation: Fitness & Wellness	12,325	15,000	15,691	16,000	16,000
Student use/participation: Sport Clubs	702	700	714	750	750
Student use/participation in Campus Health Services/Health Promotion - In Person	7,824	8,000	10,198	9,000	9,500
Student use/participation in Campus Health Services/Health Promotion - Online	17,727	17,500	14,830	15,000	15,500

Agency Summary

University of Arizona - Health Sciences Center

Dr. Robert C. Robbins, President
 Phone: (520) 621-5511
 A.R.S. § 15-601

Mission:

To improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships.

Description:

The Arizona Health Sciences Center (AHSC) in Tucson is the State's only academic health sciences center. It provides the State and its people with education, research, patient care, and services through its Colleges of Medicine, Nursing, Pharmacy, Public Health, Health Sciences, Phoenix Bio-Medical Campus, University Medical Center, and University Physicians. AHSC serves as the core of a broad network of statewide health services, health education, health restoration, health promotion, and illness prevention.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Instruction	117,580.8	122,250.7	150,462.0
Organized Research	211,105.6	222,126.5	227,244.1
Public Service	56,038.1	110,371.8	206,746.6
Academic Support	137,345.7	143,054.5	149,208.1
Student Services	(2,133.6)	6,701.9	8,416.1
Institutional Support	29,538.3	31,794.7	31,992.0
Auxiliary Program	296.2	17.2	7.5
College of Medicine, Phoenix Campus	181,956.5	194,274.1	221,057.6
Total	731,727.6	830,591.4	995,134.0

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	80,397.7	75,428.4	131,897.7
Other Appropriated Funds	49,566.9	61,522.8	61,522.8
Other Non-Appropriated Funds	601,763.0	693,640.2	801,713.5
Total	731,727.6	830,591.4	995,134.0
FTE Positions	4,548.40	4,461.90	4,813.00

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

5 Year Plan

Issue: Engaging

Description: 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 students who represent the state, national and global demographic landscape.
- E2. Optimize student access and success.
- E3. Decrease graduate-level time to degree.
- E4. Provide students with a dynamic educational experience.
- E5. Prepare healthcare practitioners and innovators for inevitable changes and new challenges.

Issue: Innovating

Description: Expand our research and creative inquire to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure our continued leadership in interdisciplinary scholarship.

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.
- I2. Fuel discovery, development and delivery through collaborative networks.
- I3. Hire, nurture, and retain a diverse, outstanding faculty.
- I4. Attract, educate, and engage first-rate doctoral students.
- I5. Diversity external sources of research support.
- I6. Reduce disparities by scaling innovations in healthcare research and delivery.

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.

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.
- P2. Expand, develop, and sustain community and industry partnerships, locally and globally, via innovative programs.
- P3. Align output with workforce and knowledge needs, in our region and around the world.

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.

Solutions:

Strategies, Actions, and Initiatives:

- S1. Elevate interdisciplinary collaborations.
- S2. Build on and strengthen the diversity of our community.
- S3. Expand global connections and deepen regional roots.
- S4. Optimize our physical resources and virtual reach.
- S5. Implement a business model that rewards productivity, effectiveness, and entrepreneurship.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	4,505.0	4,550.0	4,595.0
General Fund	76,880.9	78,353.3	79,845.6
Other Appropriated Funds	63,206.0	64,933.3	66,712.1
Non-Appropriated Funds	420,958.6	423,675.4	426,392.2
Federal Funds	231,374.7	236,106.4	240,938.8

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	44,749.8	41,122.7	67,895.0
Other Appropriated Funds	1,672.1	9,179.7	9,179.7
Other Non-Appropriated Funds	71,158.9	71,948.3	73,387.3
Total	117,580.8	122,250.7	150,462.0
FTE Positions	1,033.76	1,010.70	1,161.30

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

Goal: To increase productivity, efficiency, and effectiveness.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
MD degrees granted	183	250	202	250	250
Nursing degrees granted	554	670	472	500	500
All other Health Science degrees granted	909	1,030	938	950	950

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	450.4	440.1	1,231.6
Other Appropriated Funds	5,221.3	5,383.0	5,383.0
Other Non-Appropriated Funds	205,433.9	216,303.4	220,629.5
Total	211,105.6	222,126.5	227,244.1
FTE Positions	1,174.40	1,181.60	1,190.40

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
COM-Tucson and COM-Phoenix NIH award total (in thousands)	\$114,115	\$116,400	\$122,690	\$123,000	\$123,000
HERD medical school total R&D expenditure (in thousands)	\$277,396	\$287,000	\$365,425	\$365,500	\$365,500

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,354.3	2,022.4	2,031.8
Other Appropriated Funds	622.4	556.7	556.7
Other Non-Appropriated Funds	54,061.4	107,792.7	204,158.1
Total	56,038.1	110,371.8	206,746.6
FTE Positions	191.00	191.70	191.80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Poison Control call volume per year	25	26	57	57	57
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number served through Telemedicine (clinical consultations)	28,800	28,800	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	10,587.0	8,587.0	12,473.1
Other Appropriated Funds	19,728.3	21,087.7	21,087.7
Other Non-Appropriated Funds	107,030.4	113,379.8	115,647.3
Total	137,345.7	143,054.5	149,208.1
FTE Positions	1,030.00	924.60	964.40

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

Goal: To offer education programs that meet standards of excellence

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Students passing Step I of the US Medical Licensing Exam	94%	95%	94%	94%	94%
Students passing Step II of the US Medical Licensing Exam	99%	99%	100%	100%	100%

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total faculty headcount - AHS only	786	795	810	815	815

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	1,214.7
Other Appropriated Funds	2,999.3	2,537.8	2,537.8
Other Non-Appropriated Funds	(5,132.9)	4,164.1	4,663.6
Total	(2,133.6)	6,701.9	8,416.1
FTE Positions	37.90	30.30	43.50

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Minority undergraduate students	42.1%	43.6%	43.7%	44.0%	44.0%
Minority graduate and first professional students	32.8%	33.7%	33.7%	34.0%	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	0.0	0.0	126.2
Other Appropriated Funds	8,962.3	7,503.6	7,503.6
Other Non-Appropriated Funds	20,576.0	24,291.1	24,362.2
Total	29,538.3	31,794.7	31,992.0
FTE Positions	135.70	148.10	149.30

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Endowment net assets (in thousands)	\$341,784	\$348,600	\$407,791	\$408,000	\$408,000
Gift revenue (in thousands)	\$86,984	\$88,700	\$50,810	\$51,000	\$51,000

Goal: To attract and engage a diverse and high quality workforce

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Minority employees in administrative, faculty, professional and classified positions	30.9%	31.3%	31.5%	31.5%	31.5%

Goal: To enhance the institutional effectiveness through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total staff headcount - AHS only	2,253	2,380	2,401	2,150	2,150

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 60 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 2022 in research expenditures among all public universities, according to the National Science Foundation, and is a leading Research 1 institution with \$955 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 71 leading public and private research universities in the U.S. and Canada. It benefits the state with an estimated economic impact of \$4.1 billion annually.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Instruction	398,079.8	403,556.0	433,289.6
Capital Infrastructure	9,172.3	11,766.6	11,766.6
Organized Research	423,427.3	440,425.0	448,343.7
Public Service	64,339.4	69,908.5	113,640.4
Academic Support	289,452.2	312,848.5	339,351.7
Student Services	444,632.4	470,865.1	480,017.4
Institutional Support	998,501.7	862,063.8	926,264.9
Auxiliary Program	395,312.8	365,040.8	375,592.0
College of Agriculture and Life Sciences	175,633.1	147,933.7	162,927.0
University of Arizona South	7,618.2	7,764.2	7,821.2
Total	3,206,169.2	3,092,172.2	3,299,014.5

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	304,545.1	295,913.7	452,775.9
Other Appropriated Funds	450,480.3	368,549.1	368,549.1
Other Non-Appropriated Funds	2,451,143.8	2,427,709.4	2,477,689.5
Total	3,206,169.2	3,092,172.2	3,299,014.5
FTE Positions	16,451.90	16,379.27	16,659.07

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

5 Year Plan

Issue: Engaging

Description: 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.
- E2. Optimize student access and success.
- E3. Decrease graduate-level time to degree.
- E4. Provide students with a dynamic educational experience.
- E5. Graduate individuals who will be sought out by the best employers and postgraduate programs.
- E6. Graduate individuals ready to engage in productive lives and personally satisfying work.

Issue: Innovating

Description: Expand our research and creative inquire to not only discover new knowledge and create new ideas, but also to innovate new ways of knowing and seeing that will ensure our continued leadership in interdisciplinary scholarship.

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.
- I2. Expand opportunities for interdisciplinary collaboration.
- I3. Hire, nurture, and retain a diverse, outstanding faculty.
- I4. Attract, educate, and engage first-rate doctoral students.
- I5. Diversify external sources of research support.
- I6. Improve support for the development of major proposals and new initiatives.
- I7. Expand strategic external partnerships.
- I8. Decrease pre-award preparation time and speed post-award access to funds.
- I9. Improve recognition for interdisciplinary research in promotion and tenure process.

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.

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.
- P2. Expand, develop, and sustain community and industry partnerships, locally and globally, via innovative programs.
- P3. Increase capacity in critical and emerging fields such as education, health sciences, STEM, and cultural competence.

P4. Align output with workforce and knowledge needs, in our region and around the world.

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.

Solutions:

Strategies, Actions, and Initiatives:

- S1. Elevate interdisciplinary collaborations.
- S2. Build on and strengthen the diversity of our community.
- S3. Expand global connections and deepen regional roots.
- S4. Optimize our physical resources and virtual reach.
- S5. Implement a business model that rewards productivity, effectiveness, and entrepreneurship.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	16,561.0	16,726.0	16,894.0
General Fund	286,628.8	292,118.1	297,681.5
Other Appropriated Funds	378,632.5	388,980.1	399,635.9
Non-Appropriated Funds	1,820,478.7	1,832,227.8	1,843,976.9
Federal Funds	405,203.0	413,489.5	421,952.3

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 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	212,391.1	187,100.6	214,986.7
Other Appropriated Funds	95,547.5	124,085.8	124,085.8
Other Non-Appropriated Funds	90,141.2	92,369.6	94,217.1
Total	398,079.8	403,556.0	433,289.6
FTE Positions	4,861.70	5,119.51	5,213.01

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total undergraduate enrollment	40,407	39,500	42,075	41,100	41,150
Total graduate enrollment	10,727	11,000	11,112	11,000	11,000
First-time, full-time retention	85.6%	85.6%	83.3%	82.5%	83.0%
Full-time first-year students graduating in six years	65.9%	65.1%	65.2%	61.0%	62.5%
Total number of degrees granted	8,502	8,672	8,462	8,670	8,760
Bachelors degrees granted	6,596	6,620	6,337	6,610	6,670
Masters degrees granted	1,160	1,245	1,237	1,180	1,195
Doctorate degrees granted	465	415	469	460	470
First Professional degrees granted	281	392	419	420	425

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	6,145.1	15,927.6	16,045.9
Other Appropriated Funds	34,669.6	34,490.3	34,490.3
Other Non-Appropriated Funds	382,612.6	390,007.1	397,807.5
Total	423,427.3	440,425.0	448,343.7
FTE Positions	2,590.80	2,643.78	2,632.78

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

Goal: To increase funding for contracts, grants, and sponsored awards.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
HERD total R&D expenditure (in thousands)	\$824,340	\$853,000	\$955,425	\$955,000	\$955,000
Federal operating grant revenue (in thousands)	\$437,943	\$446,700	\$478,988	\$480,000	\$485,000
Operating grant and contract revenue per faculty headcount	\$185,939	\$189,700	\$198,721	\$200,000	\$205,000
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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
License revenue (in thousands)	\$10,400	\$5,200	\$10,258	\$10,300	\$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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	9,215.4	10,566.4	53,239.5
Other Appropriated Funds	3,156.4	6,393.6	6,393.6
Other Non-Appropriated Funds	51,967.6	52,948.5	54,007.3
Total	64,339.4	69,908.5	113,640.4
FTE Positions	657.90	465.51	491.51

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Public service expenditure (in thousands)	\$115,772	\$118,100	\$133,221	\$135,000	\$136,500
Number of people served by Cooperative Extension	618,405	618,500	755,541	756,000	756,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	798.8	3,650.0	25,839.5
Other Appropriated Funds	74,789.2	93,510.0	93,510.0
Other Non-Appropriated Funds	213,864.2	215,688.5	220,002.2
Total	289,452.2	312,848.5	339,351.7
FTE Positions	1,311.50	1,342.73	1,507.03

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total faculty headcount	3,328	3,230	3,387	3,200	3,200
Academic support expenditure per student headcount	\$5,827	\$5,940	\$6,424	\$6,500	\$6,550
Academic programs reviewed for quality and effectiveness	18	17	18	18	20

Goal: To support alternative delivery modes of education for Arizona.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of online undergraduate degrees awarded	863	695	929	850	890
Number of online graduate degrees awarded	1,060	1,035	938	1,090	1,105

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	4,377.3	2,729.4	3,073.4
Other Appropriated Funds	7,482.9	28,096.8	28,096.8
Other Non-Appropriated Funds	432,772.2	440,038.9	448,847.2
Total	444,632.4	470,865.1	480,017.4
FTE Positions	2,119.30	2,132.40	2,132.90

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average high school GPA	3.66	3.70	3.58	3.55	3.55
Average SAT score	1,265	1,275	1,265	1,265	1,265
Average ACT score	26	26	25	25	25
Total number of National Merit Scholars	75	85	85	42	45

Goal: To build a diverse and high-potential student body and first year cohort.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Hispanic or Latinx undergraduate students	26.6%	27.4%	27.1%	27.3%	27.5%
Pell-eligible undergraduate students	28.2%	29.0%	29.0%	29.0%	29.0%

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	16,934.2	18,573.7	67,224.9
Other Appropriated Funds	204,971.2	65,612.1	65,612.1
Other Non-Appropriated Funds	776,596.3	777,878.0	793,427.9
Total	998,501.7	862,063.8	926,264.9
FTE Positions	1,362.90	1,267.24	1,258.54

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Minority employees in administrative, faculty, professional and classified positions	29.1%	31.6%	30.6%	31.0%	31.5%

Goal: To enhance the institutional effectiveness through planning and budgeting, program review, personnel review, and data collection and analysis.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total staff headcount	9,796	11,500	11,719	11,160	11,160
Institutional support expenditure per student headcount	\$4,202	\$4,290	\$5,064	\$5,100	\$5,150
Endowment net assets (in thousands)	\$1,295,793	\$1,321,700	\$1,387,250	\$1,387,250	\$1,387,250
Gift revenue (in thousands)	\$108,631	\$110,800	\$135,024	\$135,000	\$135,000

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Non-Appropriated Funds	395,312.8	365,040.8	375,592.0
Total	395,312.8	365,040.8	375,592.0
FTE Positions	1,671.00	1,496.50	1,511.60

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
New freshmen living in residence halls	65.0%	66.0%	66.0%	66.0%	66.0%

Agency Summary

Arizona Department of Veterans' Services

John Scott, Director
Phone: (602) 255-3373
A.R.S. § 41-601 et seq.

Mission:

We are committed to serving and honoring Veterans, Service Members and their families by ensuring they receive the highest quality services so they can thrive for a lifetime.

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 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 education and training programs under the GI Bill®, fostering career development for authorized VA beneficiaries. The

Department also administers the Military Family Relief Fund (MFRF) and the Veterans Donation Fund (VDF) which provide critical financial assistance to Veterans and

Veteran Service Organizations (VSOs) with the goal of decreasing Veteran suicides, reducing homelessness, improving the quality of life for Arizona Veterans and

enhancing statewide coordination of Veteran resources.

Agency Summary

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Administration	7,315.5	5,602.1	5,602.1
Veterans' Services	7,324.0	5,889.2	5,889.2
State Veterans' Homes	44,195.0	60,994.8	60,994.8
State Veterans' Cemeteries	6,466.0	1,280.9	1,280.9
SLI Veteran Service Officers	1,429.0	2,217.9	2,217.9
SLI Homeless Veteran Reintegration	1,175.0	0.0	0.0
Total	67,904.5	75,984.9	75,984.9

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	13,813.0	11,999.1	11,999.1
Other Appropriated Funds	44,194.0	60,994.8	60,994.8
Other Non-Appropriated Funds	9,897.5	2,991.0	2,991.0
Total	67,904.5	75,984.9	75,984.9
FTE Positions	793.30	793.30	793.30

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

Statewide Vision: An Arizona for everyone.

Agency Vision : To ensure that every Arizona Veteran, Service Member and their families receive the support and benefits they have rightfully earned.

Agency Mission: We are committed to serving and honoring Veterans, Service Members and their families by ensuring they receive the highest quality services so they can thrive for a lifetime.

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 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 education and training programs under the GI Bill®, fostering career development for authorized VA beneficiaries. The Department also administers the Military Family Relief Fund (MFRF) and the Veterans Donation Fund (VDF) which provide critical financial assistance to Veterans and Veteran Service Organizations (VSOs) with the goal of decreasing Veteran suicides, reducing homelessness, improving the quality of life for Arizona Veterans and enhancing statewide coordination of Veteran resources.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	792.3		\$12,449,200	\$60,584,500	\$2,950,400	\$21,641,800	\$97,625,900
24	792.3		\$21,758,700	\$60,519,600	\$3,418,100	\$1,223,200	\$86,919,600
25	792.3		\$11,643,600	\$60,519,600	\$5,164,200	\$1,098,000	\$78,425,500

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

For FY25, Arizona Department of Veterans' Services intends to address five areas that affect our state's Veterans - providing a safe, welcoming environment for older Veterans in the state's four State Veterans' Homes, improving the lives of our Veterans by elevating their economic outcomes through increased funds leveraged from the Veterans Benefit Administration, working to improve the performance and beauty of our three State Veterans' Cemeteries, developing programs to help reduce Veteran suicide rates, and working with local partners in finding solutions for the state's homeless Veteran population.

We will accomplish our goals by finding and implementing efficiencies in our homes while still maintaining a positive environment. We will partner with the military installations scattered across Arizona, with our Native American populations, and the Department of Corrections to reach more Veterans and assist them with obtaining all of the benefits they are entitled to. At our cemeteries, we set high goals for quality of service and establish new processes and procedures to meet those goals. We work with fellow state agencies and private groups to provide services to help reduce Veteran suicide. Finally, we also reach out to and work with a variety of groups, organizations, and agencies to find ways and means to tackle the ongoing problem of unhoused Veterans.

AZ Dept. of Veterans' Services

2025 -2029 Strategic Plan

Summary of 5-Year Agency Outcomes (Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	All State Veterans' Homes are financially self-sustaining and there is \$5 million in the Homes Trust by June 2029.	2024	Housing and Human Services Produce the Housing Affordability Arizona Needs	New agency outcome. Focus for the coming year is moving three of the four homes to profitability.
2	Increase funding leveraged from the Veterans Benefits Administration to a monthly average of \$134 million per month June 2029.	2024	Affordable and Thriving Economy Putting Money in Arizonans' Pockets	New agency outcome. Focus for the coming year is leveraging engagement with Tribes, military installations, incarcerated Veterans, and at assisted living locations. January 2024 baseline is \$83.4 million per month
3	All State Veterans' Cemeteries achieve and maintain "Superior Performance" rating as verified during a National Cemetery Administration-led compliance review June 2029.	2024		New agency outcome. Focus for the coming year is improving all three cemeteries to meet this rating standard. At present, none of the three cemeteries are meeting this standard.
4	Reduce Veteran suicide rates in Arizona by 10% June 2029.	2024	Reproductive Freedom and Health Care Accountable Healthcare	New agency outcome. Focus for the coming year is coordinating with other state agencies and private groups to develop projects and pilot programs.
5	BREAKTHROUGH - 80% of unsheltered Veterans known to ADVS are placed in adequate housing within 30 days June 2029.	2024	Housing and Human Services Rehouse and Shelter more Arizonans	New agency outcome. Focus for the coming year is develop methods to obtain data on the scope of the problem and the results of current initiatives. (*Adequate housing defined as habitable dwellings.)

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1 - All State Veterans' Homes are financially self-sustaining and there is \$5 million in the Homes Trust.</p>	<p>Annual Objective:</p> <ul style="list-style-type: none"> By June 2025, three of the four homes are self-sustaining Two of the four homes have five-star ratings 	<p>Objective Metrics:</p> <ul style="list-style-type: none"> # of self-sustaining homes Monthly net profit at each home Census # at each home % of service-connected residents % of staffing is core # of homes achieving 5-star rating 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> Open available units in each home Improve marketing materials and activities Increase community outreach Develop alternative hiring strategies Improve quality of life measures Revamp expensive contracts
<p>2 - Increase funding leveraged from the Veterans Benefits Administration to a monthly average of \$134 million per month.</p>	<p>Annual Objective:</p> <ul style="list-style-type: none"> By June 2025, increase federal dollars leveraged for Veterans by an additional \$83,000 per month / \$10 million per year. 	<p>Objective Metrics:</p> <ul style="list-style-type: none"> Monthly \$ leveraged for Veterans # of monthly presentations to future Veterans at military installations # of monthly direct services for incarcerated Veterans # of monthly direct services for Veterans in assisted living and skilled nursing facilities # of monthly direct services for Tribal Veterans 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> Increase engagement with Tribes Work with military installations to provide information to those leaving the service Re-energize outreach to incarcerated Veterans Increase outreach at assisted living and skilled nursing facilities
<p>3 - All State Veterans' Cemeteries achieve and maintain "Superior Performance" rating as verified during a National Cemetery Administration-led compliance review.</p>	<p>Annual Objective:</p> <ul style="list-style-type: none"> By June 2025, all three of the cemeteries have achieved or exceeded the measures to obtain "Superior Performance" ratings. 	<p>Objective Metrics:</p> <ul style="list-style-type: none"> # of cemeteries ranked "superior" % of markers ordered within 10 calendar days % error rate of reordered markers # of marker installation training measures per month # of CRP assessments per cemetery in each year 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> Increase the annual Compliance Review Program (CRP) for all three cemeteries. Increase the percentage of grave markers ordered and installed in a timely manner Reduce the marker reorders that are at the fault of the cemeteries
<p>4 - Reduce Veteran suicide rates in Arizona by 10%.</p>	<p>Annual Objective (New Capability):</p> <ul style="list-style-type: none"> By June 2025, identify evidence-based outreach methods to target veterans most at risk. 	<p>Objective Metrics:</p> <ul style="list-style-type: none"> % of milestones complete on outreach plan 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> Assign representative to serve on Veteran Suicide Mortality Review Team In coordinations with Be Connected and ACMF, develop concepts and implement three pilot projects Seek out federal grants

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>5 - 80% of unsheltered Veterans known to ADVS are placed in adequate housing within 30 days.</p>	<p>Annual Objective (New Capability) :</p> <ul style="list-style-type: none"> By June 2025, establish a reporting process for identifying unsheltered Veterans that engaged in housing support. <p>BREAKTHROUGH</p>	<p>Objective Metrics:</p> <ul style="list-style-type: none"> % of referrals resulting in adequately housed % of reporting processes implemented # of unsheltered Veterans who engaged with housing support 	<p>Annual Initiatives:</p> <ul style="list-style-type: none"> Develop and implement methodologies to track relevant data related to ADVS support for unsheltered Veterans Develop and implement grant research process Create engagement plan for Veteran homeless service providers and shelters

Stakeholder Engagement Plan (Summary):

Internal: Our strategic plan was created through internal strategic planning sessions involving representatives at all levels of the agency, including both Executive Leadership and those employees who are on the ground level, performing the work of the agency. With implementation of this strategic plan, we perform regular meetings to ensure goals and accomplishments are communicated, and to ensure that project work is on track. These engagements include:

- Regular project and subproject working group meetings
- Monthly operations reviews
- Quarterly updates to check milestones and reorient, if necessary
- Ongoing meetings with Agency senior leadership

External: At our Veterans' Homes, we engage our residents and their families to obtain their input and feedback on our programs. We consult with the Dept. of Veterans Affairs regularly regarding our homes, cemetery operations, and the implementation of grants. We partner with other state agencies, Tribal leadership, military installations, the National Cemetery Administration, and private organizations with common goals in order to maximize our positive impacts on both individual Veterans and the community as a whole.

Communication Plan (Summary):

Internal: The strategic plan, its objectives, the plans for implementation, and goals achieved are communicated throughout the agency through a variety of means including:

- Gemba walks and one-on-ones
- Team huddles and check-ins
- Monthly newsletter from Executive Leadership detailing the importance of our objectives and the achievements we have made
- Regular visits from senior leadership to our employees in the field
- Operations reviews showing progress and identifying opportunities for improvement

External: For our stakeholders external to the agency, ADVS communicates progress on this plan through:

- Regular personal communications with our state, federal, and local partners
- Executive Leadership interactions in personal meetings, visits, public forums, conferences, and communications with our partners in state and federal government
- Public announcements and press releases from our media team
- Progress and achievements posted on our external website

5 Year Plan

Issue: All State Veterans' Homes are financially self-sustaining with a reserve of \$5 million in the Homes' Trust

Description: Due to the COVID-19 pandemic the State Veteran Homes were required to change the how many residents can be admitted. Since that restriction has been lifted the facilities have worked to increase the census.

Solutions:

By June 2025, three of the four homes are self-sustaining

Two of the four homes have five-star ratings

Issue: Increase funding leveraged from the Veterans Benefits Administration to a monthly average of \$134 million per month

Description: The leveraging of Veterans Benefits Administration dollars is a direct result of work performed by the Veteran Benefit Counselors and State Veteran Homes.

Solutions:

By June 2025, increase federal dollars leveraged for Veterans by an additional \$83,000 per month / \$10 million per year.

Issue: All State Veterans' Cemeteries achieve and maintain Superior Performance rating

Solutions:

By June 2025, all three of the cemeteries have achieved or exceeded the measures to obtain "Superior Performance" ratings.

Issue: Reduce Veteran suicide rates in Arizona by 10%

Description: Veteran suicide rates have been identified through outreach methods. Once the most at risk veterans are identified, resources can be presented and utilized by the at risk veterans.

Solutions:

By June 2025, identify evidence-based outreach methods to target veterans most at risk.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	792.3	792.3	792.3
General Fund	3,029.9	3,029.9	3,029.9
Other Appropriated Funds	69,122.2	94,122.2	75,100.0
Non-Appropriated Funds	5,164.2	5,164.2	5,164.2
Federal Funds	1,098.0	2,000.0	2,000.5

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	3,063.0	2,921.7	2,921.7
Other Non-Appropriated Funds	4,252.5	2,680.4	2,680.4
Total	7,315.5	5,602.1	5,602.1
FTE Positions	47.80	47.80	47.80

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of expenditures to budget	100.0	99.0	97.0	0	0
Funded vacancy rate	47.7	12.0	41.5	0	0
Percentage of ADOA Security Control Adoption	100	100	100	100	100
VBC turnover rate - This metric has been discontinued after FY22	0	0	0	0	0
Percentage of ASVH-Flagstaff positions filled - This metric has been moved to State Veterans' Homes program summary.	0	0	0	0	0
Number of standard work documents updated or created - This metric will not be used after FY22	0	0	0	0	0
Percentage of ASVH-Yuma positions filled. This metric was moved to State Veterans' Homes program summary.	0	0	0	0	0
Federal VA Compensation & Pension Benefits Paid Monthly in Millions of Dollars to Veterans & Families Utilizing ADVS.	76.8	80.0	87.5	0	0
Dollars received in donations. This metric is discontinued after FY22.	0	0	0	0	0
Percentage of agency complaints resolved within the established timeframe. This metric is discontinued after FY22.	0	0	0	0	0
Monthly quality of care score	1,420	2,940	1,620	0	0
Percent Combined Occupancy Rate at State Veteran Homes	TBD	TBD	84.0	0	0
Number of nursing hours per resident day	5.48	4.30	5.90	0	0

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Monthly census (occupancy)	186	432	235	0	0
Number of Registered Nurse (RN) hours per resident day	0.60	0.52	0.94	0	0
Number of Medicare / Medicare Advantage Residents	0	0	0	0	0
Number of nursing positions filled across all facilities	113	391	145	0	0
Number of headstones installed and properly aligned	567	950	273	0	0
Track average time from voicemail to call back.	0	0	0	0	0
Percentage of calls returned within established time frame	0	0	100	0	0
Percent of need with assigned resource	80	90	84	0	0
Number of high-risk Veterans reached	9,390	12,100	10,046	0	0
Number of Veterans requesting mental health referrals	0	0	0	0	0
Percentage of VBC referrals to Be Connected	70	80	0	80	0
Number of Veterans using virtual system	11	30	0	40	0
Number of homeless veterans who are not "service connected" in pilot program.	15	5	0	5	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Licensing and Regulation	731.6	787.9	914.4
Total	731.6	787.9	914.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	731.6	787.9	914.4
Total	731.6	787.9	914.4
FTE Positions	6.00	5.50	6.50

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

5 Year Plan

Issue: Investigator needed to ensure complaints are timely processed

Description: The Board's mission is to protect the health, safety, and welfare of the general public, as well as the welfare of animals by enforcing licensing standards prescribed by statute for the licensing of veterinary professionals and veterinary medical premises and animal crematories.

The Board currently employs 1 FTE Investigator who is responsible for the entire complaint/investigation process of the agency. This includes reviewing and summarizing lengthy, complex medical case information; coordinating with licensees and complainants; responding to questions from the public and licensees; preparing case file information for the Investigative Committee and Board; maintaining case files and updating database information; recording and maintaining statistical data for division reports; fulfilling public record requests; actively participating in and setting up for Board meetings; ensuring that all public meetings have audio recordings; completing Board meeting minutes and a report for each case from the Investigative Committee. This one person also is solely responsible for the operations of the Investigative Committee, which until recently, was composed of 2 different groups, each meeting monthly.

Since FY15, there has been a 53.2% increase in the number of complaints submitted and a 31.2% increase since FY20; there continues to be an upward trend (See attached "VTA Complaint Statistics FY15-FY24) chart). In FY24 there were 164 new complaints received, all processed by one investigator, which is a workload that is not sustainable; she logged over 200 hours of Overtime in FY24 in order to meet the needs. The Investigations Division was set back during the COVID period, as the agency was unable to hold Investigative Committee meetings for many months, which created a backlog that the investigator has made great strides to work through. While the metric of number of days from complaint receipt to the Investigative Committee has steadily improved back to more normal levels seen prior to COVID, there is still a way to go. FY24 had 105 days to the Investigative Committee while FY15-FY18 (pre-COVID) had an average of 75.55 days. The agency's goal is to return to that pre-COVID level in order to move complaint cases through the Board's process as quickly as possible. (See "Number of Days from Complaint Receipt to Investigative Committee" chart attached).

Solutions:

The outcome the agency needs is to add a Senior Investigator position as soon as funding is available. As a top priority, hiring for this role would begin immediately with the goal of filling the position within 4 to 6 weeks.

It is projected that the new investigator will take over approximately half of new complaint cases submitted, which will not only speed the time from complaint receipt to the Investigative Committee, but also allow the agency to lessen the number of cases that need to be carried over to the next fiscal year.

The new investigator will also take an active role in managing the Investigative Committee (IC) by creating meeting notices for Respondents and Complainants; creating meeting agendas; assisting the IC during the meeting, including ensuring that an audio recording is completed; and creating IC Reports for each case after the IC meeting is completed. This position also requires occasional travel to conduct on-site interviews with hospital staff in cases involving licensed premises issues.

It is important to note that the Investigator position requires veterinary medical knowledge in order to review complex medical case file information. We also expect that the individual in the new position will complete the Council on Licensure, Enforcement and Regulation's (CLEAR) National Certified Investigator Training as part of the agency's overall training process.

Issue: IT support for E-Licensing

Description: The Board is launching a long-awaited E-licensing system in Fall 2024. Because various other agencies have previously launched, we have learned that we should expect fees to be required should significant changes need to occur with the system due to statutory/rule changes or changes needed to make corrections or enhance the system for customers and/or staff.

In the recent past, there have been statutory changes impacting the agency related to licensure and/or the complaint process; therefore, future changes and enhancements are expected and the agency will need to respond by modifying the E-licensing system. As well, as both staff and our customers utilize the new system, we fully expect there to be needs and requests for improved processes to fulfill customer satisfaction needs and to enhance efficiency for Board staff.

As we complete the build-out of the system now, we can see that any changes, such as adding or modifying form letter or message templates or adding fields will absolutely be required after the system is launched. The agency will need to either pay Thentia to make those changes or utilize a contractor to assist with those projects. For large or complicated projects that Thentia will need to do, the agency will need a contractor or new employee/position who has the skill set to manage those projects. The agency does not currently have an appropriate staff member for these tasks.

Solutions:

Our small agency does not employ any IT staff; therefore, it is important to utilize the resources of an IT contractor who is already knowledgeable about our specific E-licensing system. The contractor can also provide direction, advice, and manage the vendor's work on requested projects. The agency has learned through the E-licensing implementation process that an expert is needed; Board staff does not have those capabilities.

The solution is to continue to utilize our IT contractor who has assisted the agency through the implementation of the Thentia system. This contractor has assisted other small agencies through all states of implementation and launch and can provide immediate expertise.

An ongoing appropriation increase is proposed for FY26 in the amount of \$6,800, which is based on the assumption of 80 hours of our vendor's time. Our current contractor projected the 80 hours based on experience with other similar-sized Boards. If funding is provided, the contractor would be hired to provide assistance at the beginning of FY27,

Issue: Staff Recruitment & Retention Challenges

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:

The agency paused its plan to request funding for FY26 due to State budget constraints and possible near future cuts. However, there will be a need for FY27 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 into the future.

Issue: Heavy reliance on licensee paper files vs. electronic

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, water damage, 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. Even though the agency is expected to transition to E-licensing in Fall 2024 with all future applications being electronic, the agency still holds over 5000 paper files of active licensees, as well a minimum of 5000 closed files that are held until the record retention period is over. As well, unless we obtain a document management system, Board staff will need to review both paper and electronic files for our current licensees, which will be very cumbersome and inefficient.

A project to digitize a portion of the agency's case file was proposed for the FY25 budget, but not funded. It was not requested for FY26 as we pause to see the impacts of statewide budget cuts for the next 1 to 2 years.

Solutions:

The objective is to obtain a high-quality document imaging/management system once funding is appropriated.

Obtaining such a system would provide solutions to multiple issues. Retrieving and organizing records would be simplified, creating more efficient internal operations as well as enhanced customer satisfaction. Even though the agency is expected to transition to E-licensing in Fall 2024 with all future applications being electronic, the agency still holds over 5000 paper files of active licensees, as well a minimum of 5000 closed files that are held until the record retention period is over. Utilizing a new document imaging/management

system would be the solution to the problem of inefficiently holding some licensee files in paper while others are electronic. As well, it is expected that more public records could be provided electronically. Currently, most public record requests involve staff manually pulling a record file, photocopying pages, completing redactions, then sending to the requestor.

The agency expects to obtain an updated quote for a system in Spring 2025 in anticipation of making a budget request for FY27.

Issue: Lack of Licensee 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 safe and 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:

The agency has researched best practices for a monitoring and treatment program and 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 no longer offers a contract that can be used by all agencies, as it was learned that agencies needed their own specific programs to best address their needs.

By early FY26, the agency plans to take early steps to draft a RFP or agreement with various programs who can provide these services.. This will be in anticipation of making a budget request for FY27. A budget increase request was made for FY25; however, it was not funded.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	8.0	8.0	8.0
Other Appropriated Funds	913.1	915.0	925.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Premises licensed	232	200	257	225	225
Veterinary applications processed	294	275	335	330	330
Veterinary technicians certified	111	95	131	120	120
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	20	20	20
Total number of premise renewals	886	0	0	900	0
Temporary licenses issued	29	25	23	25	25

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Total number of veterinarians licensed annually, including renewals	3,215	3,415	3,540	3,340	3,600
Total number of veterinary renewals in biennial renewal process. Reinstatements included.	2,971	0	0	3,240	0
Total number of technician renewals in biennial process. Reinstatements included.	1,241	0	0	1,200	0
Total certified technicians	1,312	1,407	1,450	1,315	0
Total number of premises	950	1,075	1,010	1,050	0

Goal: To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of complaints docketed	161	175	159	175	175
Number of complaints resolved	154	150	152	150	150
Disciplinary actions	31	20	45	20	20
Average number of calendar days from receipt of complaint to resolution	132	180	163	180	180
Number of annual investigations conducted	168	130	164	130	130
Number of investigations resulting in enforcement action	31	20	45	20	20

Goal: To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percent of disciplinary actions to number of licensed veterinarians	1	1	1	1	1
Total licenses, permits, and certificates issued (excluding renewals)	671	600	727	650	650
Number of licenses revoked or suspended	1	1	2	1	1
Percent of customers responding excellent or good on customer satisfaction survey	100	96	98	96	96

Goal: To ensure that premises and animal crematories have met requirements prior to licensure by conducting timely inspections.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of licenses issued for pet crematory facilities	4	1	4	1	1
Number of licensed pet crematories.	16	15	18	17	17

Agency Summary

Water Infrastructure Finance Authority

Chuck Podolak, Director
 Phone: (602) 36-1312
 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Water Infrastructure Finance Authority	550,962.3	277,461.4	302,461.4
Total	550,962.3	277,461.4	302,461.4

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	254,210.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Other Non-Appropriated Funds	296,752.3	277,461.4	302,461.4
Total	550,962.3	277,461.4	302,461.4
FTE Positions	27.00	30.00	30.00

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

5 Year Plan

Issue: Water Conservation Grant Fund

Description: There is broad political consensus that investing in water conservation is critical to Arizona's long-term water security. In recognition of this, the Water Conservation Grant Fund (WCGF) was created by the Arizona Legislature in 2022 to fund voluntary conservation activities. The grant program provides applicants with up to \$3 million for projects and programs aimed at reducing water use across the state. The WCGF is an important component of the Authority's mission to ensure the sustainability of Arizona's present and future water supply through financial investments in effective conservation actions.

Initially, the WCGF was funded with a one-time commitment of \$200 million from the State's American Rescue Plan Act funds. As of June 30, 2024, WIFA had successfully awarded all \$200 million to fund 186 projects across all 15 Arizona counties. These projects are expected to save up to 5.5 million acre-feet of water over their lifetime.

There is substantial demand for additional WCGF grants. An informal survey of potential applicants identified at least \$100 million in demand for over 110 additional projects. Based on prior applications, WIFA anticipates this could represent 1-3 MAF of additional water savings.

WIFA's administration of the WCGF has been extremely successful. Additional state funding is now necessary to capitalize on the momentum it has created in order to better allow Arizona's water users to steward this precious resource.

Solutions:

Proposal

Appropriate \$25 million into the Water Conservation Grant Fund each year for the next three fiscal years.

Alternatives Considered

Redirect non-general fund sources of funding to the WCGF, requiring policy change through legislative action

Pursue \$100 million in one year

Receive no additional funding, essentially cutting the program off for new applicants

Impact of Not Funding

Quality conservation projects are not funded, and communities do not have access to resources necessary for implementing critical long-term water conservation projects or programs

The communities with the most need, especially those in disadvantaged communities, will fall behind communities with more resources as they compete for other, less accessible sources of conservation funding

State water officials are less able to show Arizona's commitment to securing its water future through wise use of a critical resource

Issue: Long Term Water Augmentation Fund

Description: In 2022, the Long-Term Water Augmentation Fund (LTWAF) was created with a mandate to investigate the feasibility of entering into agreements with public or private entities for projects to import water into this state.” ARS § 49-1203.01(A)(2).. This mandate, and the subsequent investment in the LTWAF, represented bipartisan recognition of Arizona’s need to find new, renewable, secure water sources to alleviate our current water pressure and facilitate the economic and personal prosperity that makes us proud to call Arizona home.

Last year, the State’s fiscal situation required difficult choices and painful cuts to many agency budgets, WIFA chief among them. In addition to eliminating a promised \$333 million appropriation to the LTWAF, the State also chose to sweep more than \$90 million from the fund’s existing balance.

WIFA understands the realities, both financial and political, that led to these cuts. A multi-trillion dollar budget imbalance meant that difficult decisions had to be made. But these cuts will severely impair the ability of WIFA to accomplish its mission. The current trend of decreasing the Authority’s promised and future appropriations in order to fund short-term projects, meet ongoing expenses, and balance the state budget, undermines the Authority’s ability to gain the trust of the private sector as a partner in our efforts to secure a new long-term water supply for the State of Arizona.

Continuing the trend of funding cuts will undermine the state’s ability to invest in water security projects and increase the risk that the Authority will be unable to attract the types of large-scale projects capable of facilitating water augmentation projects.

As WIFA continues the process of finding and securing serious partners who can bring new water into the state, it’s critical that Arizona signal its dedication to WIFA’s augmentation mission.

Solutions:

Proposal

While recognizing that additional appropriations are not feasible at this time, WIFA requests that no further cuts be made to the existing LTWAF balance.

WIFA proposes that the Executive Budget instead includes ways to signal support for WIFA’s Long Term Water Augmentation efforts, including a path forward to providing future funding and providing additional non-financial tools and authorities to the Authority.

Alternatives Considered

Request for additional appropriations in this fiscal year

Impact of Not Funding

Increases risk that Authority will be unable to participate fully in the types of projects capable of meeting the Legislature’s goals of developing or facilitating water conservation, reuse and augmentation projects for the benefit of Arizona.

Arizona is unable to attract serious water augmentation proposals because of a sense of uncertainty surrounding the funding we have available to participate in an augmentation project

WIFA is unable to effectively administer a program for soliciting and evaluating augmentation proposals because of the uncertainty in our ability to participate in any given project

Issue: Water Supply Development Revolving Fund

Description: In 2022, the Water Supply Development Revolving Fund (WSDRF) was modernized and funded to provide rural Arizona with easily accessible resources for investing in water supply development projects. The WSDRF represents a bipartisan recognition that small rural water systems are in dire need of low-cost lending and grant funding to achieve water security. Through the WSDRF, WIFA is authorized to provide loans of up to \$3 million and grants of up to \$2 million for water supply development projects located outside of the Pinal, Phoenix, or Tucson AMAs.

Last year, the State's fiscal situation required difficult choices and painful cuts to many agency budgets, WIFA chief among them. The budget swept nearly \$60 million from the WSDRF, a 30 percent funding cut.

Solutions:

Proposal

While recognizing that additional appropriations are not feasible at this time, WIFA requests that no further cuts be made to the existing WSDRF balance. Instead, WIFA proposes that the Executive Budget recognize the need for additional appropriations in future years, as demand for the program grows.

Alternatives Considered

Request for additional appropriations in this fiscal year

Impact of Not Funding

The sustainability of the WSDRF is limited, meaning that fewer resources are available for rural water systems

Will undermine the State's ability to invest in water security projects in the rural communities where funding is the most limited and water security is most critical.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	30.0	30.0	30.0
General Fund	50.0	50.0	50.0
Non-Appropriated Funds	5,711.7	7,751.4	13,942.3
Federal Funds	82,663.4	68,816.0	68,816.0

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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Hire a Consulting Firm	0	Yes	Yes	0	0
Identify Augmented Water Supply Target	0	Yes	Yes	0	0

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Publish Rules and Policy for Long Term Water Augmentation Program	0	Yes	Yes	0	0
Publish a Request for Information	0	Yes	Yes	0	0
Publish Solicitation for Proposals	0	Yes	No	Yes	0
Select Successful Proposal	0	0	No	0	Yes
Negotiate offtake agreements with potential H2O purchases	0	0	0	Yes	Yes

Goal: Conserve at least five million acre-feet of water by awarding \$400 million in grants.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Grants Awarded	\$0	\$200,000,000	\$200,000,000	\$0	\$25,000,000
Conserve Water (Acre-Feet)	0	2,500,000.0	5,500,000.0	0	750,000.0

Goal: Solve water reliability and qualify 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 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Maintain AAA Credit Rating	Yes	Yes	Yes	Yes	Yes
Loans Awarded to Priority Communities	2.0	10.0	13.0	20.0	20.0

Agency Summary

Department of Water Resources

Thomas Buschatzke, 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:

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Agency Support	8,180.0	11,803.6	9,633.9
Water Resources and Statewide Planning	42,648.9	39,509.0	40,481.3
Dam Safety and Flood Warning	1,824.1	3,212.2	3,429.5
Total	52,653.1	54,524.8	53,544.7

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

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	28,106.5	24,618.2	27,584.8
Other Appropriated Funds	1,846.2	2,018.3	2,018.3
Other Non-Appropriated Funds	22,700.5	27,888.3	23,941.6
Total	52,653.1	54,524.8	53,544.7
FTE Positions	235.00	236.00	252.00

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

Statewide Vision: An Arizona for everyone.

Agency Vision : Reliable water supplies to meet the needs of current and future Arizonans.

Agency Mission: To promote the health, safety and economic welfare of the public by protecting, conserving and enhancing Arizona's water supplies in a bold, equitable, and innovative manner.

Agency Description: ADWR administers the State's water laws and develops policies that promote conservation and protect water availability in the face of climate change. 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 collaborates and 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.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year, approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding Types:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	215		\$23,087,100	\$1,521,900	\$33,929,900	\$14,025,700	\$58,538,900
24	228		\$66,059,400	\$2,019,000	\$23,076,700	\$14,591,400	\$91,515,100
25	228		\$25,259,400	\$2,019,000	\$16,927,300	\$469,100	\$44,205,700

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary: ADWR has identified five 5-year strategic priorities for the FY 2025 Strategic Plan.

ADWR will **develop and implement a collaborative plan to maintain the largest possible volume of Arizona's apportionment from the Colorado River by 2029**. ADWR will provide crucial public comment on a draft Environmental Impact Statement (EIS), advocate Arizona's position to key Federal leaders and engage tribal communities to invite their participation.

ADWR will **provide additional groundwater protections to new, qualifying groundwater basins by 2026** after identifying areas that could benefit from additional protections through a data-driven stakeholder process

ADWR will **promote and support the settlement of water rights for 6 Arizona tribes by 2029** by providing key Congressional testimony and advocating to Arizona's Congressional delegation in support of proposed settlements. Additionally, ADWR will initiate settlements for an additional tribe in FY 2025.

ADWR will **provide funding and oversight to complete 3 engineering studies of unsafe high-hazard dams** by identifying and collaborating with dam owners to explain the benefits of participation in this effort. ADWR will seek to have agreements created and signed for 2 dams by the end of FY 2025.

ADWR will **facilitate the Governor's priorities for sustainable economic growth, addressing Arizona's housing shortage, ensuring water security** through stakeholder collaboration on an intra-Arizona plan for Colorado River reductions and development of a strategy for allocating water resources between competing priorities.

Arizona Department of Water Resources

2025 -2029 Strategic Plan

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Develop and implement by 2027 a collaborative plan to maintain the largest possible volume of Arizona's 2.8 million acre-foot apportionment from the Colorado River	2023	Resilience, Water, and the Environment Water Security & Sustainability	ADWR and the other Lower Basin states submitted an alternative to Reclamation for consideration in its post-2026 NEPA process. Lower Basin States continue to have discussions with upper Basin States regarding potential Seven State Alternative.
2	Provide groundwater protections to new qualifying areas by 2026	2024	Resilience, Water, and the Environment Water Security & Sustainability	Conducted an informal public meeting to take comments on the creation of an AMA in Gila Bend. Governor's Water Policy Council made a recommendation; negotiating legislation for a rural groundwater management framework.
3	Promote, negotiate, and support settlement of water rights for 6 tribes within Arizona by 2029	2023	Resilience, Water, and the Environment Water Security & Sustainability	Negotiated the Northeastern Arizona Indian Water Rights Settlement Agreement, to be introduced to Congress. Supported a successful request by the Pascua-Yaqui Tribe for the appointment of a federal negotiation team. Yavapai Apache Nation settlement agreement is close to final draft. Tonto Apache Tribe talks are ongoing.
4	By 2029, provide funding and oversight to complete 3 engineering studies of unsafe high-hazard dams	2020	Resilience, Water, and the Environment Water Security & Sustainability	Updated the prioritization of dams to reflect current data. Approached owners of 3 high-hazard unsafe dams to gauge interest in engaging in an engineering study to assess the existing safety issues.
5	Execute a plan which identifies policy mechanisms and water supplies from Arizona's finite resources to support sustainable economic growth, mitigation of Colorado River reductions, and Assured and Adequate Water Supply purposes by 2029	2024	Resilience, Water, and the Environment Water Security & Sustainability	Briefed Governor's Senior Staff regarding the need to make a policy decision on balancing these three considerations.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1.1	By June 2025, build support with stakeholders for Arizona's preferred alternative to the Draft Environmental Impact Statement.	# of comments submitted to the draft Environmental Impact Statement (EIS) that support Arizona's preferred alternative	<ol style="list-style-type: none"> 1) Review and analyze draft of the EIS 2) Strategize with stakeholders for response to draft EIS 3) Collaborate on drafting a public comment
1.2	By June 2025, communicate that all users in the Colorado River Basin have the risk of water supply reductions.	# of meetings held with the Reclamation Commissioner to advocate Arizona's position	<ol style="list-style-type: none"> 1) Hold bi-weekly meeting with the Bureau of Reclamation Commissioner to advocate Arizona's position
1.3	By June 2025, increase the number of in-person visits between ADWR and tribal leaders regarding Colorado River and other Arizona water resources. (Breakthrough)	# of in-person visits between ADWR and tribal leaders	<ol style="list-style-type: none"> 1) Develop and implement an ADWR interaction plan to gather feedback regarding tribal issues
2.1	By June 2025, identify a minimum of 3 potential areas that would benefit from additional groundwater protection.	# of potential areas identified that could benefit from additional groundwater protections	<ol style="list-style-type: none"> 1) Collect and evaluate hydrologic data to determine areas that could benefit from groundwater protections 2) Seek stakeholder input regarding the need for additional groundwater protections
3.1	By June 2025, support completion and passage of 3 tribal settlement packages.	<p># of times ADWR provided testimony in support of tribal water rights settlements</p> <p># of communications provided by ADWR to Arizona's delegation and key Congressional members and staffers</p>	<ol style="list-style-type: none"> 1) Provide Congressional testimony in support of the settlement act for Northern Arizona Settlement 2) Advocate to Arizona's delegation and key Congressional members and staffers 3) Initiate settlement discussions for Pascua Yaqui tribe

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4.1	By June 2025, sign agreements with 2 owners of unsafe high-hazard dams to fund engineering studies to assess existing safety issues.	# of agreements signed with owners of unsafe high hazard dams to fund engineering studies to assess existing conditions	<ol style="list-style-type: none"> 1) Identify participating unsafe high-hazard dams 2) Collaborate with dam owners to explain the benefits of participation 3) Create and sign agreements
5.1	By June 2025, facilitate the Governor's priorities for sustainable economic growth, addressing the housing shortage, and ensuring water security.	<p># of stakeholder meetings conducted regarding a mitigation plan for Colorado River reductions</p> <p># of policy recommendations submitted to Governor's Office for balancing water resources between demands</p>	<ol style="list-style-type: none"> 1) Collaborate with stakeholders on an implementation plan for Colorado River reductions 2) Recommend a strategy for allocating water resources between economic growth, Assured Water Supply, and Colorado River supplies 3) Complete rulemaking for Alternative Designation of Assured Water Supply (ADAWS) by December 2024

Stakeholder Engagement Plan (Summary):

Internal: ADWR engaged the counsel of its Senior Staff to provide input on the FY 2025 Strategic Plan based on their expertise, stakeholder interactions, and direction from the Executive Branch.

External: ADWR is constantly engaged with external stakeholders and has incorporated their input, policy perspectives, and concerns into the FY 2025 Strategic Plan.

Communication Plan (Summary):

Internal: The FY 2025 Strategic Plan is posted on ADWR's internal resources site and identified as a point of priority in carrying out the mission of the Department. Staff will be reminded that this document guides ADWR's decision making and strategy.

External: ADWR has posted the FY 2025 Strategic Plan on its website and references it while advocating for the policy outcomes contained herein. This document guides ADWR's decision making and strategy. Additionally, ADWR Communications regularly provides updates on Strategic Planning issues to stakeholders through newsletters and press releases.

5 Year Plan

Issue: ADWR FY 2025 Strategic Issues

Description: The following represents ADWR's 5-Year Strategic Outcomes and Annual Objectives

Solutions:

1. Develop and implement by 2027 a collaborative plan to maintain the largest possible volume of Arizona's 2.8 million acre-foot apportionment from the Colorado River

1.1 By June 2025, build support with stakeholders for Arizona's preferred alternative to the Draft Environmental Impact Statement

1.1.1 Review and analyze draft of the EIS

1.1.2 Strategize with stakeholders for response to draft EIS

1.1.3 Collaborate on drafting a public comment

1.2 By June 2025, communicate that all users in the Colorado River Basin have the risk of water supply reductions

1.2.1 Hold bi-weekly meeting with the Bureau of Reclamation Commissioner to advocate Arizona's position

1.3 By June 2025, increase the number of in-person visits between ADWR and tribal leaders regarding Colorado River and other Arizona water resources. (Breakthrough)

1.3.1 Develop and implement an ADWR interaction plan to gather feedback regarding tribal issues

2. Provide groundwater protections to new qualifying areas by 2026

2.1 By June 2025, identify a minimum of 3 potential areas that would benefit from additional groundwater protection

2.1.1 Collect and evaluate hydrologic data to determine areas that could benefit from groundwater protections

2.1.2 Seek stakeholder input regarding the need for additional groundwater protections

3. Promote, negotiate, and support settlement of water rights for 6 tribes within Arizona by 2029

3.1 By June 2025, support completion and passage of 3 tribal settlement packages

3.1.1 Provide Congressional testimony in support of the settlement act for Northern Arizona Settlement

3.1.2 Advocate to Arizona's delegation and key Congressional members and staffers

3.1.3 Initiate settlement discussions for Pascua Yaqui tribe

4. By 2029, provide funding and oversight to complete 3 engineering studies of unsafe high-hazard dams

4.1 By June 2025, sign agreements with 2 owners of unsafe high-hazard dams to fund engineering studies to assess existing safety issues

4.1.1 Identify participating unsafe high-hazard dams

4.1.2 Collaborate with dam owners to explain the benefits of participation

4.1.3 Create and sign agreements

5. Execute a plan which identifies policy mechanisms and water supplies from Arizona's finite resources to support sustainable economic growth, mitigation of Colorado River reductions, and Assured and Adequate Water Supply purposes by 2029

5.1 By June 2025, facilitate the Governor's priorities for sustainable economic growth, addressing the housing shortage, and ensuring water security

5.1.1 Collaborate with stakeholders on an implementation plan for Colorado River reductions

5.1.2 Recommend a strategy for allocating water resources between economic growth, Assured Water Supply, and Colorado River supplies

5.1.3 Complete rulemaking for Alternative Designation of Assured Water Supply (ADAWS) by December 2024

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	250.0	250.0	250.0
General Fund	27,347.8	27,347.8	27,347.8
Other Appropriated Funds	2,018.3	2,018.3	2,018.3
Non-Appropriated Funds	11,734.8	11,734.8	11,734.8
Federal Funds	350.0	350.0	350.0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,348.0	8,179.5	8,680.3
Other Appropriated Funds	1,015.6	947.1	947.1
Other Non-Appropriated Funds	(183.5)	2,677.0	6.5
Total	8,180.0	11,803.6	9,633.9
FTE Positions	52.00	52.00	56.00

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

Goal: To recruit, retain, and develop highly skilled staff

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of Employee Turnover	10.77	10.00	10.98	13.00	0

Goal: To formalize ADWR's metadata management program

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of implemented metadata management program components	0	8	8	8	0

Goal: To evaluate agency performance (1-1)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Overall percentage of on-site hours employees reported in Y.E.S.	48.94	0	44.36	0	0

Goal: To advance compliance inspection and audit priorities

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of proactive inspections conducted	0	36	40	37	0
Number of compliance audits conducted	0	9	9	8	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, continuous improvement, and information technology.

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	7,348.0	8,179.5	8,680.3
Other Appropriated Funds	1,015.6	947.1	947.1
Other Non-Appropriated Funds	(183.5)	2,677.0	6.5
Total	8,180.0	11,803.6	9,633.9
FTE Positions	52.00	52.00	56.00

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

Goal: To modernize the Department's IT systems

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of licensing and other customer-facing processes improved and staged for release	0	0	0	33	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	19,535.1	15,412.7	17,878.5
Other Appropriated Funds	830.5	1,071.2	1,071.2
Other Non-Appropriated Funds	22,283.3	23,025.1	21,531.6
Total	42,648.9	39,509.0	40,481.3
FTE Positions	168.00	169.00	181.00

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	2,403.5	1,841.7	2,494.6
Other Appropriated Funds	204.3	279.4	279.4
Other Non-Appropriated Funds	7,104.8	16,098.6	16,098.6
Total	9,712.6	18,219.7	18,872.6
FTE Positions	27.00	28.00	35.00

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

Goal: To track agency performance (2-1)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
% of licenses/applications meeting licensing timeframes	100.0	100.0	99.9	100.0	100.0
Average lead time (in days) for an application for Notice of Intent to Drill a Well	5	6	6	6	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	573.1	922.0	922.0
Other Non-Appropriated Funds	1,509.1	1,617.0	1,617.0
Total	2,082.2	2,539.0	2,539.0
FTE Positions	19.00	19.00	19.00

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

Goal: To support completion and passage of 3 tribal water rights settlement packages

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of times ADWR provided testimony in support of tribal water rights settlements	0	0	0	8	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	504.2	589.4	1,589.4
Other Non-Appropriated Funds	10,552.5	37.0	37.0
Total	11,056.7	626.4	1,626.4
FTE Positions	4.00	4.00	4.00

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

Goal: To communicate that all users in the Colorado River Basin have the risk of water supply reductions by June 2025

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of meetings held with the Reclamation Commissioner to advocate Arizona's position	0	0	0	4	0

Goal: To increase the number of in-person visits between ADWR and tribal leaders regarding Colorado River and other Arizona water issues

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of in-person visits between ADWR and tribal leaders	0	0	0	12	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	848.2	199.9	199.9
Total	848.2	199.9	199.9
FTE Positions	5.00	5.00	5.00

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

Goal: To facilitate the Governor's priorities for sustainable economic growth, addressing the housing shortage, and ensuring water security

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of stakeholder meetings conducted regarding a mitigation plan for Colorado River reductions	0	0	0	12	0
Number of policy recommendations submitted to the Governor's Office for balancing water resources between demands	0	0	0	7	0

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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,294.0	1,263.8	1,880.4
Other Non-Appropriated Funds	145.1	128.9	128.9
Total	1,439.2	1,392.7	2,009.3
FTE Positions	10.00	10.00	13.00

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

Goal: To evaluate agency performance (2-5)

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Percentage of new wells entered in ADWR databases with a GPS location	50	55	45	65	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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,223.4	1,026.0	1,026.0
Other Non-Appropriated Funds	600.7	2,186.2	2,403.5
Total	1,824.1	3,212.2	3,429.5
FTE Positions	15.00	15.00	15.00

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

Subprogram 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 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
General Fund	1,223.4	1,026.0	1,026.0
Other Non-Appropriated Funds	600.7	2,186.2	2,403.5
Total	1,824.1	3,212.2	3,429.5
FTE Positions	15.00	15.00	15.00

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

Goal: To sign agreements with 2 owners of unsafe high-hazard dams to fund engineering studies to assess existing safety issues

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of agreements signed with owners of unsafe high-hazard dams to fund engineering studies to assess existing conditions	0	0	0	2	0

Glossary

Part 1: Budget Terms

85/15 (Formerly 90/10) Professional and occupational regulatory agencies funded through the collection of fees and the issuance of licenses. Effective FY25 thru FY28, these agencies retain 85% of the fees collected annually in separate agency fund accounts and deposit 15% 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.

AZ360 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 (OSP)*. The Joint Legislative Budget Committee Staff is often referred to as the JLBC but should not be confused with the Legislative committee of the same name. The JLBC Staff prepares an analysis of the Executive Budget as soon as it is presented to the Legislature. The analysis includes the JLBC Staff's recommendations for revisions in expenditures.

Joint Committee on Capital Review (JCCR) 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 AZ360, 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.

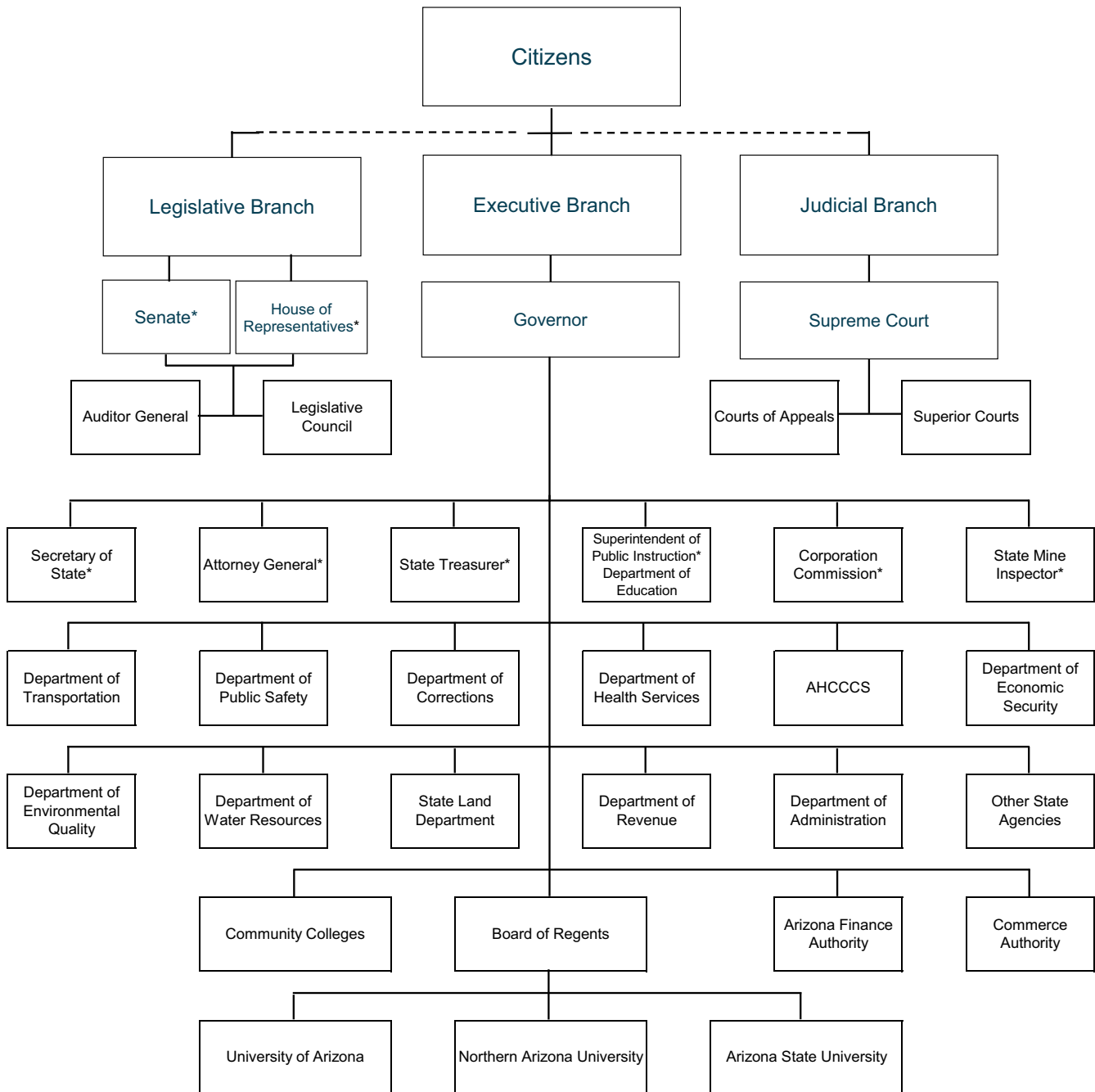
Part 2: Acronyms

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	NRCD Natural Resource Conservation District
EMSCOM Emergency Medical Services Communications	IRM Information Resource Management	OAH Office of Administrative Hearings
EMSOF 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	SCHIP State Children's Health Insurance Program	TDD Telecommunication Devices for the Deaf
POV Privately Owned Vehicle	SDWA Safe Drinking Water Act	TIFS Tourism Investment Fund Sharing
PRWORA Personal Responsibility and Work Opportunity Reconciliation Act of 1986	SDWRF Safe Drinking Water Revolving Fund	TLMF Trust Land Management Fund
PS Personal Services	SES State Emergency Services	TPO Telecommunications Policy Office
PSPRS Public Safety Personnel Retirement System	SLI Special Line Item	UA University of Arizona
QMB Qualified Medicare Beneficiary	SLIAG State Legalization Impact Assistance Grant	UAHSC University of Arizona Health Sciences Center
OTR Qualified Tax Rate	SMI Serious Mental Illness or Seriously Mentally Ill	USAS Uniform State-wide Accounting System
RARF Regional Area Road Fund	SNAP Supplemental Nutrition Assistance Program	USGS United States Geological Survey
RCF Registrar of Contractors Fund	SOBRA Sixth Omnibus Budget Reconciliation Act	UST Underground Storage Tank
REDI Rural Economic Development Initiative	SPAR Strategic Program Authorization Review	VA Veterans Affairs
REM Retain, Eliminate or Modify	SPO State Purchasing Office	VEI Vehicle Emission Inspections
RIF Reduction-in-Force	SPRF State Parks Revenue Fund	VI Visually Impaired
RMIS Risk Management Information System	SPU Special Population Unit	VOCA Victims of Crime Act
RMRF Risk Management Revolving Fund	SR&E Securities Regulation and Enforcement	VR Vocational Rehabilitation
ROC Registrar of Contractors	SSI Supplemental Security Income	VRIRF Victims' Rights Implementation Revolving fund
RTC Residential Treatment Center or Return to Custody	SSIG State Student Incentive Grant	WAN Wide Area Network
RUCO Residential Utility Consumer Office	SSRE State Share of Retained Earnings	WATS Wide Area Telephone System
S.B. Senate Bill	SWCAP State-wide Cost Allocation Plan	WFRJT Work Force Recruitment and Job Training
SAMHC Southern Arizona Mental Health Center	T&R Title and Registration	WICHE Western Inter-State Commission on Higher Education
SAVE Systematic Alien Verification for Entitlements	TANF Temporary Assistance for Needy Families	WIFA Water Infrastructure Finance Authority
SBAC Small Business Assistance Center	TB Tuberculosis	WIPP Work Incentive Pay Plan
SBCS State Board for Charter Schools	TCC Transitional Child Care	WPF Water Protection Fund
SBE State Board of Education		WQAB Water Quality Appeals Board
SBIR Small Business Innovative Research		WQARF Water Quality Assurance Revolving Fund
SBOE State Board of Equalization		

State Government Organization Chart



* Elected Officials

Resources

Governor's Office of Strategic Planning and Budgeting

[Website](#)

[Executive Budgets for FY 2026 and Previous Years](#)

[Statement of Federal Funds](#)

[Master List of State Government Programs](#)

[Constitutional Appropriation Limit Calculation](#)

State Agency Technical Resources

[Agency Budget Development Software and Training Resources](#)

Other Helpful Links

[Arizona's Official Website](#)

[Governor's Website](#)

[State Agencies' Websites](#)

[Governor's Priorities](#)

[Openbooks](#)

[Arizona Labor Market Statistics](#)

[Arizona Population Statistics](#)

[JLBC Reports](#)

