Agency 5-Year Plan

**Issue 1 People Retention**

**Description:** The Arizona State Personnel System has over 35,000 state employees. This workforce is comprised of very broad and diverse career fields such as, information technology, healthcare, law enforcement, social services, legal services, administration, engineering, and finance. Like many employers, Arizona is facing leaner staffing levels and tighter budgets and the needs to have the right expertise is more critical today than ever. Demographic shifts and competition for talent are expected to be the biggest influence on our workforce over the next five years, as increasing numbers of experienced employees leave or retire. We will continue to focus on implementing strategies to mitigate anticipated departures of our valuable employees, implementing recruitment measures to attract top talent, and ensuring our compensation system includes salary ranges consistent with market pricing of jobs.

**Solutions:**

**Objectives:**
The Arizona Department of Administrations’ Human Resources Division’s (HRD) priority is to professionally support effective employee performance activities that drive a 21st century education system, a strong innovative economy, safe communities, and an efficient accountable government.

**Strategies:**
- Partner with leadership in Agencies and Departments to improve the quality of retention and promotion practices, including the effective use of the stay interviews and check-ins.
- Implement a statewide program to build workforce planning into the agency strategic planning process, ensuring that each Agency has a workforce plan by end of calendar year 2019.
- Expand outreach activities to reach diverse candidate pools that meet particular job needs in State Government.
- Implement a program of employee exit survey for purposes of future recruitment and retention planning.
- Implement a human capital management modernization solution (HRIS) and incorporate leading-edge technologies to enable faster decisions and better employee performance measurement and accountability.
- Use the Human Resources Information System (HRIS) upgrade to feed workforce planning by identifying trends in turnover, leave use, and other human resources related matrices.
- Perform a comprehensive analysis of the current salary structures, including salaries governed by statute. Develop recommendations that are consistent with the spirit of an accountable public service system.

**Performance Measures:**
- Ensure that every agency has a workforce plan by end of calendar year 2019.
- Assess employee satisfaction from recruitment, hiring and retention perspectives, and establish a baseline measure by the end of FY 2017. Establish targets for improvement in each succeeding year.
- Establish a baseline for regrettable attrition by end of FY 17. Decrease baseline number by 10% through the end of FY 18.
- Establish the baseline of timely performance evaluations by end of calendar year 2017. An increase of 25% over the calendar year 2016 baseline will be realized by the end of calendar year 2019.

**Issue 2 Benefits Cost Containment**

**Description:** The Benefit Services Division manages the Health Insurance Trust Fund and is responsible for the benefits provided to its 130,000+ members. 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, computer purchase and employee discount programs. In addition, the Division manages the statewide wellness program, as well as, an Employee Assistance Program.

Benefit costs are projected to continue to rise. Application of strong performance guarantees, on-going management of vendors and audit controls have aided efforts to maintain costs. In addition, the introduction of a health incentive program in 2014 and its continuation should assist in managing costs. Also, the purchase of a health care analytics tool will provide additional information to make better decisions regarding expenditures.

**Solutions:**
- Increase knowledge of employees, agencies and legislature regarding self-insurance.
- Improve health of members.
- Reduce costs through plan design changes.

**Solutions:**

**Objectives:**
- Contain per member per month medical/pharmacy costs to \( \leq 3.5\% \) year over year, based on Plan Year 2015 per member/per month cost.

**Strategies:**
- Educate employees, agencies and legislature on plan design and self-insurance.
- Increase participation in Health Impact Program (HIP).
- Plan design changes.

**Performance Measures:**
- Year over year per member/per month costs \( \leq 3.5\% \) by 2019
- HIP participation increased by 20% by 2019
Solutions:

Objectives:
• Achieve savings and general GF revenues to offset cost of renovations and new capital
• Reduce ADOA operating costs
• Improve preventative maintenance performance
• Make highest and best use of facilities
• Renovate facilities to improve employee morale and increase retention

Strategies:
• Increase the COSF rental rate from ___ to 90% of market to facilitate increased funding for building renewal and large scale capital maintenance and renovations to outdated and aging work spaces;
• Sell underutilized ADOA managed buildings;
• Use FCA's to make targeted improvements to salvageable capital infrastructure to improve energy consumption, prolong useful lives of building systems, and improve working environments for state employees.
• Procure and implement unique financing opportunities for new capital outlay with private/public partners;
• Apply space standards to renovated spaces to improve efficiency of space utilization;

Performance Measures:
• By June 30, 2017 complete 1500 preventative maintenance work orders annually to proactively reduce the number of trouble calls and prolong the life of major building systems;
• By June 30, 2018 complete 90% of facilities maintenance work orders within the Service Level Agreement (SLA) timeframe;
• By June 30, 2018 reduce the cost/sq. ft. of energy in ADOA buildings by 32%; and
• By June 30, 2019 effect average 90% occupancy of Governmental Mall
Issue 5  Boards & Commissions Consolidation

**Description:** HB 2613 requires the Arizona Department of Administration (ADOA) to conduct a study relating to the transfer of all non-health regulatory boards and occupational licenses issued by state agencies to a new division within ADOA. The report, which is to be delivered to Governor and Legislature by September 1, 2016, will include the costs and benefits associated with the transfer. ADOA has partnered with Beacon Information Designs and Elliott D. Pollack & Co. to provide outside validation of the data. Areas that will be addressed include:

The Governor and Legislature’s response to the study will help determine what the next steps on this issue may be.

- Current Licensing & Regulatory Practices
- Current Staffing & Facilities Requirements
- Current Policies, Procedures & Protocols
- Disciplinary & Investigative Practices
- Potential for Consolidation of Resources
- Economic Impact Potential
- Potential Opportunities to Eliminate Redundancy, Duplication & Waste
- Comparison of Arizona Regulatory Board & Occupational Licensing Practices to Other States

**Solutions:**

**Objectives:**
- Conduct interviews and data analysis to identify efficiency opportunities
- Assist in budgeting for any consolidation efforts that will be part of the 2017 legislative session
- Establish a new non-health licensing and regulatory division within ADOA as directed by law

**Strategies:**
- Apply lean principles to create more efficiencies while maintaining the core deliverables of each entity
- Leverage technology and the shared services model to provide improved administrative support
- Maximize Capitol Mall space allocation by creating shared facility and meeting space resources

**Performance Measures:**
- Deliver report and recommendations to Governor and Legislature by September 1, 2016
- Establish savings baseline goals by July 1, 2017
- Execute transition based on effective date
- Track and report year-over-year savings annually

Issue 6  Arizona On Line Services

**Description:**

The State of Arizona delivers hundreds of services to citizens each year, but the majority of those services are being requested, processed and completed the same way they were 30 years ago – through paper forms, walk-up windows and postal mail. We want to move many more state’s services online, enabling Arizona to move at the speed of business. The goal of this project is to migrate agency services to an online experience for the citizen where they can request services without a pen, paper or stamp. Instead, the desired citizen experience will be on an internet-connected device of their choice where they can fill out online forms, use electronic signatures and submit directly from their laptop, tablet or smartphone. By giving citizens the ability to request any service, at any time from anywhere, we will move Arizona’s government to be more in line with what our customers expect in 2016 and beyond. There is potential for Arizona to show $100M+ savings after the services are modernized and broadly adopted by agency customers.

**Solutions:**
- ADOA-ASET has previewed a variety of software solutions that can help with this initiative, depending on readiness of the service, complexity and budget. Some services have already been migrated online by agencies themselves, as well as ADOA-ASET, so we will seek to learn from the processes that have already been automated, and use that to inform us about what works and doesn’t work for the future services.
Issues:

Issue 7  
Statewide Cybersecurity Strategy

Description:  
The State of Arizona is experiencing substantial levels of cyber attack attempts to compromise our systems and our data. Many of the agencies, boards and commissions do not have the level of expertise to identify and stop sophisticated attacks. The agencies, boards and commissions also do not have the budget to invest in and maintain separate security systems to ensure the integrity and availability of their data.

Over the course of the past year, ADOA has strengthened cybersecurity and privacy operations to reduce enterprise risk. Employees participated in statewide training sessions and exercises to increase the awareness of cybersecurity threats, as well as to share best practices in preventing security or privacy incidents. ADOA leadership also established and strengthened cyber-relationships with critical infrastructure partners for collaboration regarding the state of cybersecurity at all levels of government.

In addition to education and outreach, ADOA will continue to invest in multiple layers of security to detect potential vulnerabilities in state technology systems and implement solutions to prevent intrusions. Through the adoption of security policies and standards, such as those outlined by the National Institute of Standards and Technology (NIST), ADOA will strive for the highest level of recommended technology security and privacy controls across all systems and drive those standards statewide.

Solutions:

• We are recommending the State of Arizona should standardize on 16 security products that establish a risk profile for the state and help to defend the state from the latest cyber-attack tactics. These 16 controls cover 14 of the top 20 CIS critical security controls for effective cyber defense.

• The CIS Critical Security Controls are a recommended set of actions for cyber defense that provide specific and actionable ways to stop today's most pervasive and dangerous attacks. The Controls are effective because they are derived from the most common attack patterns highlighted in the leading threat reports and vetted across a very broad community of government and industry practitioners.

Issue 8  
Arizona Management System (AMS)

Description:  
The Arizona Management System is a statewide intentional, results-driven system of management that engages employees, focuses on customers and drives continuous improvement in pursuit of desired results. There will be three phases to the journey: Setting the Foundation, Building the Muscle to Improve and Delivering Transformative Results.

Employee responsibilities will include understanding customer needs, identify problems, improve processes and measure results in order to do more good. Three core values held by employees are: Do the Right Thing, Commit to Excellence and Care About One Another. The intention is to demonstrate through measurable results that Arizona is the best state in the nation!

Solutions:

Objectives:

• By February 2017 Leaders trained and Standard Work version one routinely occurring
• By January 2017 tiered performance meetings in place and audited
• By June 2017 there is visible evidence in all functional areas that visual performance management is in place
• By July 2018 Hoshin Planning established and utilized for annual planning cycle
• By July 2019 there are at least two deep practitioners of Lean principles embedded in each division

Strategies:

• Communication Cascading Measures in place to share learning and expectations.
• Problem Solving skill building is provided to all levels of employees
• Standard Work is in place for all levels of employees
• Recognition Plan established for improvement activities
• People Systems designed and in alignment with AMS
• Agency Scorecard established
• Business Reviews launched
• Leader Standard Work Routines established and audited
• Huddle Boards implemented, HB meetings scheduled, held, and audited
• Breakthrough projects completed
• Daily Kaizen activity increased

Performance Measures:

• 95% of all Leaders and Managers completed training in Lean principles
• 85% frontline employees completed training in Lean principles
• 100% of new hire leaders and employees on-boarded within 90 days to operate within the AMS
• 90% of incentive dollars assigned to employees involved in continuous improvement activities
• 25% annual increase in breakthrough, mini-kaizen, just do it, and kaizen level projects completed
• 1.5% improvement annually in Employee Engagement Survey scores (for the 6 lean related questions) until reach the 9:1 ratio
## Resource Assumptions

<table>
<thead>
<tr>
<th></th>
<th>FY2019 Estimate</th>
<th>FY2020 Estimate</th>
<th>FY2021 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Equivalent Positions</strong></td>
<td>535.1</td>
<td>535.1</td>
<td>535.1</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td>10,264,500.0</td>
<td>10,264,500.0</td>
<td>10,264,500.0</td>
</tr>
<tr>
<td><strong>Other Appropriated Funds</strong></td>
<td>188,225,000.0</td>
<td>188,225,000.0</td>
<td>188,225,000.0</td>
</tr>
<tr>
<td><strong>Non-Appropriated Funds</strong></td>
<td>1,012,832,300.0</td>
<td>1,012,832,300.0</td>
<td>1,012,832,300.0</td>
</tr>
<tr>
<td><strong>Federal Funds</strong></td>
<td>5,978,500.0</td>
<td>5,978,500.0</td>
<td>5,978,500.0</td>
</tr>
</tbody>
</table>
Mission:
To deliver results that matter by providing best in class support services.

ADOA Vision: Become the partner of choice for all state agencies

Agency Values: Solving Problems; Building Trust; Keeping Commitments; Embracing Change

Description:
The Arizona Department of Administration (ADOA) was established by the Arizona State Legislature in 1973 to support the operation of state government. As the administrative and business operations hub of state government, ADOA provides medical and other health benefits to state employees, processing claims when employees get injured, maintaining office buildings for employees to work in, purchasing goods and services needed to conduct business, providing information technology and telecommunication services for employees, and much more. These centralized support services enable state agencies to focus their efforts on their own unique missions.

The divisions within ADOA include:
- General Accounting Office
- General Services Division
- State Procurement Office
- Benefit Services Division
- Human Resources Division
- Arizona Strategic Enterprise Technology
- Risk Management Division
- Governor’s Regulatory Review Council

◆ Goal 1  To Go Faster (Respond/Decide/Resolve)

Objective: 1 FY2016: Default Objective

FY2017:  
FY2018:  

Performance Measures | FY 2016 Actual | FY 2017 Estimate | FY 2018 Estimate |
----------------------|---------------|-----------------|-----------------|
[GL] RFP Lead Time  | N/A           | 35              | 0               |
Explanation: Days - draft SOW from requestor to publication

[GL] Bidg. Maintenance - Resolve | N/A           | 90              | 0               |
Explanation: Exceed 90% on SLA Completion

◆ Goal 2  To Increase Quality (Compliance/Customer Satisfaction)

Objective: 1 FY2016: Default Objective

FY2017:  
FY2018:  

Performance Measures | FY 2016 Actual | FY 2017 Estimate | FY 2018 Estimate |
----------------------|---------------|-----------------|-----------------|
[GL] Increase compliance - % APF Projects in Green Status | N/A           | 75              | 0               |
Explanation: Compliance Rate percent

[GL] % of main payroll payments processed as direct deposit | N/A           | 99.9            | 0               |
Explanation: Compliance Rate Percent

[GL] Increase System Availability - unavailable hours per month | N/A           | 7               | 0               |
Explanation: Compliance Rate Percent

[GL] Increase customer satisfaction (VOC) | N/A           | 4               | 0               |
Explanation: Reduce the number of customers who are unsatisfied or merely satisfied Satisfied + Unsatisfied percentage is lower than 2%

◆ Goal 3  To Save Dollars

Objective: 1 FY2016: Default Objective

FY2017:  
FY2018:  

Performance Measures | FY 2016 Actual | FY 2017 Estimate | FY 2018 Estimate |
----------------------|---------------|-----------------|-----------------|
[GL] Reduce ADOA Fleet | N/A           | 1023            | 0               |
Explanation: # Lt Duty Vehicles ADOA

[GL] SPO Negotiated Savings | N/A           | 50,000,000       | 0               |
Explanation: SPO dollars saved

[GL] Cost Hours Deploying | N/A           | 13              | 0               |
Explanation: Transformative Technologies vs. Operations

[GL] Reduce KC & Gallons Used | N/A           | 65              | 0               |
Explanation: KW & Gallons - reduced consumption units

[GL] Reduce WC Claim Payouts | N/A           | 960,000         | 0               |
Explanation: Workers compensation costs (net of inflation and ICA adj.) % below 2015

[GL] Reduce Medical & Pharmacy Cost Increases per Member | N/A           | 455             | 0               |
Explanation: Medical and pharmacy costs per member at or less than 3.5% increase from FY2015

◆ Goal 4  To Improve Statewide Services

Objective: 1 FY2016: Default Objective

FY2017:  
FY2018:  

Performance Measures | FY 2016 Actual | FY 2017 Estimate | FY 2018 Estimate |
----------------------|---------------|-----------------|-----------------|
[GL] # of Agency FTE Count | N/A           | 540             | 0               |
Explanation: Number of active employees in HRIS (excluding board and commission members, interns, volunteers, and “pool” positions)

[GL] % of Arizona Management System Adoption (metric is pending) | N/A           | 17              | 0               |
Explanation: metric is pending

[GL] # of Regrettable Attrition | N/A           | 13              | 0               |
Explanation: The number of voluntary separations of employee's whose performance ratings were meets expectations or better (e.g. MAP score of 2.0 or higher) AND whom the agency indicated they had planned to retain the employee, represented as a monthly total.

[GL] % of Administrative Rules Improved | N/A           | 60              | 0               |
Explanation: 2# of administrative rules eliminated or streamlined by your agency - An improved rule is defined as the repeal of a rule that is overly burdensome, antiquated, contradictory, redundant, or nonessential; or modification of a rule to reduce regulatory burden, administrative delay or uncertainty #

[GL] % of Services Online Achieved | N/A           | 4               | 0               |
Explanation: Number of breakthrough plans completed where a +50% efficiency gain has been sustained

[GL] % of Services Online | N/A           | TBD             | 0               |
Explanation: 2# of agency services provided online Online defined as where the entire process from the customer perspective can be completed electronically. (No physical mail, wet signature, or office visit requirements)

ADA 1.0  Program Summary

ADMINISTRATION

Craig Brown, Director
Director’s Office  (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, Budget Office, Government Transformation Office, Arizona Office for Grants and Federal Resources, Office of the General Counsel, and the Governor’s Regulatory Review Council.
This Program Contains the following Subprograms:

- Administration
- Governor's Regulatory Review Council (GRRC)
- Employment and Population Statistics
- Government Transformation Office

◆ Goal 1: To Go Faster (Respond/Decide/Resolve)

**Objective:** FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtain average timeframe of 45 days or less, unless agency requests otherwise, from deadline for agency submission to Council determination</td>
<td>49</td>
<td>45</td>
<td>42</td>
</tr>
</tbody>
</table>

◆ Goal 2: To Increase Quality (Compliance/Customer Satisfaction)

**Objective:** FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adherence to Arizona Management System (AMS) Percent of agencies</td>
<td>0</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Increase # of expired or outdated rules that are repealed</td>
<td>52</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td>Decrease # of new rules not mandated by federal requirements or new state statutes</td>
<td>41</td>
<td>35</td>
<td>30</td>
</tr>
</tbody>
</table>

**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, Budget Office, Government Transformation Office, Arizona Office for Grants and Federal Resources, Office of the General Counsel, and the Governor's Regulatory Review Council.

◆ Goal 1: To provide leadership, direction and support by delivering world-class customer service

**Objective:** FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of ADOA's services with a minimum customer satisfaction rating of 6.0</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage response rate to public information and legislative constituent requests within ten business days</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

ADA 1.2

**Subprogram Summary**

GOVERNOR'S REGULATORY REVIEW COUNCIL (GRRC)

Nicole A. Ong, ADOA General Counsel
Director's Office (602) 542-2181
A.R.S. § 41-1001

**Mission:**

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

**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.)

◆ Goal 1: To improve Governor's Regulatory Review Council subprogram operations to ensure the efficient delivery of GRRC staff services to the GRRC Council, and state agencies and their customers and stakeholders.

**Objective:** FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency satisfaction with staff services (Rulemakings and five-year review)</td>
<td>8.0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Council satisfaction with staff services</td>
<td>8.0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Agency satisfaction with staff services (Seminars)</td>
<td>7.8</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

◆ Goal 2: To focus GRRC staff on customer satisfaction of agencies, boards and commissions and their employees by improving and revising seminars agency report reviews and GRRC staff services to benefit Arizona citizens and businesses utilizing state services.

**Objective:** FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve customer satisfaction to 7.0 or better on the annual customer satisfaction survey</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Improve customer satisfaction to 7.5 or better on the &quot;Voice of the Customer&quot; survey cards</td>
<td>8.0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Increase participation percentage of attendees in GRRC Seminars</td>
<td>75</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Date Printed: 8/26/2016 10:23:53 AM OSPB AZIPS All dollars are presented in thousands (not FTE).
Subprogram Summary
EMPLOYMENT AND POPULATION STATISTICS
Office of Employment and Population Statistics  (602) 542-1500
ARS §§ 41-1504, 41-1505

Description:
The Office of Employment and Population Statistics (EPS) merged with the Office of Economic Opportunity in August 2016 and is no longer a function of ADOA.

Subprogram Summary
GOVERNMENT TRANSFORMATION OFFICE
Robert Woods, Administrator
Government Transformation  (602) 692-5896
EO 2012-07

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

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

1. Goal
To lead high impact projects that improve service, cost, and quality.

Objective: 1 FY2016: Default Objective FY2017: FY2018:

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process hours redirected</td>
<td>62.239</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of average lead time improvement per project</td>
<td>65.7</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of employees trained as lean champions</td>
<td>214</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Subprogram Summary
GENERAL ACCOUNTING
Clark Partridge, State Comptroller
General Accounting Office  (602) 542-5405
A.R.S. §§ 35-101 et. seq.

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

Description:
This subprogram provides financial information to state and federal government agencies, financial institutions, and other interested public or private entities. Key areas of responsibility include:
• operating the Arizona Financial Information System (AFIS) and the statewide payroll portion of the Human Resources Information Solution (HRIS) to provide 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.

1. Goal
To Increase Quality (Compliance/Customer Satisfaction)

Objective: 1 FY2016: Default Objective FY2017: FY2018:

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Scheduled Up time that AFIS is available</td>
<td>n/a</td>
<td>99.5</td>
<td>99.5</td>
</tr>
<tr>
<td>Average number of days to process payments (ADOA only; paid directly thru AFIS)</td>
<td>13.74</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Percentage of payroll payments processed as direct deposits</td>
<td>99.9</td>
<td>99.9</td>
<td>99.9</td>
</tr>
<tr>
<td>Number of Days after fiscal year end to issue the AFR</td>
<td>n/a</td>
<td>138</td>
<td>138</td>
</tr>
<tr>
<td>Number of Days after fiscal year end to issue the CAFR</td>
<td>n/a</td>
<td>243</td>
<td>215</td>
</tr>
</tbody>
</table>

2. Goal
To maintain the continuity of state government operations to ensure the effective and efficient delivery of government services in the General Accounting program.

Objective: 1 FY2016: < Default FY 2016 Description > FY2017: < Default FY 2017 Description > FY2018: < Default FY 2018 Description >

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with accounting policies and procedures</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of warrants available for distribution by 1:00 PM following the day of processing on Arizona Financial Information System (AFIS)</td>
<td>99.9</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of security requests for financial applications processed within three business days</td>
<td>99.9</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with the administration of AFIS</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with administration of payroll process</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of warrants distributed to correct agency</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

3. Goal
To improve efficient delivery of government services in the Office of the Controller.

Objective: 1 FY2016: FY2017: FY2018:
Program Summary

ADA 4.0

BENEFITS SERVICES DIVISION

Marie Isaacson, Assistant Director
Benefit Services Division (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, 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.

The Benefit Services Division 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, home-owners and auto insurance plans, and computer purchase and employee discount programs. The Division manages the statewide wellness program offering numerous health enhancement and preventive services, as well as, an Employee Assistance Program. ADOA is legislatively mandated to offer continuation of health and dental insurance coverage to COBRA members, state retirees, and their qualified dependents.

This Program Contains the following Subprograms:

- Benefits Services Operations
- Benefits Vendor Payments

Goal 1: To Increase Quality (Compliance/Customer Satisfaction)

Objective: 1 FY2016: Default Objective

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Customer satisfaction with benefit plans. Member satisfaction of services provided will increase 0.05%/y/o end of FY 2017

Goal 2: To Save Dollars (Cost Avoidance)

Objective: 1 FY2016: Default Objective

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Medical and Pharmacy cost increases per member will be < 3.5%

Explanation: dollars

ADA 3.0

STATE PROCUREMENT

Ashoke Seth, State Procurement Administrator
State Procurement Office (602) 542-1268
A.R.S. §§ 41-2501 et. seq.

Mission:

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

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 use in conducting their procurements.

Goal 1: To Go Faster (Respond/Decide/Resolve)

Objective: 1 FY2016: Default Objective

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Percentage of RFPs completed within 35 days

Goal 2: To Increase Quality (Compliance/Customer Satisfaction)

Objective: 1 FY2016: Default Objective

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Customer satisfaction with fixed assets accounting (internal)

Objective: 2 FY2016:

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Customer satisfaction with payroll adjustments and travel form processing (internal)

Objective: 3 FY2016:

Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
Customer satisfaction with financial and management reporting (internal)

Number of days to process invoices (Accounts Payable)

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>
To deliver results that matter by providing best in class support services.

Date Printed: 8/26/2016 10:23:54 AM

OSPB AZIPS

All dollars are presented in thousands (not FTE).
Mission:
To deliver results that matter by providing best in class support services.

Description:
The Benefit Services Division 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.

◆ Goal 1

To attract and retain high performing state employees by providing competitive, customer service driven benefits program.

Objective: 1 FY2016: < Default FY 2016 Description >
FY2017: < Default FY 2017 Description >
FY2018: < Default FY 2018 Description >

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with benefit plans FY2016 is percent</td>
<td>95.86</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of state employees attending a Benefit Options Wellness Event</td>
<td>23,475</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of benefits eligible employees enrolled</td>
<td>89</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of customers satisfied with health plan provider-Annual Member Satisfaction</td>
<td>94.59</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of AZ providers/facilities available in networks</td>
<td>88.7</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total lives covered under self-funded health plan</td>
<td>133,155</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of calls/walk-ins assisted by member services</td>
<td>31,195</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of performance guarantees met</td>
<td>95.79</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Explaination: This number is subject to adjustment based on additional info that will be available in August 2015.

ADA 5.0 Program Summary

HUMAN RESOURCES DIVISION

Elizabeth Thorson, Assistant Director
Human Resources Division (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 which has nearly 34,000 employees in 95 state agencies, boards, and commissions, and provision of benefits to state employees, their dependents, and retirees. The division has four primary functions:

• Maintaining the infrastructure for personnel administration including the State's payroll/personnel system-Human Resources Information Solution (HRIS), the centralized job board (azstatejobs.gov), the hiring system (Talent Acquisition), the State's centralized employee's self-service website-Your Employee Services (YES), the classification and compensation system, and the Personnel Rules and policies that govern personnel within the ADOA Personnel System.

• Providing a number of services to state employees including a Travel Reduction Program, and training through the Arizona Learning Center.

• Supporting state agencies by providing human resources services in the areas of employee relations, staffing and recruitment, job classification,
**2016 - 2018 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

employee compensation, employee development, recognition, workforce planning and analysis, and operational support.

This Program Contains the following Subprograms:

- Human Resource Operations
- Travel Reduction

**This Program Contains the following Subprograms:**

- Human Resource Operations
- Travel Reduction

**Goal 1** To Increase Quality (Compliance/Customer Satisfaction)

**Objective:** To provide high quality Human Resources services to agency management and employees

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

**Goal 2** To Save Dollars

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

**Goal 3** To Attract a Highly Engaged and Highly Motivated Workforce

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of services earning a satisfaction rating of 6.5 or higher (based on annual survey of customer agencies)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Satisfaction – Voice of Customer Survey</td>
<td>7</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>HR costs per employee (in dollars)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Productivity savings through the use of efficient use of automation-HRIS (cumulative savings in millions of dollars)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percent of employees with performance evaluations</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Subprogram Summary**

**ADA 5.1**

HUMAN RESOURCE OPERATIONS

Elizabeth Thorson, Assistant Director
Human Resources Division (602) 542-8378
A.R.S. § 41-702

**Mission:**

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

**Description:**

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

**Goal 1** To provide high quality Human Resources services to agency management and employees

**Objective:** To provide human resources programs that are efficient

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

**Goal 2** To provide human resources programs that are efficient

**Objective:**

- To provide human resources programs that are efficient
- To deliver results that matter by providing best in class support services.

**Goal 3** To Attract a Highly Engaged and Highly Motivated Workforce

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

**Description:**

Through promotion, education and incentives, the Travel Reduction Program encourages non-university state employees in Maricopa County to carpool, vanpool, ride transit, bicycle or walk to work. Other forms of travel reduction such as telecommuting and virtual office are also pursued. A.R.S. § 49-588, which mandates this program, is a committed transportation control
measure in several EPA-approved air quality plans. Failure to implement these legally binding commitments could lead to federal sanctions. Annual surveys are administered by this program to measure conformance. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating.)

**Goal 1** To demonstrate leadership and deliver exceptional customer service utilizing a customer-centric approach when providing services to Travel Reduction subprogram clientele.

**Objective:** FY2016: < Default FY 2016 Description >
 FY2017: < Default FY 2017 Description >
 FY2018: < Default FY 2018 Description >

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with all Travel Reduction services</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction of capitol rideshare customers (monthly)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction of travel reduction coordinators (bi-annual)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Goal 2** To obtain and maintain effective partnerships with our customers, state agencies, and outside government entities thereby enhancing results and overall performance

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of commuter club members (carpoolers, transit riders, walkers, bicyclists)</td>
<td>4557</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage increase in transit riders</td>
<td>-19.6</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Agency sites that achieved their travel reduction goals</td>
<td>29</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of all state employee commute trips that are drive-alone</td>
<td>67.9</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Percentage of ADOA employee commute trips that are drive-alone</td>
<td>66.2</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of employees spoken to at agency meetings and information tables</td>
<td>3978</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Program Summary**

**ADA 6.0**
ARIZONA STRATEGIC ENTERPRISE TECHNOLOGY OFFICE
Morgan Reed, Assistant Director, State CIO
AZ Strategic Enterprise Technology (ASET) Office (602) 364-4770
A.R.S. §§ 41-711, 41-712, 41-713, 41-704

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

**Description:**
The Arizona Strategic Enterprise Technology (ASET) Office is comprised of the State Data Center and Enterprise Capabilities and Delivery (both formerly ISD), Enterprise Infrastructure and Communications (formerly TPO) and Strategic Transformation and Innovation (formerly GITA). 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. The State Data Center and Enterprise Capabilities and Delivery Office is responsible for providing information technology services to state agencies. These services include transaction processing, application development and maintenance; system and technical support; and relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through monthly billing processes. The State 9-1-1 Office is a subprogram of STI, responsible for oversight of the 9-1-1 program throughout the State. Revenue is generated through the Emergency Telecommunications Excise Tax and is used for capital upgrades and remedial costs associated with the service delivery of emergency 9-1-1 calls.

This Program contains the following Subprograms:
- ASET Operations
- 911 Emergency Services
- Enterprise Infrastructure and Communications
- Strategic Transformation and Innovation

**Goal 1** To Go Faster (Respond/Decide/Resolve)

**Goal 2** To Increase Quality (Compliance/Customer Satisfaction)
### Performance Measures

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with voice telecommunications services</td>
<td>0</td>
<td>6.7</td>
</tr>
</tbody>
</table>

| Customer satisfaction with Statewide Telecommunications Contract services (AZNET II) | 0 | 6.0 | 6.0 |

| Customer satisfaction with carrier services | 0 | 6.7 | 6.7 |

| Customer satisfaction with Telecommunications Expense Management services | 0 | 6.5 | 6.5 |

| Percentage of State PSAPs converted to Wireless Phase II | 100 | 100 | 100 |

| Percentage of Phase II based on systems available | 100 | 100 | 100 |

| Maintain Continuity of Phase II Wireless | 100 | 100 | 100 |

| Number of PSAPs signed for Managed Svc Upgrade | 10 | 10 | 10 |

| Number of PSAPs Upgraded | 4 | 11 | 10 |

| State and local funds spent for equipment, network, maintenance and administration (in millions). | 0 | 20.1 | 20.1 |

| Increase Compliance - % APF Projects in GREEN Status | 0 | 75 | 75 |

| Increase Compliance - % of Systems Patched to Current Levels | 0 | 90 | 90 |

| Increase Compliance – System Availability – Unavailable Hours per month | 0 | 7 | 7 |

### Goal 1

To ensure the continuity of mission critical and essential systems.

**Objective:**

- FY2016: < Default FY 2016 Description >
- FY2017: < Default FY 2017 Description >
- FY2018: < Default FY 2018 Description >

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with information and data security services</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

| Customer satisfaction with mainframe processing | N/A | N/A | N/A |

| Percentage of enterprise application development work completed within negotiated timeframe | N/A | N/A | N/A |

| Customer satisfaction with co-location | N/A | N/A | N/A |

| Customer satisfaction with shared services | N/A | N/A | N/A |

| Customer satisfaction with application development | N/A | N/A | N/A |

| Customer satisfaction with end user support | N/A | N/A | N/A |

| Percentage of time mainframe batch systems are available | N/A | N/A | N/A |

| Percentage mainframe scheduled batch jobs completed on time | N/A | N/A | N/A |

### ADA 6.1 Subprogram Summary

**ASET OPERATIONS**

Gary Hensley, Chief Operations Officer

AZ Strategic Enterprise Technology (ASET) Office (602) 771-6401

A.R.S. §§ 41-711, 41-712, 41-713, 41-704

**Mission:**

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

**Description:**

The State Data Center and Enterprise Capabilities and Delivery are responsible for providing information technology services to state agencies. These services include transaction processing; application development and maintenance; system and technical support; and relevant security assessments, evaluation, provisioning, and consulting. Services are charged back to the customer through monthly billing processes. (NOTE: Customer satisfaction measures, unless otherwise noted, are based on an annual survey using a scale of 1-8 with 8 being the best rating).
Mission:
To deliver results that matter by providing best in class support services.

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

Goal 1
To maintain the continuity of state government operations to ensure the safe and efficient delivery of government services in the Enterprise Infrastructure and Communications subprogram.

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

Goal 3
To implement Statewide Enterprise Resource Planning

Performance Measures

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer satisfaction with voice telecommunications services</td>
<td>6.26</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with State’s Level 1 Help Desk</td>
<td>6.34</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with Statewide Telecommunications Contract services (AZNet II)</td>
<td>6.0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with connectivity to the Wide Area Network (MAGNET)</td>
<td>6.6</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with carrier services</td>
<td>6.46</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer satisfaction with Telecommunications Expense Management services</td>
<td>5.91</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Risk Management places 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.

Goal 1: To Increase Quality (Compliance/Customer Satisfaction)

Objective: 1 FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injury Frequency – Top 33 non-university agencies</td>
<td>1951</td>
<td>1860</td>
<td>1860</td>
</tr>
</tbody>
</table>

Goal 2: To Save Dollars

Objective: 1 FY2016: Default Objective

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>WC Claim Payments Savings from 2015 (Inflation adjusted)</td>
<td>441,000</td>
<td>890,000</td>
<td>1,440,000</td>
</tr>
</tbody>
</table>

Goal 3: To maintain the continuity of State government operations to ensure the safe and efficient delivery of government services in the Risk Management program.

Objective: 1 FY2016: Risk Management efficiency

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determination of disability benefits and adjuster approval of compensable benefit payment within 19 days of receipt from the Industrial Commission of Arizona (based on 100% scale)</td>
<td>99</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Workers’ Compensation compensable disability payment processing time two business days after adjuster approval (based on 100% scale)</td>
<td>94</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Investigative contact time for property and liability claims within four business days of claim notification (based on 100% scale)</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Property and liability settlement payment processing time within four business days after adjuster approval (based on 100% scale)</td>
<td>99</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Agency corrective action plan (not subject to an administrative process) responses for third party liability settlements and judgments in excess of $150,000 completed within 60 days of payment (based on 100% scale)</td>
<td>100</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Participant satisfaction survey with Loss Prevention training courses (based on a scale of 1-8 with 8 being the best rating)</td>
<td>7.8</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Voice of the Customer satisfaction survey with Loss Prevention consultative services (based on a scale of 1-8 with 8 being the best rating)</td>
<td>7.6</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Goal 4: To aggressively pursue innovative solutions and/or opportunities in the Risk Management program.

Objective: 1 FY2016: Risk Management innovation

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Estimate</th>
<th>FY 2018 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statewide incident rate per 100 Full Time Equivalent (FTE) positions (accepted Risk Management claims)</td>
<td>3.64</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

ADA 8.0

Program Summary

GENERAL SERVICES DIVISION

Nola Barnes, Assistant Director
General Services Division (602) 542-1954
A.R.S. §§ 31-253, 35-193, 41-701, 41-791, 41-803, 41-2606(B)

Mission:

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

Description:

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

Building, Planning, and Facilities Operations and Maintenance (FOAM)
This Program Contains the following Subprograms:

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

◆ **Goal 1** To Go Faster (Respond/Decide/Resolve)

Objective: FY2016: Default Objective

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

- Resolve building maintenance work orders 90% of the time within SLA parameters
- Decrease time in pre-construction processes
- Average time for interagency mail to be routed through the ADOA system

◆ **Goal 2** To Increase Quality (Compliance/Customer Satisfaction)

Objective: FY2016: Default Objective

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

- Customer satisfaction with tenant improvement process
- Customer satisfaction with building maintenance
- Customer satisfaction with the effectiveness and efficiency of the collection & distribution of mail.
- Customer satisfaction with Surplus Property (annual survey 1-8 scale)
- Customer satisfaction with Surplus Property (monthly survey 1-8 scale)

◆ **Goal 3** To Save Dollars

Objective: FY2016: Default Objective

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

- RW and gallons saved; GSD Physical Cost/SqFt
- # of light duty vehicles (ADOA Pool)

**ADA 8.1**

**Subprogram Summary**

John Hauptman, General Manager
General Services Division (602) 542-1768
A.R.S. § 41-701

Mission:

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

**Description:**

The Construction Services subprogram contracts for and project manages design and construction of new capital and building renewal major maintenance projects for ADOA Building System agencies.

◆ **Goal 1** To improve efficient delivery of government services in the Construction Services subprogram.

Objective: FY2016: Default FY 2016 Description

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

Customer satisfaction with general construction projects

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

Objective: FY2016: Default FY 2016 Description

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

Customer satisfaction with general construction projects

**ADA 8.2**

**Subprogram Summary**

John Hauptman, General Manager
Construction Services (602) 542-1768
A.R.S. §§ 41-791, 31-253

Mission:

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

**Description:**

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

◆ **Goal 1** To improve efficient delivery of government services in the Building, Planning, and FOAM subprogram.

Objective: FY2016: Default FY 2016 Description

**Performance Measures**

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Estimate</td>
<td>Estimate</td>
</tr>
</tbody>
</table>

Customer satisfaction with agency relocation process

Customer satisfaction with tenant improvement process

Customer satisfaction with review of office leases

Customer satisfaction with building maintenance

Customer satisfaction with custodial services

Customer satisfaction with landscaping/grounds maintenance

All dollars are presented in thousands (not FTE).
Subprogram Summary

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

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

ADA 8.3
OTHER SUPPORT SERVICES
Michael Beller, Administrator
General Services Division (602) 542-0796
A.R.S. §§ 41-101.03, 41-701

Subprogram Summary

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

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

ADA 8.4
SURPLUS PROPERTY
Michael Beller, Administrator
Surplus Property Office (602) 542-0796
A.R.S. § 41-2606(B)

Subprogram Summary

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

Description:
The functions of the Fleet Management Program include providing dispatching for the taxi fleet; managing the procurement, assignment, and utilization of the entire fleet; managing the outsourcing of maintenance and repairs of the fleet; managing the record keeping for vehicles during their life in the fleet; providing a refueling site and car wash facilities; providing replacement vehicles for those meeting required criteria; and managing the disposition of replaced vehicles.

ADA 8.5
MOTOR POOL
Michael Beller, Administrator
Fleet Management Office (602) 542-4375
A.R.S. § 41-803

Subprogram Summary

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

Description:
The Motor Pool subprogram is responsible for providing short-term and long-term vehicle rentals to customers of the state. The Motor Pool manages a fleet of vehicles and provides rental services to state agencies, departments, and contractors.

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

Objective: 1 FY2016: < Default FY 2016 Description >
FY2017: < Default FY 2017 Description >
FY2018: < Default FY 2018 Description >

Performance Measures FY 2016 Actual FY 2017 Estimate FY 2018 Estimate
Customer requests picked up on date committed/agreed upon (1-5 scale). 7.9 N/A N/A

ADA 8.3
OTHER SUPPORT SERVICES
Michael Beller, Administrator
General Services Division (602) 542-0796
A.R.S. §§ 41-101.03, 41-701

Subprogram Summary

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

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

ADA 8.4
SURPLUS PROPERTY
Michael Beller, Administrator
Surplus Property Office (602) 542-0796
A.R.S. § 41-2606(B)

Subprogram Summary

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

Description:
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ADA 8.5
MOTOR POOL
Michael Beller, Administrator
Fleet Management Office (602) 542-4375
A.R.S. § 41-803

Subprogram Summary

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

Description:
The functions of the Fleet Management Program include providing dispatching for the taxi fleet; managing the procurement, assignment, and utilization of the entire fleet; managing the outsourcing of maintenance and repairs of the fleet; managing the record keeping for vehicles during their life in the fleet; providing a refueling site and car wash facilities; providing replacement vehicles for those meeting required criteria; and managing the disposition of replaced vehicles.

1. Goal To improve efficient delivery of service to Motor Pool subprogram customers.

Objective: 1 FY2016: < Default FY 2016 Description >
FY2017: < Default FY 2017 Description >
FY2018: < Default FY 2018 Description >

Performance Measures FY 2016 Actual FY 2017 Estimate FY 2018 Estimate
Customer satisfaction with short-term (day use) vehicle rental N/A N/A N/A
Customer satisfaction with long-term vehicle use N/A N/A N/A
Average percentage of taxi fleet utilization 77.4 N/A N/A

ADA 8.3
OTHER SUPPORT SERVICES
Michael Beller, Administrator
General Services Division (602) 542-0796
A.R.S. §§ 41-101.03, 41-701

Subprogram Summary

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

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ADA 8.4
SURPLUS PROPERTY
Michael Beller, Administrator
Surplus Property Office (602) 542-0796
A.R.S. § 41-2606(B)

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ADA 8.5
MOTOR POOL
Michael Beller, Administrator
Fleet Management Office (602) 542-4375
A.R.S. § 41-803

Subprogram Summary

Mission:
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FY2018: < Default FY 2018 Description >

Performance Measures FY 2016 Actual FY 2017 Estimate FY 2018 Estimate
Customer satisfaction with short-term (day use) vehicle rental N/A N/A N/A
Customer satisfaction with long-term vehicle use N/A N/A N/A
Average percentage of taxi fleet utilization 77.4 N/A N/A