

REPORT TO THE  
ARIZONA LEGISLATURE

# GOVERNMENTAL REORGANIZATION



December, 1971



121  
LG3.3:G58/971  
copy 2

JACK WILLIAMS  
GOVERNOR

OFFICE OF THE GOVERNOR  
STATE HOUSE  
PHOENIX, ARIZONA 85007  
November 26, 1971

IN REPLY  
REFER TO:

For 55 years the government of the State of Arizona operated under a plan adopted in territorial days. In all that time very little was done to improve the system of government.

Then, beginning in 1967, changes began to take place and some progress has been made in making government meet the needs of our citizens and point and prepare the way for further progress in these modern and ever-changing times.

We have only started. There is much to be done in the field of government reorganization. The needs of a rapidly growing State, the influence of the Federal government in ever-increasing programs, the peculiar demands on government at this point in time, all have placed a strain on the traditional government organization structure, and changes and improvements are demanded.

A handwritten signature in cursive script that reads "Jack Williams".

Jack Williams

THIS DOCUMENT IS THE PROPERTY OF THE DEPARTMENT OF <b>LIBRARY AND ARCHIVES</b> — ARIZONA —	NUMBER <b>45032</b> RECEIVED MAR 15 1973
--	---

## INTRODUCTION

The material assembled in this book was prepared for the Legislature by a research staff working with the House Governmental Relations Committee. At various stages in the preparation of the material, members of the House, Senate, the Governor and his staff, and state administrators contributed their ideas and observations as to how Arizona might reorganize state government. Because of the tremendous diversity of opinions which are represented in this book, and the difficulty of sorting out the authorship of many of the final recommendations, no single author is listed for the document.

A swift perusal of the information contained in this book will indicate that a great deal of work went into its preparation. It would be a serious omission if I did not publicly acknowledge the excellent work of many employees of the House who contributed to the final product. Hal Arman served as Coordinator of the project from the beginning; Bob Thomas and Dan Leonesio, on loan from the Employment Security Commission, worked diligently all summer in gathering research data; Dottie Ackerman, secretary to Representative Stan Akers, managed to complete her regular assignments while deciphering our illegible handwriting and doing a host of other jobs at critical moments in the preparation of this book; Jane Richards, Jean Hershner, and Jan Horne were expert typists, proofreaders, and editors; Paul Nash, an A.S.U. Law School

student reviewed numerous statutory references for us; and Gus Nunez and Fred Schoenfeld from the Arizona Legislative Council gave us valuable advice and assistance. The project could not have been completed without the personnel arranged for by Timothy A. Barrow, Speaker of the House and Charles Minning, Chairman of the Employment Security Commission.

I would also like to acknowledge the tremendous amount of work done by the Council on Organization of Arizona State Government since 1967. Their reports were most valuable and used extensively.

The material in this book is intended to inform you on the subject of governmental reorganization and provide you with the information to consider the subject carefully in the Second Regular Session of the 30th Legislature. I hope it will help to convince you that the need for reorganization is great and that now is the appropriate time to tackle this most challenging of legislative tasks.

RAY EVERETT  
Chairman,  
Governmental Relations Committee

## TABLE OF CONTENTS

Foreword	i
Introduction	ii
Summary of Recommendations and Findings	1
Schedule I - List of Proposed Departments and Functions	14
Schedule II - Disposition of Current Agencies after Reorganization	20
History of Reorganization	31
Current Materials on Reorganization	55
Why Reorganize State Government	63
Department of Administration Proposal	76
Department of Agriculture Proposal	91
Department of Commerce Proposal	103
Department of Corrections Proposal	116
Department of Education Proposal	124
Department of Emergency and Military Affairs Proposal	151
Department of Employment and Economic Security Proposal	153
Office of the Governor Proposal	155
Department of Health Proposal	156
Department of Law Proposal	166
Mine Inspector Proposal	170
Department of Natural Resources Proposal	172
Department of Public Safety Proposal	186
Public Service Commission Proposal	188
Department of Revenue Proposal	190

Department of State Proposal	199
Tax Commission Proposal	201
Department of Transportation Proposal	209
Treasurer Proposal	218
APPENDIX I - Commissions and Boards in Arizona	220

SUMMARY OF RECOMMENDATIONS  
AND FINDINGS

## THE REORGANIZATION PROPOSAL

The reorganization plan presented in this report is illustrated on the chart on the following page. In summary, the plan has these major characteristics:

1. All elected state offices are retained.
2. All state governmental activities are consolidated into 11 departments directly under the Governor, and 8 departments headed by elected officers.
3. Most commissions and boards are eliminated as policy making entities, but retained as advisory or appeal bodies.
4. The 176 separate agencies, commissions, boards and departments have been consolidated into functional groupings if it was clear their activity was needed, eliminated if it was not.

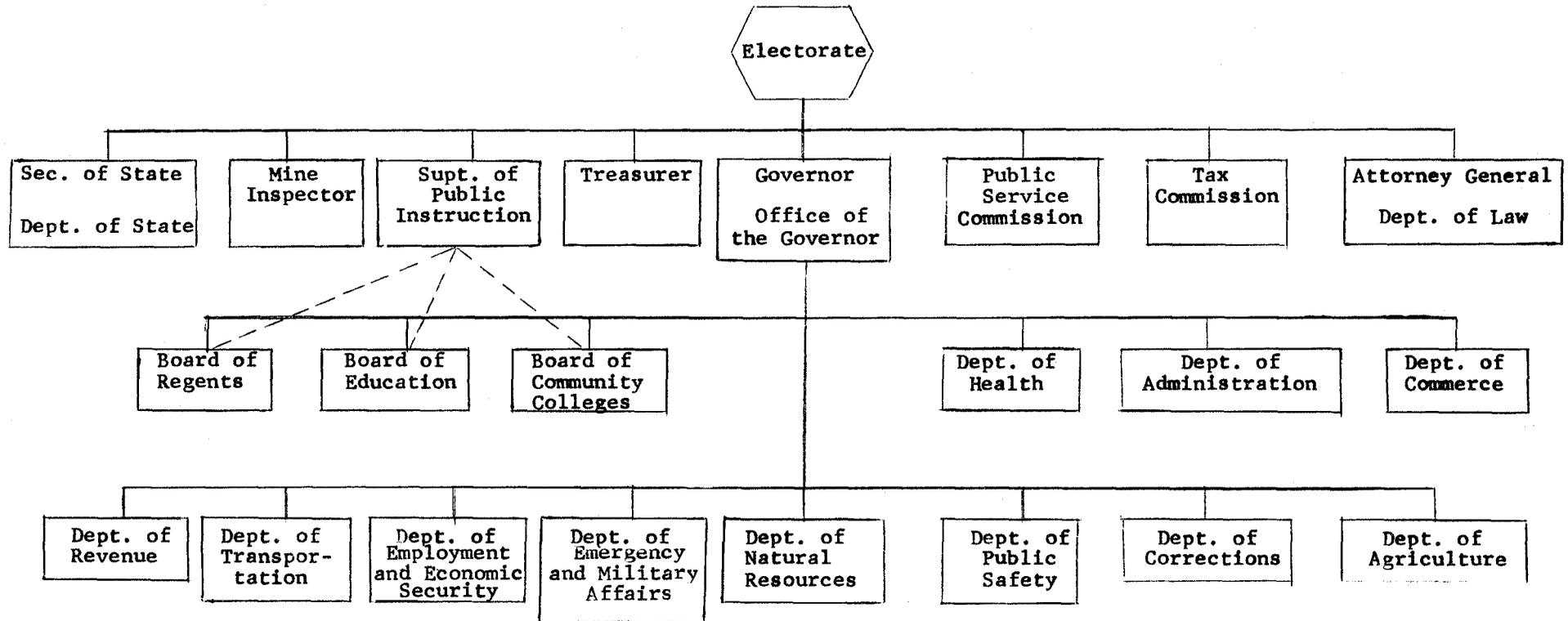
The plan was developed after numerous meetings with the Governor, members of the Legislature, state administrators, and scholars in the field. During the hours of meetings and research, the following points guided the deliberations as to the anticipated results of reorganization:

1. Make state government more responsive and responsible to the people whom it serves.
2. Provide a system of central direction and control whereby the policies of the Governor and the Legislature may be executed more directly and expeditiously.
3. Organize and group duties on a currently functional basis--thereby improving services, planning, and providing economy to the taxpayers.
4. Clarify channels of authority and responsibility.
5. Provide the Governor and department heads with flexibility in departmental organization and reorganization.
6. Standardize nomenclature and terminology where appropriate.\*

---

\*As presented in Executive Reorganization, A Report to the Montana Legislative Assembly, 1970, p.14

REORGANIZATION PLAN



If the plan were enacted as proposed, the number of state agencies and departments would be reduced from 176 to 11. It is necessary to estimate the current number of state agencies because of the confusion surrounding our present organizational structure. The confusion is so complete that no current list of state agencies existed at the time this report was being prepared. The list presented in a section to follow was devised by conducting an exhaustive search of the Arizona Revised Statutes, page-by-page. Because of the criteria used in determining what is, in fact a state agency, other observers might well find slightly more or less agencies than this search discovered. The tremendous difficulties attendant to completing a task as simple as discovering the number of state agencies demonstrates the high price in confusion which accompanies the present system of government.

The Governor would be given complete responsibility for the administrative performance of over 60% of the new state agencies under this reorganization plan. At the present time, the Governor has the power to appoint about 529 people to membership on commissions and boards. A large percentage of those positions are honorary. Under this reorganization scheme the Governor would lose almost half of his appointments, but those that remained would be far more significant than those he currently has. The most significant appointments the Governor would have would be directors of the 11 state departments.

The practice of placing executive power in the hands of a commission empowered to administer the day-to-day activities of a State agency has been largely eliminated under this reorganization plan. In two cases (Corporation Commission and Tax Commission), the delicate nature of the work performed by the agencies was considered adequate reason for continuing executive responsibilities in the collective hands of a commission. In the remaining three commissions (Board of Education, Community College Board, and Board of Regents), the commissions would function in cooperation with the elected Superintendent of Public Instruction. They are retained as a means of bringing some sorely needed citizen and taxpayer input into the educational decision-making process.

In all other areas of State government, after reorganization, there would be single executives responsible for broad functional tasks. The voters could, in the case of elected officers, hold them accountable at the polls for the work they or their staffs perform. In the case of appointed department heads, the Governor would have a clear line of responsibility for their performance and could logically and fairly be held accountable for decisions and actions carried out under his general direction. While some might argue that it would be better to place the Governor in complete charge of the administrative work of the State and thereby force him to answer at the polls for all such duties, the arrangement in this plan appears to combine the best features of a scheme

which makes the Governor accountable and one which also insures that the voters have direct control over many key State officials.

The other elective offices would remain basically the same as they are under current statutory and constitutional provisions. In most cases minor functions and small agencies would be assigned to each office but, in total, the changes would be of little significance.

The heart of the reorganizational proposal provides for the establishment of 12 line departments in the executive branch (this includes the Department of Education under the elected Superintendent of Public Instruction). Each department, excluding education, would be headed by a director appointed by the Governor with Senate confirmation, and serving at his pleasure. The current proliferation of policy-making and administrative boards would be ended. Except for policy boards in the areas of higher education, junior colleges, secondary and elementary education, property tax appeals, and some of the occupational licensing boards, no policy or administrative boards would remain after reorganization is completed. The rationale for this decision is that boards and commissions serve to fragment authority and reduce accountability in government. It is recognized in the plan, however, that advisory boards perform the valuable function of insuring citizen inputs into governmental decision-making. Each department would be authorized to develop advisory boards, with members chosen by the Governor, however, the department head would be completely responsible for the work of the department and would not be obligated to honor the recommendations of his advisory

boards. In addition, each department would have one or more boards to consider appeals arising from the department over both substantive and administrative matters. The members of the appeals boards would also be appointed by the Governor, thereby increasing the independence of the boards.

In this brief summary of the reorganization plan, it will obviously be impossible to explore in detail the functions and internal organization of each of the proposed departments. It does seem advisable, however, to note the basic outline of each department to convey the flavor of the proposal.

The Council on Organization of Arizona State Government, which was authorized to study reorganization in 1967, made an extensive list of recommendations to the Legislature. Those familiar with the work of the Council will no doubt have recognized the genesis of many elements of the proposal presented here. In the Council's final report, it was recommended that the various agencies then operating in the areas of corrections and public safety be consolidated into two departments with broad responsibility for each of those important functions. Because those recommendations have been implemented, and because they compliment the philosophy of this reorganization proposal, no suggestions for further change have been made.

#### DEPARTMENT OF EDUCATION

The basic educational structure of the state would remain unchanged under this proposal, with the current policy board retained. The Superintendent of Public Instruction would remain an elected office and would supervise the Department of Education.

In addition to the current administrative responsibilities of this department in special program areas, the department would administer educational rehabilitation, the school for the deaf and blind, the arts and humanities programs, and other educational programs.

The organization presented here should help to insure that the various policy boards will operate with considerably more awareness of the actions of their counterparts on the boards.

#### DEPARTMENT OF ADMINISTRATION

The key agency in the actual implementation of reorganization is this one, for the service nature of the functions assigned to the Department makes it the cooperating partner in every aspect of the ongoing work of all other departments. The range of services provided by the Department would include data processing, central purchasing, personnel, building planning, operation and maintenance, library and archives, budget preparation, accounts and controls, and retirement system supervision. It is also recommended that a new state motor pool, supervised by the Department, be created to eliminate the confusing status of state-owned vehicles. To further improve the quality and to reduce the cost of state printing, it is recommended that a state printing and duplicating division be included in this Department.

In the sequence of implementing the reorganization plan, this Department would be the first operative unit. It is envisioned that, following the full implementation of the plan, a continuous

program of management studies would be undertaken by the Department to help insure that the new administrative structure does not erode away into the confused tangle which currently exists.

#### DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

In the first session of the 30th Legislature the Division of Emergency Services was created in the Governor's office to coordinate search and rescue operations and to administer civil defense programs. This proposal recommends combining in one department those emergency functions with the normal operations of the state militia. The justification for combining these functions is the need, in both civil defense and search and rescue, for military equipment and personnel to be effectively integrated into planning and operations.

#### DEPARTMENT OF AGRICULTURE

One of the most confusing areas of activity in Arizona government is agriculture, where 15 separate agencies and departments have completely fragmented responsibility for the total functional area. A brief listing of the current agencies operating in the area may help to demonstrate the extent of diffusion of authority which has occurred: Egg Inspection Board, Beef Council, Board of Pesticide Control, Dairy Commissioner, State Entomologist, etc. It is proposed that the various agricultural activities of the state be consolidated into one Department, headed by an official appointed by the Governor and serving at his pleasure. It appears

particularly necessary in this area of activity to appoint several advisory boards to provide expert information to the Director. It will also be necessary, in view of the range of governmental regulations which occur in this area, to appoint several appeals boards associated with, but not directly related to the Department.

#### DEPARTMENT OF EMPLOYMENT AND ECONOMIC SECURITY

The planning for this department was originally initiated by Senator Scott Alexander and has been pursued by Senator Ray Rottas, Senator Sandra O'Connor, Representative Sam McConnell, Representative Ruth Adams, and others. As suggested in the deliberations of the group of legislators most concerned with this area, the new Department would combine the following agencies: Employment Security Commission, Apprenticeship Council, Veterans Service Commission, Commission on Indian Affairs, State Office of Economic Opportunity, State Office of Manpower Planning, Department of Public Welfare, and the Department of Mental Retardation.

Assembling this broad range of manpower agencies into one department should result in significant financial savings and improved services. At the present time services in this functional area are not only fragmented between departments and agencies, but also between different levels of government because of the diversity of federal and state funding arrangements. The Legislature has already given evidence of its awareness of the need for Consolidation in this area by its careful consideration of the Human Resources bill in the last session.

## DEPARTMENT OF HEALTH

The current controversies over health costs help to illustrate the deep public interest in developing programs which result in improved services without greater expenditures of public funds in this area. It should be noted that, compared with numerous other areas of state activity, proliferation of state agencies has not been as rampant here as elsewhere. While the problems of fragmentation of authority have not been unusually severe in this area, problems still exist, as reference to the following list will indicate: Board of Health, Air Pollution Control Hearing Board, Hospital Advisory Survey and Construction Council, State Hospital Board, Board of Crippled Children's Services, Pioneers Home, Board of Anatomy, Health Planning Authority, Hospital Advisory Board, Hospital for Disabled Minors and State Laboratory.

Our research indicated that this Department will be quite large (about 1,300 employees) and will have a sizable budget (over 17 million dollars). In view of the diverse nature of the activities conducted by the Department, it will be necessary to provide for multiple advisory and appeals boards.

## DEPARTMENT OF TRANSPORTATION

The consolidation proposed in this Department is relatively minor in terms of the number of agencies involved, but most important in terms of changes in priorities. The Highway Department would be the focal point in the Department and would be joined by the Aeronautics Department. The focus of the Department would be expended to include more than the respective duties of the component agencies however. Labelling the Department in a

broad functional way helps to underscore the necessity of serious research and planning work in such areas as mass transportation and integrated commuter systems.

#### DEPARTMENT OF REVENUE

All tax collection functions would be combined into one unit under this proposal, as well as responsibility for coordinating federal funds and supervising property valuation. The Tax Commission would lose many of its collection functions and the Estate Tax Commissioner would be brought into the Department. The Property Tax Appeals Board would continue in much the same manner as at present.

It is anticipated that the Department would be able to create a staff which is highly skilled in their particular functions. It is also anticipated that, because of more sophisticated equipment and better supervision, the Department will be more professionally able to conduct its basic duties.

#### DEPARTMENT OF NATURAL RESOURCES

In one of the most significant areas of the total proposal, reorganization would bring a consolidation of current agencies responsible for land, game and fish, water resources, minerals, power, parks, historical museums, watersheds, and forestry. At the present time separate agencies, often controlled by policy making boards, function in relative isolation from other agencies performing related functions. The importance of protecting the resources of the state necessitates unified planning and

development. It can be easily documented that pressures on our resources are compounding geometrically, both from the increasing number of residents of the state and the growing number of tourists that come to Arizona each year.

In many respects, water is a natural resource in a class by itself in Arizona. In recognition of the peculiar nature of water, it is recommended that the current Water Commission be retained in a semi-autonomous position within the Department.

#### DEPARTMENT OF COMMERCE

The largest single consolidation of agencies would occur in the area of occupational licensing under this Department. Most of the boards and commissions which currently regulate licensing in their respective areas would be retained intact but under the department for administration, while others would function in an advisory capacity instead of as a policy making and administrative board. In addition to licensing, the following areas would be consolidated into the Department: banking, real estate, insurance, racing and commercial athletics, atomic energy, industrial development, liquor licensing and securities regulation. It is perhaps indicative of the need for reorganization in this area to point out that, following implementation of the plan, this Department would not be the largest state department, despite the large number of agencies and departments which would be brought together here.

The plan proposes to retain all officers currently elected to their positions. Some organizational purists will argue that all elected officers except the Governor should be eliminated. The reasons for the decision to retain all these positions are as follows:

1. Reducing the number of elected officials reduces the voters' direct control over the operation of state government. The voters have indicated by their balloting on numerous initiative measures that they are opposed to reducing the number of elective positions.
2. Certain state elected offices appear totally unnecessary to some groups while other officials are considered of critical importance to the same groups. Attempting to eliminate one or a few officials would appear to be a type of special interest politics which should be divorced from the work of reorganization.
3. Electing several State officers insures that power in the executive branch will not be centralized in the hands of one man. Those who argue for a strong Governor make the assumption that he will also be completely fair, honest, impartial, etc. This plan reduces the risk of misuses of governmental power by any future Governor. One does not have to be a very sophisticated student of government to be able to amass considerable evidence concerning the wisdom of placing limits on those who exercise governmental power because of incidents of questionable decisions and attitudes on the part of public officials.

SCHEDULE I  
LIST OF PROPOSED DEPARTMENTS AND FUNCTIONS

DEPARTMENT OF ADMINISTRATION

<u>Functions</u>	<u>Agencies Absorbed</u>
Management Studies	Personnel Commission (Administrative functions)
Data Processing	Law Enforcement Merit System
Purchasing and Contracting	Council
Communications	Retirement System Board
Printing and Duplicating	Department of Public Building
Motor Pool	Maintenance
Records Management & Archives	Self Insurance Board
Personnel	Public Safety Retirement Fund
Building Operation and Maintenance	Managers
Building Planning	Public Safety Retirement System
Retirement	Board
Budget	Retirement System Subsidiary
Accounts and Controls	Boards
Warrants Issuance	Retirement System Investment
	Council
	Retirement System Investment
	Managers
	Finance Department
	Department of Library & Archives
	Surplus Property Agency
	Board of Curators of Department of
	Library & Archives
	Board of History & Archives
	Historical Advisory Commission
	Board of Library Examiners

DEPARTMENT OF AGRICULTURE

<u>Functions</u>	<u>Agencies Absorbed</u>
Animal Industry	Livestock Sanitary Board
Horticulture	Egg Inspection Board
Entomology	Board of Pesticide Control
Inspection and Standards	Agriculture and Horticulture
State Fair	Commission
	Advisory Committee on Control
	of Application of Pesticides
	State Chemist
	Supervisor of Inspection of
	Vegetable Standardization Act
	Agricultural Prorate Commissioner
	Advisory Committee on Feeds
	State Entomologist
	State Veterinarian
	Dairy Commissioner
	Beef Council
	Coliseum and Exposition Board

DEPARTMENT OF COMMERCE

Functions

Administration and Occupational  
Licensing  
Licensing and Inspection  
Examining Boards  
Banking  
Real Estate  
Insurance  
Athletics and Racing  
Atomic Energy  
Tourist Promotion  
Industrial Development  
Liquor Licensing  
Securities Regulation

Agencies Absorbed

Scientific & Technical Advisory  
Council  
Board of Funeral Directors  
and Embalmers  
Structural Pest Control Board  
Board of Accountancy  
Public Accountants Advisory Com.  
Registrar of Contractors  
Board of Technical Registration  
Board of Cosmetology  
Board of Barber Examiners  
Inspector of Weights and Measures  
Real Estate Board  
Atomic Energy Commission  
Banking Department  
Racing Commission  
Athletic Commission  
Insurance Department  
Collection Agency Advisory Council  
Interagency Economic Coordinating  
Council  
Industrial Commission  
State Bar of Arizona  
Economic Planning & Development  
Board  
Department of Economic Planning &  
Development  
Compensation Fund Board  
Compensation Fund Investment Com.  
Compensation Fund Managers  
Employment Advisory Council  
Dust Disease Advisory Council  
Insurance Guaranty Association  
of Arizona  
Department of Liquor  
Board of Liquor  
Corporation Commission  
Board of Chiropractic Examiners  
Dental Board  
Hearing Aid Dispensers Examiners  
Board of Medical Examiners  
Board of Naturopathic Examiners  
Board of Nursing  
Board of Dispensing Opticians  
Optometry Board  
Board of Osteopathic Examiners  
Pharmacy Board  
Board of Physical Therapy Examiners  
Board of Podiatry Examiners  
Practical Nurse Committee  
Board of Psychologist Examiners  
Veterinary Examiners Board  
State Community Development Council

DEPARTMENT OF CORRECTIONS

Functions

Adult Authority  
Youth Authority  
Parole Supervision

Agencies Absorbed

Department of Corrections

DEPARTMENT OF EDUCATION

Functions

Elementary Education  
Secondary Education  
Teacher Certification  
Vocational Education  
Adult and Special Education  
Arts and Humanities

Agencies Absorbed

Advisory Council Technical and  
Voactional Education  
Board of Educational Rehabilitation  
School for Deaf and Blind  
Private Technical and Business  
School Board  
School Board Association  
Commission on Arts and Humanities  
Department of Education

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

Functions

Army National Guard  
Air National Guard  
Search and Rescue  
Civil Defense

Agencies Absorbed

National Guard  
Adjutant General  
Emergency Council  
Division of Emergency Services  
Civil Air Patrol (Contractual Basis)

DEPARTMENT OF EMPLOYMENT AND ECONOMIC SECURITY

Functions

Unemployment Compensation  
Employment Services  
Manpower Development  
Public Welfare  
Voactional Rehabilitation  
Veterans Affairs  
Indian Affairs  
Mental Retardation

Agencies Absorbed

Employment Security Commission  
Apprenticeship Council  
Veterans Service Commission  
Commission on Indian Affairs  
State Office of Economic Opportunity  
State Office of Manpower Planning  
State Advisory Council of Employ-  
ment Security Commission  
Department of Public Welfare  
Department of Mental Retardation  
Medical Advisory Committee

AGENCIES ASSIGNED TO GOVERNOR'S OFFICE

Commission on Salaries for Public Officials  
Interagency Economic Coordinating Council  
Advisory Council on Intergovernmental Relations  
Interstate Compact on Juveniles  
Interstate Oil Compact Commission  
Interstate Parole Compact  
Board Member to Western Interstate Nuclear Board  
Planning Section--Department of Economic Planning and Development  
Board of Pardons and Paroles

DEPARTMENT OF HEALTH

<u>Functions</u>	<u>Agencies Absorbed</u>
Administration	Board of Health
Public Health	Air Pollution Control Hearing Board
Mental Health	Hospital Advisory Survey and
Institutions	Construction Council
Information and Education	State Hospital Board
	Board of Crippled Children's
	Services
	Pioneers' Home
	Board of Anatomy
	Health Planning Authority
	Hospital Advisory Board
	Hospital for Disabled Miners
	State Laboratory
	Interagency Council on Drug Abuse
	Water Quality Control Council

DEPARTMENT OF LAW

<u>Functions</u>	<u>Agencies Absorbed</u>
Anti-Trust	Commission on Uniform State Laws
Consumer Fraud	Civil Rights Commission
Civil Rights	Attorney General
Criminal Prosecution	
Legal Services to State Government	

MINE INSPECTOR

<u>Functions</u>	<u>Agencies Absorbed</u>
Mine Safety	Mine Dust Inspector
	Mine Inspector

DEPARTMENT OF NATURAL RESOURCES

<u>Functions</u>	<u>Agencies Absorbed</u>
Administration	Land Commissioner
Lands	Land Department Board of Appeals
Watersheds and Forestry	Game and Fish Commission
Water and Power	Parks Board
Parks	Power Authority
Game and Fish	Oil and Gas Conservation Commission
Minerals	Department of Mineral Resources
Contracting for Federal Aid	Bureau of Mines
Historical Museums	Outdoor Recreation Coordinating Commission
	Copper Tariff Board
	Coronado International Monument Commission
	Land Selection Board
	Colorado River Boundary Commission
	Water Commission
	Watercraft Advisory Council
	Prescott Historical Society
	Arizona Historical Society

DEPARTMENT OF PUBLIC SAFETY

<u>Functions</u>	<u>Agencies Absorbed</u>
Highway Patrol	Law Enforcement Advisory Council
Narcotics and Criminal Investigation	Justice Planning Agency
Scientific Analysis	Department of Public Safety
Training and Education	
Liquor Control	

PUBLIC SERVICE COMMISSION

<u>Functions</u>	<u>Agencies Absorbed</u>
Public Utility Regulation	Corporation Commission

DEPARTMENT OF REVENUE

<u>Functions</u>	<u>Agencies Absorbed</u>
Tax Collection	Tax Commission (Collection Function)
Federal Fund Coordination	Estate Tax Commissioner
Property Valuation	Department of Property Valuation
Property Tax Appeals	Board of Property Tax Appeals
Bond Approval	State Certification Board

DEPARTMENT OF STATE

Functions

Corporate Registration  
Election Law Administration  
Compiling, Collating and Publishing Administrative Rules

Agencies Absorbed

Commissioner of Deeds  
Secretary of State

TAX COMMISSION

Functions

Tax Appeals (Except Property)  
Local Government Emergency  
Budget Appeals

Agencies Absorbed

Tax Commission

DEPARTMENT OF TRANSPORTATION

Functions

Administration  
Transportation Planning  
Motor Vehicles  
Highway Construction  
Highway Maintenance  
Aeronautics  
Motor Carrier Enforcement  
Railroad Enforcement

Agencies Absorbed

Highway Commission  
Aeronautics Board  
Aeronautics Department  
Highway Priority Planning  
Committee  
Highway Technical Advisory  
Committee  
Medical Advisory Board  
Corporation Commission

TREASURER

Functions

Deposit Public Funds  
Bond Debt Management  
Paying State Warrants

Agencies Absorbed

Board of Deposit  
Loan Commissioners  
State Treasurer

SCHEDULE II  
DISPOSITION OF CURRENT AGENCIES AFTER REORGANIZATION

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Accounting Board	Board members and current duties retained; now located in Commerce Department for administrative consolidation.
Adjutant General	Placed in charge of the Department of Emergency and Military Affairs.
Aeronautics Board	Placed in Department of Transportation; however, board would be retained in an advisory capacity.
Aeronautics Department	Department of Transportation
Agriculture and Horticulture Commission	Department of Agriculture
Agricultural Prorate Commissioner	Department of Agriculture
Air Pollution Hearing Board	Department of Health
Arizona Board of Anatomy	Department of Health
Apprenticeship Council	Department of Employment and Economic Security
Arts and Humanities Commission	Department of Education
Athletic Commission	Department of Commerce
Atomic Energy Commission	Department of Commerce
Attorney General	Head of Department of Law
Banking Department	Department of Commerce
State Bar of Arizona	Administration of licensing functions to Department of Commerce
Barber Examiner Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Beef Council	Department of Agriculture
Thomas E. Campbell Memorial Commission	Abolished
State Certification Board	Department of Revenue
State Chemist	Department of Agriculture
State Chemist Advisory Committee	Department of Agriculture
Chiropractic Board of Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Civil Air Patrol	Functions concerning search and rescue assigned to Department of Emergency and Military Affairs.
Civil Rights Commission	Department of Law
Coliseum and Exposition Center Board	Department of Agriculture
Collection Agencies Advisory Committee	Department of Commerce
Colorado River Boundary Commission	Department of Natural Resources
State Board of Community College Directors	Unchanged
State Community Development Council	Department of Commerce
Compensation Fund Board	Department of Commerce
Compensation Fund Investment Committee	Department of Commerce
Compensation Fund Managers	Department of Commerce
Contractors, Registrar of	Department of Commerce
Copper Tariff Board	Department of Natural Resources
Coronado International Monument Commission	Department of Natural Resources

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Corporation Commission	Name changed to Public Service Commission; some functions assigned to Departments of State, Transportation, and Commerce.
Department of Corrections	Unchanged
State Board of Cosmetology	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Board of Crippled Children's Services	Department of Health
Dairy Commissioner	Department of Agriculture
School for Deaf and Blind	Department of Education
Commissioner of Deeds	Abolished
Dental Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
State Board of Deposit	Treasurer's Office
Interagency Council on Drug Abuse	Department of Health
Committee of Expert Consultants on Dust Diseases	Department of Commerce
Economic Planning and Development Board	Tourist and Industrial promotion assigned to Department of Commerce; planning section assigned to Governor's office.
Economic Planning and Development Department	Tourist and Industrial promotion assigned to Department of Commerce; planning section assigned to Governor's office.

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Interagency Economic Coordinating Council	Department of Commerce
State Board of Education	Unchanged
Department of Education	Various agencies consolidated into this Department
Board of Educational Rehabilitation	Department of Education
Egg Inspection Board	Department of Agriculture
Commission on Salaries for Elected Officials	Governor's Office
Emergency Council	Department of Emergency and Military Affairs
Division of Emergency Services	Department of Emergency and Military Affairs
Employment Advisory Council	Department of Commerce
Employment Security Commission	Department of Employment and Economic Security
Employment Security Commission Advisory Council	Department of Employment and Economic Security
State Entomologist	Department of Agriculture
Estate Tax Commissioner	Department of Revenue
Feed Advisory Committee	Department of Agriculture
Finance Department	Department of Administration
Fruit-Vegetable Standardization Inspector	Department of Agriculture
Board of Funeral Directors and Embalmers	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Game and Fish Commission	Department of Natural Resources

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Department of Health	Department of Health
Health Planning Authority	Department of Health
State Board of Health	Department of Health
Hearing Aid Dispensers Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Highway Commission	Department of Transportation
Highway Department	Department of Transportation
Highway Priority Planning Committee	Department of Transportation
Historical Advisory Commission	Department of Administration
Arizona Historical Society	Department of Natural Resources
Prescott Historical Society	Department of Natural Resources
State Board of History and Archives	Department of Administration
Hospital Advisory Board	Department of Health
Hospital Advisory Survey Council	Department of Health
State Hospital Board of Directors	Department of Health
State Hospital	Department of Health
State Hospital for Disabled Miners	Department of Health
Indian Affairs Commission	Department of Employment and Economic Security
Industrial Commission	Department of Commerce
Insurance Department	Department of Commerce

on

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Arizona Insurance Guaranty Association	Department of Commerce
Advisory Council on Inter-governmental Relations	Governor's Office
Justice Planning Agency	Department of Public Safety
Interstate Compact on Juveniles	Governor's Office
Land Department	Department of Natural Resources
Land Department Board of Appeals	Department of Natural Resources
Land Selection Board	Department of Natural Resources
Law Enforcement Officers Advisory Council	Department of Public Safety
Law Enforcement Merit System Council	Department of Administration
Board of Curators of Department of Library and Archives	Department of Administration
Board of Library Examiners	Department of Administration
Liquor Board	Department of Commerce
State Department of Liquor Licenses and Control	Department of Commerce
Livestock Sanitary Board	Department of Agriculture
State Loan Commissioners	Treasurer's Office
Motor Vehicle Medical Advisory Board	Department of Transportation
Medical Advisory Committee	Department of Employment and Economic Security
State Board of Medical Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Department of Mental Retardation	Department of Employment and Economic Security
State Board of Mental Retardation	Department of Employment and Economic Security
State Mine Dust Engineer	Mine Inspector
Mine Inspector	Mine Inspector
Department of Mineral Resources	Department of Natural Resources
Board of Governors of Dept. of Mineral Resources	Department of Natural Resources
Bureau of Mines	Department of Natural Resources
National Guard	Department of Emergency and Military Affairs
Board of Naturopathic Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
State Board of Nursing	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Interstate Oil Compact Commission	Governor's Office
Oil and Gas Conservation Commission	Department of Natural Resources
Board of Dispensing Opticians	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Optometry Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Board of Osteopathic Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Outdoor Recreation Coordinating Council	Department of Natural Resources
Board of Pardons and Paroles	Governor's Office
Parks Board	Department of Natural Resources
Interstate Parole Compact	Governor's Office
Personnel Commission	Department of Administration
Personnel Commission (Agency)	Department of Administration
Structural Pest Control Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Pesticide Control Advisory Committee	Department of Agriculture
Pesticide Control Board	Department of Agriculture
Pharmacy Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Physical Therapy Board of Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
State Pioneers' Home	Department of Health
Podiatry Examiners Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Power Authority Commission	Department of Natural Resources

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Power Plant Siting Committee	Department of Natural Resources
Practical Nurse Committee	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Private Technical and Business Schools Board	Department of Education
Property Tax Appeal Board	Department of Revenue
Property Valuation Department	Department of Revenue
Psychologists Board of Examiners	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Public Accountants Advisory Committee	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Public Buildings Maintenance	Department of Administration
Superintendent of Public Instruction	Department of Education
Department of Public Safety	Department of Public Safety
Public Safety Personnel Retirement Fund Managers	Department of Administration
Public Safety Personnel System Board	Department of Administration
Racing Commission	Department of Commerce
Real Estate Board	Department of Commerce
Real Estate Department	Department of Commerce
Board of Regents	Unchanged
Retirement System Board	Department of Administration

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Retirement System Subsidiary Boards	Department of Administration
Retirement System Investment Council	Department of Administration
Retirement System Investment Managers	Department of Administration
School Board Association	Department of Education
Scientific Technical Planning Advisory Council	Department of Commerce
Secretary of State	Department of State
State Self Insurance Board	Department of Administration
Surplus Property Agency	Department of Administration
Tax Commission	Tax Commission
Board of Technical Registration	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
Advisory Council for Technical Vocational Education	Board of Education
State Treasurer	Treasurer
Uniform State Laws Commission	Department of Law
Veteran's Service Commission	Department of Employment and Economic Security
State Veterinarian	Department of Agriculture
Veterinary Examiners Board	Board members and current duties retained; located in Department of Commerce for administrative consolidation.
State Water Commission	Department of Natural Resources
Water Quality Control Council	Department of Health

<u>Agency or Department</u>	<u>Where Located After Reorganization</u>
Watercraft Advisory Council	Department of Natural Resources
Weights and Measures Inspector	Department of Commerce
Welfare Department	Department of Employment and Economic Security
Western Interstate Commission for Higher Education	Board of Regents
Member to Western Interstate Nuclear Board	Governor's Office

on

HISTORY OF REORGANIZATION

## HISTORY OF REORGANIZATION IN ARIZONA

The idea that the structure of government should be periodically reviewed and changed is nearly as old as government itself. At the federal level, the first governmental reorganization effort occurred in 1816-1817 as a result of problems with the administrative structure which had become apparent during the War of 1812<sup>1</sup>. Three years before Arizona became a state, a group of citizens in Oregon proposed to reorganize their state government by concentrating all executive power in the hands of their Governor<sup>2</sup>.

Governmental reorganization has been a recurring theme in Arizona, in large part because the organizational arrangement which was used at the time of statehood involved a substantial number of state agencies and departments (see Chart following this section). In 1913, the Constitution of Arizona provided for 11 separate offices or commissions and the Arizona statutes of the same time period provided for 31 additional agencies and departments<sup>3</sup>. By 1921, the number of state agencies had grown to 40, or more than one additional agency per year. The growing number of agencies and departments in 1921 and the large number of constitutional offices and commissions prompted Governor Thomas Campbell to propose a major governmental reorganization program (see Chart following this section). The Governor commissioned a study of the administrative structure of Arizona by an expert in the field from New York. The purpose of the study was to develop recommendations for the structural realignment of state agencies and departments, in light of the best research and study by public administration scholars of the day. In the 1921 study, the following themes were most apparent in the conclusions and recommendations:

1. Consolidation of agencies into a few departments, each with a major function.
2. Placing at the head of each department a single administrator appointed by and responsible to the Governor and acting collectively as his cabinet.

3. Use of boards or commissions for the quasi-legislative, quasi-judicial, inspectional or advisory purposes, but not for purely administrative work.
4. Providing a four-year term for the Governor, with terms of department heads regulated accordingly.
5. Appropriate subdivisions of departments, with lines of authority running to the department heads.
6. Establishing a budget system in which the Governor would be responsible for presenting plans to the Legislature for expenditures and revenue<sup>4</sup>.

The general reorganization scheme proposed in 1921 was not approved by the Legislature for a variety of reasons, some of which are partisan in nature. In 1933, a new study of Arizona government was undertaken and a new reorganization plan proposed, which was quite different from the 1921 plan (see Chart following this section). Again, the Legislature did not support the general concepts of the plan. The issue of reorganization was not again seriously considered by the Legislature or strongly advocated by a Governor until 1949, when the creation of the Hoover Commission at the national level awakened an interest in governmental reorganization in many of the states. Arizona undertook a study of the then current administrative structure of state government by hiring the firm of Griffenhagen & Associates to conduct an extensive review of Arizona government and to make appropriate recommendations for change to the Legislature. The Legislature appropriated a total of more than \$12,000 to pay for the study. The Griffenhagen plan for the executive branch of government included the following recommendations:

1. Consolidation of state agencies and departments into 15 departments, 5 staff and 10 line departments.
2. Assignment of responsibility for specific functional activities to individual departments.
3. Departments headed by a single administrator appointed by the Governor, with removal only for "cause" and after a public hearing.
4. Creation of an executive cabinet, composed of all department heads, to serve in an advisory capacity to the Governor.

5. Elimination of all elected administrative officers except the Governor.

The Legislature, while accepting portions of the reorganization proposals, rejected the major provisions of the plan. The reasons for rejection were numerous and varied; however, several important objections are worth noting here:

1. The claim that the plan was not designed to fit Arizona but rather was a mimeographed report in which Griffenhagen simply inserted the name of the state willing to pay upwards of \$10,000 for the report<sup>5</sup>.
2. Recognition of the theoretical value of the plan, but serious reservations as to the political wisdom and/or chances of successful implementation of the plan.
3. Strong reaction to eliminating elective office on the basis of the Jacksonian belief in using elections as an important control over the behavior of numerous public officials.

The Griffenhagen plan did receive some favorable legislative consideration and was also, in one case, favorably endorsed by the voters at the polls. The latter case involved the revision of the Department of Law. In general, however, the money spent on the research project was largely wasted in terms of substantial changes occurring as a result of the study.

The subject of governmental reorganization was not seriously considered again until 1967. At that time, the Legislature created a Joint Legislative Committee to consider methods of reorganizing state government with several leading citizens of the state serving in addition. The council employed several faculty members from A.S.U. and the U. of A. to research various areas of reorganization and to prepare reports. The council prepared a complete reorganization plan which is reproduced in the Chart section which follows.

In general, the council plan advocated eliminating many elected officials and commissions, consolidating several "staff" agencies and functions into a limited number of "staff" departments, and creating a single department to administer occupational licensing and regulation. The council plan has served as the guide for reorganization proposals since its inception and several of the

recommendations have been enacted into law. The major portions of the plan, however, remain as theoretical as the day they were devised.

As this brief survey suggests, the track record for reorganization proposals in Arizona has not been good. It may be helpful to conclude this report by noting some of the reasons for the lack of success and some suggestions for future efforts, as noted by Rigg in 1964<sup>6</sup>.

1. Supporters of reorganization should be prepared to demonstrate fully to the Legislature and through active education of citizen groups the need for the adoption of their proposals. The maxim may be self-evident, but the cultivation of support through a concerted educational campaign must be consciously practiced. Opponents of reorganization, often groups and individuals with a pecuniary or other vital interest in the issue, may normally be counted upon to exert greater efforts than the supporters of the movement, who often have little to gain except personal satisfaction and an elusive share in the benefits of the better government which presumably would result.
2. Reorganization can be achieved only if the Legislature and the executive are in agreement upon the program. If personality conflicts, partisan maneuvering, unusual legislative-executive rivalry or serious disagreement about the plan characterize relations between the legislative majorities and the Governor, reorganization is frustrated from the outset.
3. Reorganization is likely to fail unless it is kept divorced from partisan politics...keeping partisan politics to a minimum in the final adoption of the program. It requires a greater degree of self-denial than some politicians possess, and it probably cannot be accomplished without **studied** efforts to bring party leaders from both parties into the consultations. In all stages, compromise is of the essence.
4. The structure of Arizona politics demands that the legislative majority enlist the acquiescence of the minority. Efforts should be made by the majority leadership to break down the barriers separating

the two sides on this issue rather than to accentuate them by attempting to run roughshod over the minority.

5. Any movement for wholesale reorganization in Arizona must come to terms with strong Jacksonian sentiment. Jacksonian principles relating to competence, tenure in office, and the multiplicity of elective offices are not in harmony with the latter-day principles of administrative reorganization. Nevertheless, they are a political fact of life in Arizona too vigorous to be completely ignored in the formulation of reorganization programs in this state.
6. An additional political liability is incurred if the program for reorganization is openly and notoriously formulated by out-of-state experts, however good their personal qualifications and however meritorious their plan. Many Arizonans still have enough provincialism to resent the implication that out-of-state (particularly eastern) professional talent is needed to tell the natives how to run their government. Future proposals will have a better chance of success if they are advertised as home-grown products.
7. No maxim deserves more emphasis than the necessity of compromise. The all-or-nothing philosophy so prevalent among past supporters of reorganization has reaped its natural consequence - essentially nothing. If reorganization is really desired, consultation and cooperation among all significant groups within the Legislature and the executive branch in the formulation and sponsorship of a program are almost indispensable, even if credit for the final accomplishment must be shared.

## FOOTNOTES

1. James R. Bell and Earl L. Danah, State Executive Reorganization, Berkley: University of California, Bureau of Public Administration, 1961, p. 4
2. A. E. Buck, The Reorganization of State Governments in the United States, New York: Columbia University Press, 1938, p. 6
3. Robert E. Riggs, The Movement for Administrative Reorganization in Arizona, Tucson: University of Arizona, Institute of Government Research, Arizona Government Studies, 1964, pp. 18-19
4. Ibid, pp. 70-71
5. Ibid, p. 46
6. Ibid, pp. 66-68

NATIONAL MUNICIPAL LEAGUE  
REORGANIZATION PROPOSAL - 1921

I. Elected Officials

Governor (two-year term)  
Secretary of State (two-year term)  
Attorney General (two-year term)  
State Auditor (two-year term)  
State Treasurer (two-year term)  
Mine Inspector (two-year term)  
Superintendent of Public Instruction (two-year term)  
Corporation Commission (three members, six-year terms)

II. Appointed Executive Branch Officials

Board of Regents (eight-year terms, appointed by Governor)  
State Board of Education (appointed by Governor in consultation  
with Superintendent of Public Instruction)

III. Departments\*

Departments and Divisions

Department of Finance  
Accounting and Budget  
Purchasing and Employment  
Reports and Printing  
Taxation and Equalization

Department of Agriculture  
Animal Industry  
Plant Industry  
Dairy Inspection  
State Fairs  
Fish and Game

Department of Public Welfare  
Charities  
Corrections  
Public Health  
Laboratory  
Vital Statistics

Agencies Absorbed

Tax Commission  
Board of Equalization  
Loan Commissioners  
State Examiner  
Purchasing Agent  
Board of Directors of  
State Institutions

Commissioner of Agriculture  
and Horticulture  
State Fair Commission  
Inspector of Apiaries  
Livestock Sanitary Board  
State Veterinarian  
Sheep Sanitary Commission  
State Game Warden  
State Dairy Commissioner  
State Commissioner of  
Immigration

Board of Directors of State  
Institutions  
Board of Pardons and Paroles  
State Board of Health  
Director of State Laboratory  
Superintendent of Public Health  
Registrar of Vital Statistics

\*Each department headed by director appointed by the Governor

Department of Public Works and  
Buildings  
Highway Design and Survey  
Public Buildings and Parks  
Motor Vehicle Registration

Department of Military Affairs  
**Adjutant** General

Department of Reclamation and  
Irrigation  
Public Lands  
Water Resources  
Irrigation and Drainage

Department of Education and  
Registration  
Normal Schools  
Library  
Historical Data  
Registration

Department of Labor and Industry  
Labor Regulation  
Banking  
Insurance  
Standards

State Engineer  
Registration of Motor Vehicles  
from Secretary of State  
Care of Public Buildings from  
Board of Directors of  
State Institutions

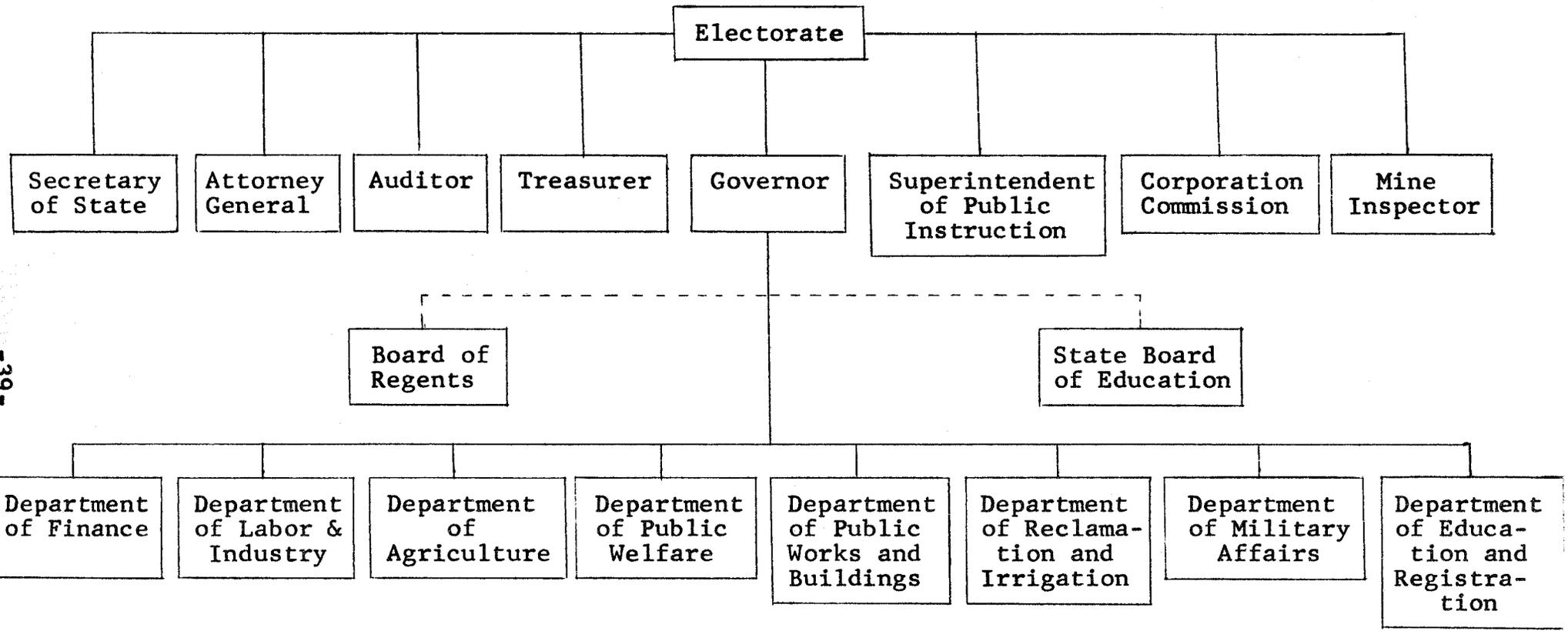
**Adjutant** General  
High School Cadet Commission

State Land Department  
Arizona Resources Board  
State Water Commissioner

Board of Bar Examiners  
Board of Embalming  
Board of Pharmacy  
Board of Examiners in Optometry  
Board of Dental Examiners  
Board of Medical Examiners  
Normal School Boards  
Board of Library Curators  
Librarian  
State Historian

Inspector of Weights and Measures  
Labor Regulation from Board of  
Health  
Superintendent of Banks from  
State Auditor's office  
Insurance Regulation from  
Corporation Commission

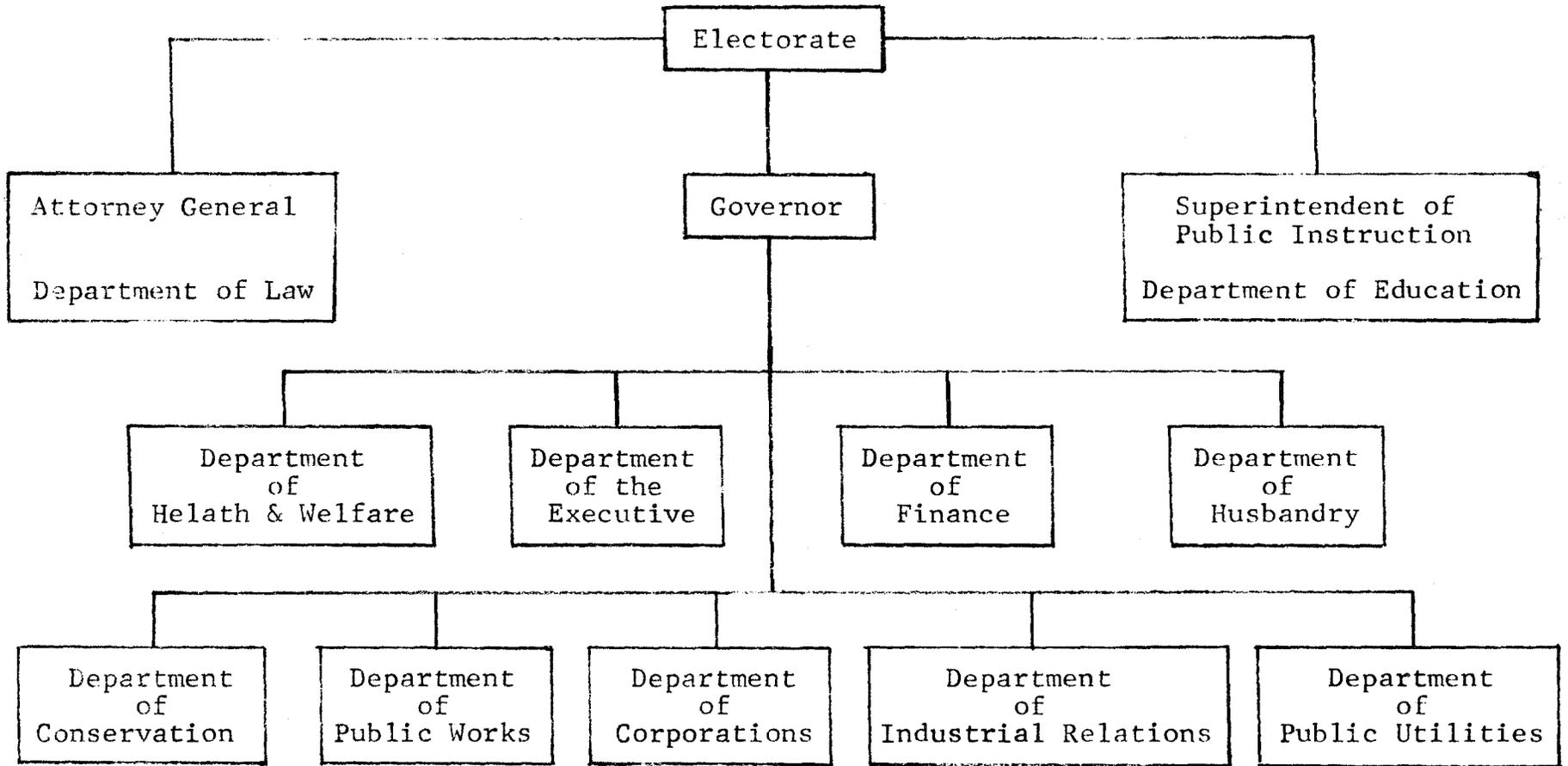
NATIONAL MUNICIPAL LEAGUE PROPOSAL - 1921



PLAN OF ADMINISTRATIVE REORGANIZATION

PROPOSED BY

SPECIAL LEGISLATIVE COMMITTEE OF TENTH LEGISLATURE (1933)



SPECIAL LEGISLATIVE COMMITTEE OF  
TENTH LEGISLATURE REORGANIZATION PROPOSAL - 1933

I. Elected Officials

Governor  
Attorney General\*  
Superintendent of Public Instruction\*\*

II. Executive Branch Departments\*\*\*

Department and Divisions

Department of Health and Welfare  
Public Health  
Public Welfare  
Institutions  
Registration

Department of the Executive  
Administration and Records  
Military  
Police  
Identification  
Capitol Buildings

Department of Finance  
Budget Control  
Accounting Control  
Examination of Officers  
Revenue and Taxation  
Treasury

Department of Husbandry  
Livestock  
Agriculture  
Horticulture  
Weights and Measures  
State Fair

Department of Conservation  
Public Lands  
Water  
Irrigation Districts  
Wild Life

Department of Public Works  
Highways  
Public Buildings and Works  
Dams and Reservoirs

\*Heads Department of Law, which has Division of Legal Counsel for  
State Departments

\*\*Heads Department of Education, which has Divisions of Common Schools,  
High Schools, Colleges, and Universities

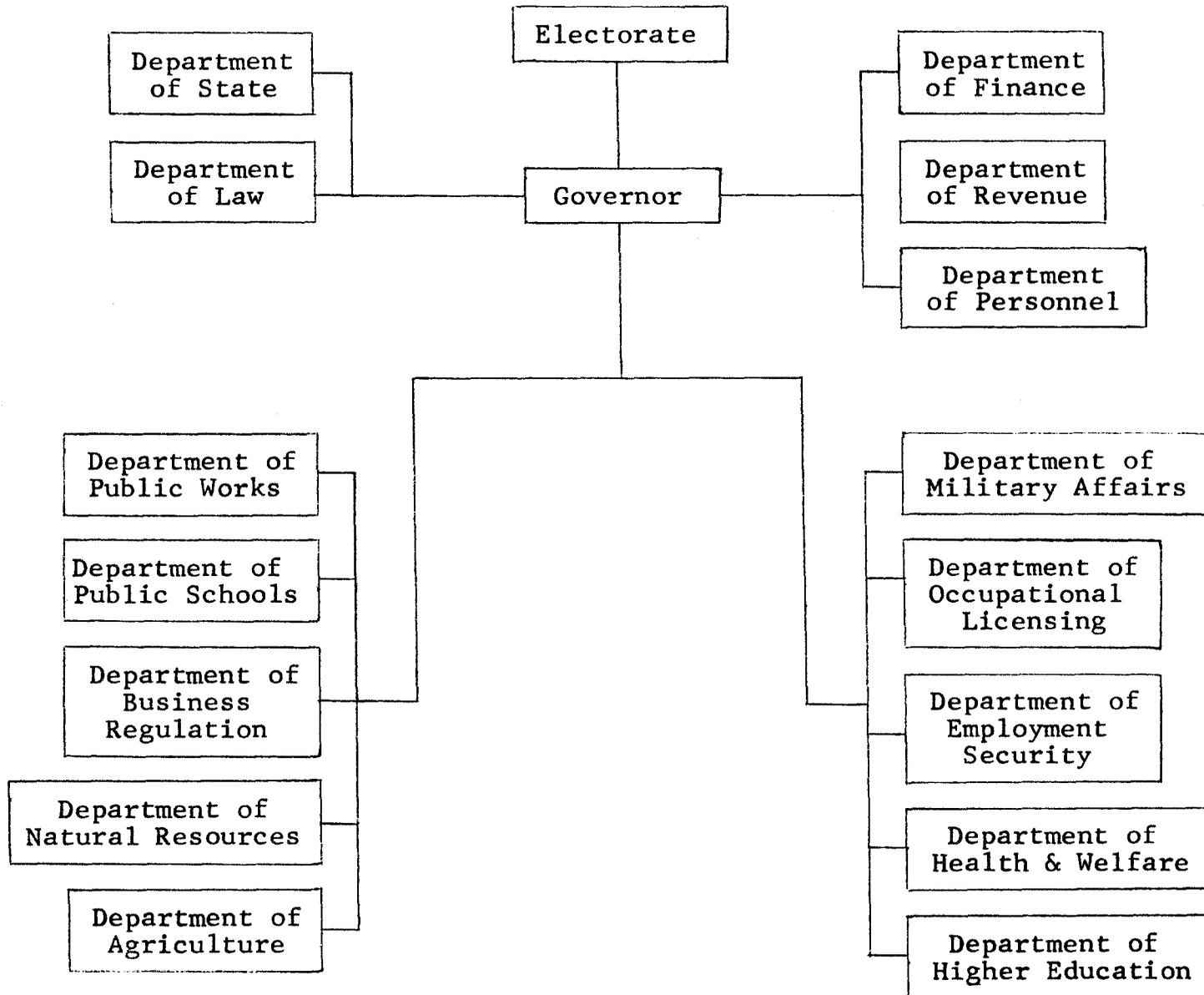
\*\*\*Secretaries for each Department appointed by Governor

Department of Corporations  
Certificates  
Blue Sky Laws  
Regulation of Banks  
Investments

Department of Industrial Relations  
Workmen's Compensation  
Inspection of Mines  
Places of Employment  
Labor Disputes  
Employment Offices

Department of Public Utilities  
Public Utilities  
Highway Transportation

GRIFFENHAGEN REORGANIZATION PROPOSAL - 1949



SUMMARY OF GRIFFENHAGEN  
REORGANIZATION PROPOSAL - 1949

I. Elected Officials

Governor

II. Staff Departments

Department and Function

Department of State (headed by Secretary of State)

Maintain state records and authenticate state documents  
Administer election laws  
Supervise the compilation and distribution of state laws  
Promote industrial and commercial appeal of the state to  
attract new industries and new residents

Department of Law (headed by Attorney General)

Coordinate the litigation in which the state is a party  
Furnish legal advice and written opinions to public officials  
on questions of law  
Render other legal services to any agency or department of  
state government

Department of Revenue (headed by Commissioner of Revenue)

Create advisory boards to provide counsel in the following  
areas: Revenue and Finance, Equalization, and Public  
Employee's Retirement Fund (members appointed by Governor)  
Appraise and assess all land, mines, railroads, etc, in the state  
Administer the collection and distribution of sales, luxury,  
income, motor fuel, inheritance, and public utility gross  
revenue taxes  
Supervise corporation registrations  
Administer liquor license and control laws  
Maintain custody of all state funds and be responsible for  
disbursement of same

Department of Finance (headed by Commissioner of Finance)

General financial management for the state  
Assist the Governor in budget preparation and developing  
financial policies  
Conduct current audits of all departments  
Perform centralized purchasing for all departments  
Maintain records of all state property  
Control and dispose of surplus property

Department of Personnel (headed by Commissioner of Personnel)

Board of Personnel would serve in an advisory capacity, appointed by the Governor for six-year staggered terms and be responsible for the overall administration of the state personnel system

III. Operating Departments

Department of Public Works (headed by Commissioner of Public Works)

State Highway Board of three members to be appointed as at present

Manage the state highway department  
Enforce state highway laws  
Cooperate with local communities in highway planning, construction, and design  
Plan and construct the public buildings of the state  
Operate and maintain public buildings  
Repair and maintain state vehicles  
Register vehicles, issue drivers' licenses and titles

Department of Natural Resources (headed by Commissioner of Natural Resources)

A power board, appointed by the Governor, it would serve in an advisory capacity; and a land selection board composed of the Governor, Attorney General, and Director of Public Lands would serve as a land selection board for any federal lands which are available for trade

Administer the selling of state lands  
Control and regulate oil and gas exploration and production  
Supervise the waters of the state  
Control irrigation and well drilling  
Administer soil conservation programs  
Promote more extensive exploration and mining in the state  
Inspect mines for safety, health, and working conditions  
Operate fisheries, hatcheries, sanctuaries, and control hunting and fishing  
Bargain for, take, and receive electrical energy developed by state or federal government, and operate electrical transmission systems and generating facilities  
Develop and operate the state parks system

Department of Agriculture (headed by Commissioner of Agriculture)

An advisory board on agriculture, appointed by the Governor, would serve under the Commissioner

An advisory committee on the State Fair, appointed by the Commissioner would serve under him also

Enforce state laws concerning animals

Enforce state laws concerning plants, bees, and weights and measures

Generally supervise marketing of various agricultural products

Department of Military Affairs (headed by **Adjutant** General)

An advisory board, appointed by the Governor, would serve under the **Adjutant** General

Administer the state militia, national guard, cadet corps

Provide assistance to veterans in obtaining state and federal benefits to which they are entitled

Department of Occupational Registration (headed by Commissioner of Occupational Registration)

Advisory boards in each of the 18 areas of regulation would be continued in the new department

Provide administrative services, examinations, and investigations in licensing process

Department of Employment Security (headed by Commissioner of Employment Security)

Advisory board on employment security, appointed by the Governor for five-year staggered terms, would serve under the Commissioner

Administer state unemployment compensation program

Administer state employment service

Administer programs involving workmen's compensation, occupational diseases, and accident prevention

Insure compliance with laws controlling child labor, veterans, women, and the handicapped

Department of Health and Welfare (headed by Commissioner of Health and Welfare)

Advisory boards dealing with pardons and paroles, health and welfare, and survey and construction would be appointed by the Governor and serve under the Commissioner

Department of Health and Welfare - cont.

Administer health, welfare, correctional, probation and parole, institutional care and training, and criminal identification functions of the state (excluding public school education and the School for the Deaf and Blind)

Department of Higher Education (headed by Chancellor of Higher Education)

An advisory Board of Regents, appointed by the Governor for ten-year terms, would serve under the Chancellor

All universities in the state would be merged into one university system with branches in the cities of Tempe and Flagstaff

Department of Public Schools (headed by Commissioner of Public Schools)

Board of Public Schools would submit nominees to the Governor for appointment as Superintendent and would also have to approve the yearly departmental budget

Additional boards would exist within the department to advise on the following topics: vocational education, apprenticeship, veterans' training, and teachers' retirement

Make rules concerning the operation of the public school system in the state

Administer the various programs and school laws

Supervise the state School for the Deaf and Blind

Administer vocational education and vocational rehabilitation programs

Accredit public schools

Generally supervise junior colleges in the state

Department of Business Regulation (headed by Commissioner of Business Regulation)

Advisory board of public service would serve under the Commissioner but appointed by Governor for six-year staggered terms

Regulate public utilities, common carriers, insurance companies, banks, commodities and securities dealers and brokers, and other incorporated businesses

IV. Independent Agencies

Arizona Interstate Stream Commission (suggestion apparently made in anticipation of Colorado River cases being decided in court shortly and thus agency with expertise needed to coordinate the legal aspects of the cases)

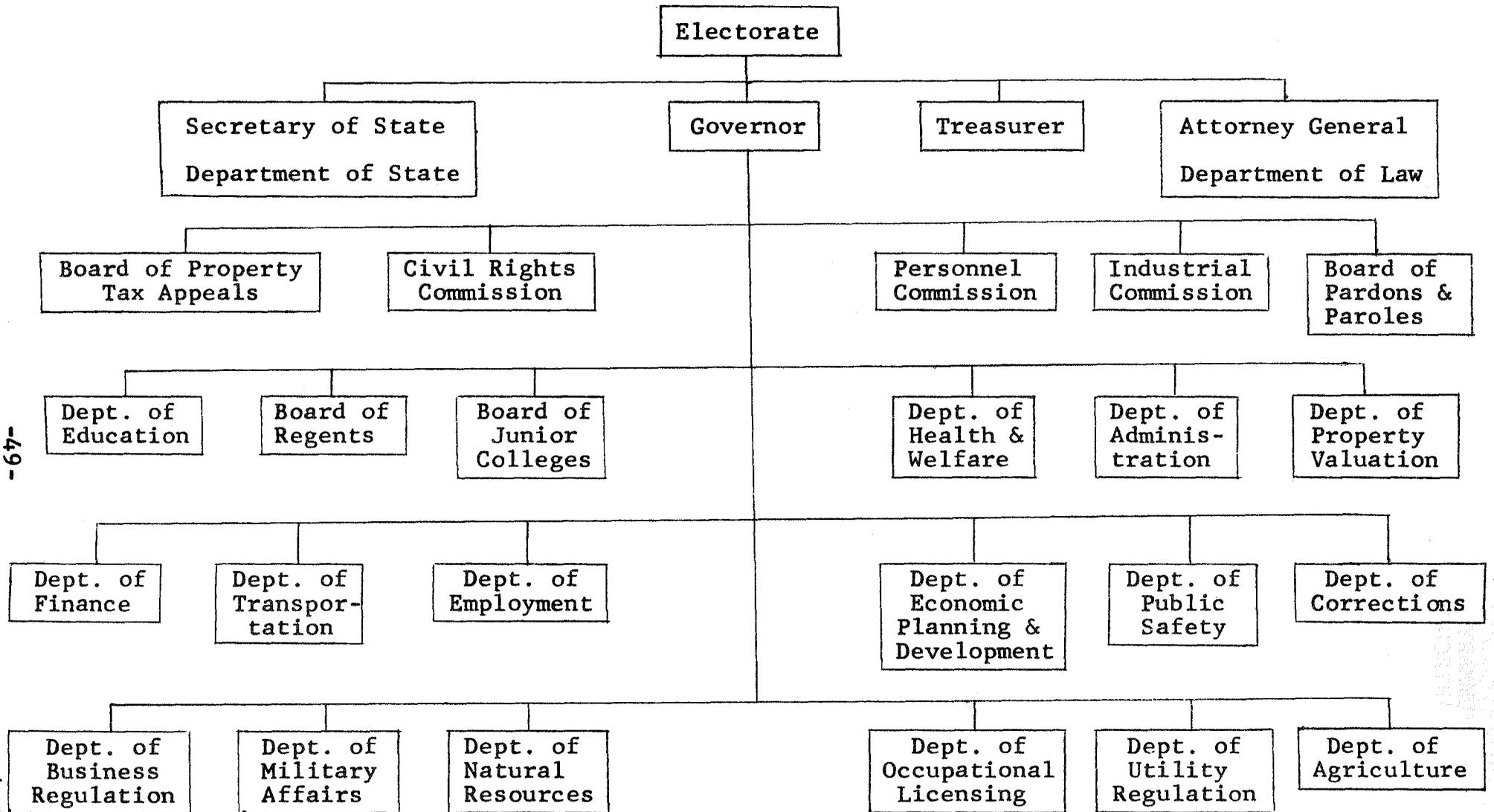
Arizona Racing Commission (apparently recommended in this way because  
of inability to find a more suitable location)

Merit System Council

Arizona Pioneer's Historical Society

Prescott Historical Society

COUNCIL ON ORGANIZATION OF ARIZONA STATE GOVERNMENT  
 REORGANIZATION PLAN - 1968



SUMMARY OF COUNCIL ON ORGANIZATION OF  
ARIZONA STATE GOVERNMENT PROPOSALS

I. Elected Officials

Governor  
Treasurer  
Secretary of State  
Attorney General  
Superintendent of Public Instruction

II. Quasi-Judicial Bodies

Corporation Commission  
Civil Rights Commission  
Personnel Commission  
Industrial Commission  
Board of Pardons and Paroles  
Board of Property Tax Appeals

III. Departments

Where department is headed by elected official, title is shown in parentheses. \* indicates existing department. \*\* indicates constitutional office.

Department and Divisions

Agencies Absorbed

Department of Law\* (Attorney General\*\*)  
Department of State (Secretary of State\*\*)  
Department of Education (Superintendent of  
Public Instruction\*\*)

Elementary Education  
Secondary Education  
Adult and Special Education  
Teacher Certification  
Library and Archives\*

Board of Education\*\* (retains  
structure)  
Board of Curators (Department  
of Library and Archives)  
Board of History and Archives  
Board of Library Examiners  
Board of Ed. Rehabilitation

Department of Finance\*

Budget and Research  
Revenue  
Purchasing and Property  
Accounting and Control  
Federal Funds Coordination

Tax Commission  
Loan Commission  
Certification Board  
Board of Deposit  
Property Condemnation Board  
Surplus Property Agency

Department of Administration

Personnel  
Retirement  
Planning and Building  
Building Maintenance  
Research  
Organization and Management

Personnel Commission (adminis-  
trative functions)  
Law Enforcement Merit System  
Council  
Retirement System Board  
Dept. of Public Building Maint.  
Commission on Uniform Laws  
Council on Organization of  
Arizona State Government

Department of Property Valuation\*  
Department of Health and Welfare

Administration  
Public Health  
Mental Health  
Public Welfare  
Institutions  
Information and Education  
Veterans' Affairs  
Indian Affairs

Board of Health  
Board of Public Welfare  
Air Pollution Control Hearing Bd.  
Air Pollution Control Adv. Bd.  
Hospital Adv. Survey & Construc-  
tion Council  
Medical Advisory Committee  
Water Quality Control Council  
State Hospital Board  
Children's Colony Board  
Bd. of Crippled Children's Serv.  
School for Deaf and Blind  
Veterans' Service Commission  
Commission on Indian Affairs  
Pioneers' Home  
Board of Anatomy

Department of Corrections\*

Adult Authority  
Youth Authority  
Parole Supervision

Department of Public Safety\*

Highway Patrol  
Narcotics & Criminal Investigation  
Scientific Analysis  
Training and Education  
Liquor Control

Department of Military Affairs

Army National Guard  
Air National Guard  
Civil Defense

National Guard  
Department of Civil Defense  
Civil Defense Adv. Council  
Civil Air Patrol

## Department of Agriculture

Animal Industry  
Horticulture  
Entomology  
Inspection and Standards

Livestock Sanitary Board  
Sheep Sanitary Commission  
Egg Inspection Board  
Board of Pesticide Control  
Agriculture & Horticulture  
Commission  
Adv. Committee for Fertilizers  
and Insecticides  
State Chemist  
Supvr. of Inspection of Vegetable  
Standardization Act  
Agricultural Prorate Commissioner  
Adv. Committee of Feeds

## Department of Natural Resources

Administration  
Lands  
Watersheds and Forestry  
Water and Power  
Parks  
Game and Fish  
Minerals

Land Commissioner  
Land Dept. Bd. of Appeals  
Game and Fish Commission  
Parks Board  
Power Authority  
Interstate Stream Commission  
Oil and Gas Commission  
Department of Mineral Resources  
Bureau of Mines  
Outdoor Recreation Coordinating  
Commission  
Copper Tariff Board  
Coronado International Monument  
Commission  
Land Selection Board  
Colorado River Boundary Commission  
Board of Reservoir Control and  
Supervision

## Department of Occupational Licensing

Administration  
Licensing and Inspection  
Examining Boards

Bd. of Examiners in Basic Science  
Bd. of Funeral Directors and  
Embalmers  
Bd. of Optometry  
Bd. of Pharmacy  
Bd. of Psychologist Examiners  
Bd. of Physical Therapy Examiners  
Structural Pest Control Board  
Bd. of Accountancy  
Pub. Accountants Adv. Committee  
Registrar of Contractors  
Bd. of Technical Registration  
Bd. of Cosmetology  
Veterinary Board  
Bd. of Podiatry Examiners  
Bd. of Orthopedic Examiners

Department of Occupational Licensing - cont.

Bd. of Dispensing Opticians  
Bd. of Chiropractic Examiners  
Bd. of Naturopathic Examiners  
Dental Board  
Bd. of Medical Examiners  
Bd. of Nursing  
Practical Nurse Committee  
Bd. of Barber Examiners

Department of Business Regulation

Administration  
Carriers and Utilities  
Banking and Securities  
Real Estate  
Insurance  
Athletics and **Racing**  
Atomic Energy

Corporation Commission\*\*  
Mine Inspector\*\*  
Inspector of Weights and Measures  
Real Estate Board  
Atomic Energy Commission  
Banking Department  
Athletic Commission  
Racing Commission  
Insurance Department  
Collection Agency Adv. Committee

Department of Economic Planning  
and Development\*

Scientific and Technological  
Planning and Adv. Council  
Joint Economic Development  
Committee  
Interagency Coordinating Council

Department of Employment

Unemployment Compensation  
Employment Service  
Manpower Development

Employment Security Commission  
Apprenticeship Council  
Council for Veterans' Institu-  
tional and On-the-Job Trng.

Department of Transportation

Administration  
Transportation Planning  
Motor Vehicles  
Highway Construction  
Highway Maintenance  
Aeronautics

Highway Commission  
Aviation Authority

IV. Other Units

Board of Regents\*\*

Arizona State University  
Northern Arizona University  
University of Arizona

Western Interstate Commission  
for Higher Learning

Board of Junior Colleges

CURRENT REORGANIZATION MATERIALS

AGENCIES & DEPARTMENTS IN ARIZONA - 1971

<u>Agency or Department</u>	<u>Authority</u>
Accountancy Board	ARS 32-701
Adjutant General	ARS 26-102
Aeronautics Board	ARS 2-121
Aeronautics Department	ARS 2-122
Agriculture & Horticulture Commission	ARS 3-101
Agriculture Prorate Commissioner	ARS 3-402
Air Pollution Hearing Board	ARS 36-1704
Anatomy, Arizona Board of	ARS 36-801
Apprenticeship Council	ARS 23-222
Arts & Humanities Commission	ARS 41-981
Athletic Commission	ARS 5-223
Atomic Energy Commission	ARS 30-653
Attorney General	Constitution
Banking Department	ARS 6-111
Bar of Arizona, State	ARS 32-201
Barber Examiners Board	ARS 32-203
Beef Council	ARS 24-162
Campbell, Thomas E. Memorial Commission	Executive Order
Certification Board, State	ARS 45-2101
Chemist, State	ARS 3-342
Chemist, State, Advisory Committee	ARS 3-344
Chiropractic Board of Examiners	ARS 32-901
Civil Air Patrol	ARS 2-141
Civil Rights Commission	ARS 41-1401
Coliseum & Exposition Center Board	ARS 3-1001
Collection Agencies Advisory Committee	ARS 32-1002
Colorado River Boundary Commission	ARS 41-521
Community College Directors, State Bd. of	ARS 15-545
Community Development Council, State	ARS 11-771.20
Compensation Fund Board	ARS 23-981.01
Compensation Fund Investment Committee	ARS 23-985
Compensation Fund	ARS 23-981
Contractors, Registrar of	ARS 32-1103
Copper Tariff Board	ARS 27-171
Coronado International Monument Commission	ARS 41-533
Corporation Commission	Constitution(Art.15 Sec.1)
Corrections, Department of	ARS 41-1602
Cosmetology, State Board of	ARS 32-502
Crippled Children's Services, Board of	ARS 46-501
Dairy Commissioner	ARS 3-602
Deaf & Blind School	ARS 15-802
Deeds, Commissioner of	ARS 41-301
Dental Board	ARS 32-1203
Deposit, State Board of	ARS 35-324
Drug Abuse, Interagency Council on	ARS 36-2002
Dust Diseases, Committee of Expert Consultant on	ARS 23-1123

Agency or DepartmentAuthority

Economic Planning & Development Board	ARS 41-502
Economic Planning & Development Department	ARS 41-501
Economic Coordinating Council, Interagency	ARS 41-505
Education, State Board of	(Constitution (Art. 11, Sec. 2)
	(ARS 15-101.01
Education State Department of	ARS 15-111
Educational Rehabilitation, Board of	ARS 31-502
Egg Inspection Board	ARS 3-709
Elected Officials, Commission on Salaries for	ARS 41-1901
Emergency Council	ARS 26-304
Emergency Services, Division of	ARS 26-305
Employment Advisory Council	ARS 23-522.01
Employment Security Commission	ARS 23-641
Employment Security Commission State Advisory Council	ARS 23-646
Entomologist, State	ARS 3-111
Estate Tax Commissioner	ARS 42-1504
Feed Advisory Committee	ARS 24-904
Finance Department	ARS 35-121
Fruit-Vegetable Standardization	ARS 3-483
Funeral Directors & Embalmers, Board of	ARS 32-1302
Game & Fish Commission (Agency)	ARS 17-211
Game & Fish Commissioners	ARS 17-201
Health, Dept. of	ARS 36-132
Health Planning Authority	ARS 36-122
Health, State Board of	ARS 36-102
Hearing Aid Dispensers Examiners	ARS 36-1902 (a. 1.)
Highway Commission	ARS 18-102
Highway Department	ARS 18-102
Highway Priority Planning Committee	ARS 18-118
Historical Advisory Commission	ARS 41-713
Historical Society, Arizona	ARS 41-731
Historical Society, Prescott	ARS 41-741
History & Archives, State Board of	ARS 41-721
Hospital Advisory Board	ARS 36-422
Hospital Advisory Survey Council	ARS 36-1203
Hospital Board of Directors, State	ARS 36-203
Hospital, State	ARS 36-202
Hospital for Disabled Miners, State	ARS 41-941
Indian Affairs Commission	ARS 41-541
Industrial Commission	ARS 23-101
Insurance Department	ARS 20-101
Insurance Guaranty Association, Arizona	ARS 20-622
Intergovernmental Relations, Advisory Council on	Executive Order
Justice Planning Agency	Executive Order
Juveniles, State Compact on	ARS 8-362
Land Department	ARS 37-102
Land Department, Board of Appeals	ARS 37-213

Agency or DepartmentAuthority

1,  
2

Land Selection Board	ARS 37-202
Law Enforcement Officers Advisory Council	ARS 41-1821
Law Enforcement Merit System Council	ARS 28-235
Library & Archives, Board of Curators of	ARS 41-702
Library & Archives, Department of	ARS 41-701
Library Examiners, Board of	ARS 11-906
Liquor Board	ARS 4-111
Liquor Licenses and Control, State Dept. of	ARS 4-111
Livestock Sanitary Board	ARS 24-102
Loan Commissioners, State	ARS 35-421
Medical Advisory Board Motor Vehicle	ARS 28-432
Medical Advisory Committee	ARS 46-261
Medical Examiners, State Board of	ARS 32-1402
Mental Retardation, Dept. of	ARS 36-552
Mental Retardation, State Board of	ARS 36-553
Mine Dust Engineer, State	ARS 27-141
Mine Inspector	Constitution (Art. 19)
Mineral Resources, Department of	ARS 27-132
Mineral Resources, Bd. of Gov. of Dept.	ARS 27-103
Mines, Bureau of	ARS 27-151
National Guard	ARS 26-122
Naturopathic Board of Examiners	ARS 32-1502
Nursing, State Board of	ARS 32-1601
Oil Compact Commission, Interstate	ARS 27-603
Oil & Gas Conservation Commission	ARS 27-514
Opticians, Board of Dispensing	ARS 32-1672
Optometry Board	ARS 32-1702
Osteopathic Examiners, Board of	ARS 32-1801
Outdoor Recreation Coordinating Council	ARS 41-511.25
Pardons & Paroles, Board of	ARS 31-401
Parks Board	ARS 41-511
Parole Compact, Interstate	ARS 31-461
Personnel Commission (Agency)	ARS 38-902
Personnel Commissioner	ARS 38-902
Pest Control, Structural	ARS 32-2304
Pesticide Control Advisory Committee	ARS 3-383
Pesticide Control Board	ARS 3-372
Pharmacy Board	ARS 32-1902
Physical Therapy Board of Examiners	ARS 32-2002
Pioneers Home, State,	ARS 41-921
Podiatry Examiners Board	ARS 32-802
Power Authority Commission	ARS 30-102
Power Plant Siting Committee	ARS 40-360.01
Practical Nurse Committee	ARS 32-1607
Private Technical & Business Schools Board	ARS 15-932
Property Tax Appeal Board	ARS 42-141
Property Valuation Department	ARS 42-121
Psychologists Board of Examiners	ARS 32-2062
Public Accountants Advisory Committee	ARS 32-704
Public Buildings Maintenance	ARS 41-971

Agency or Department

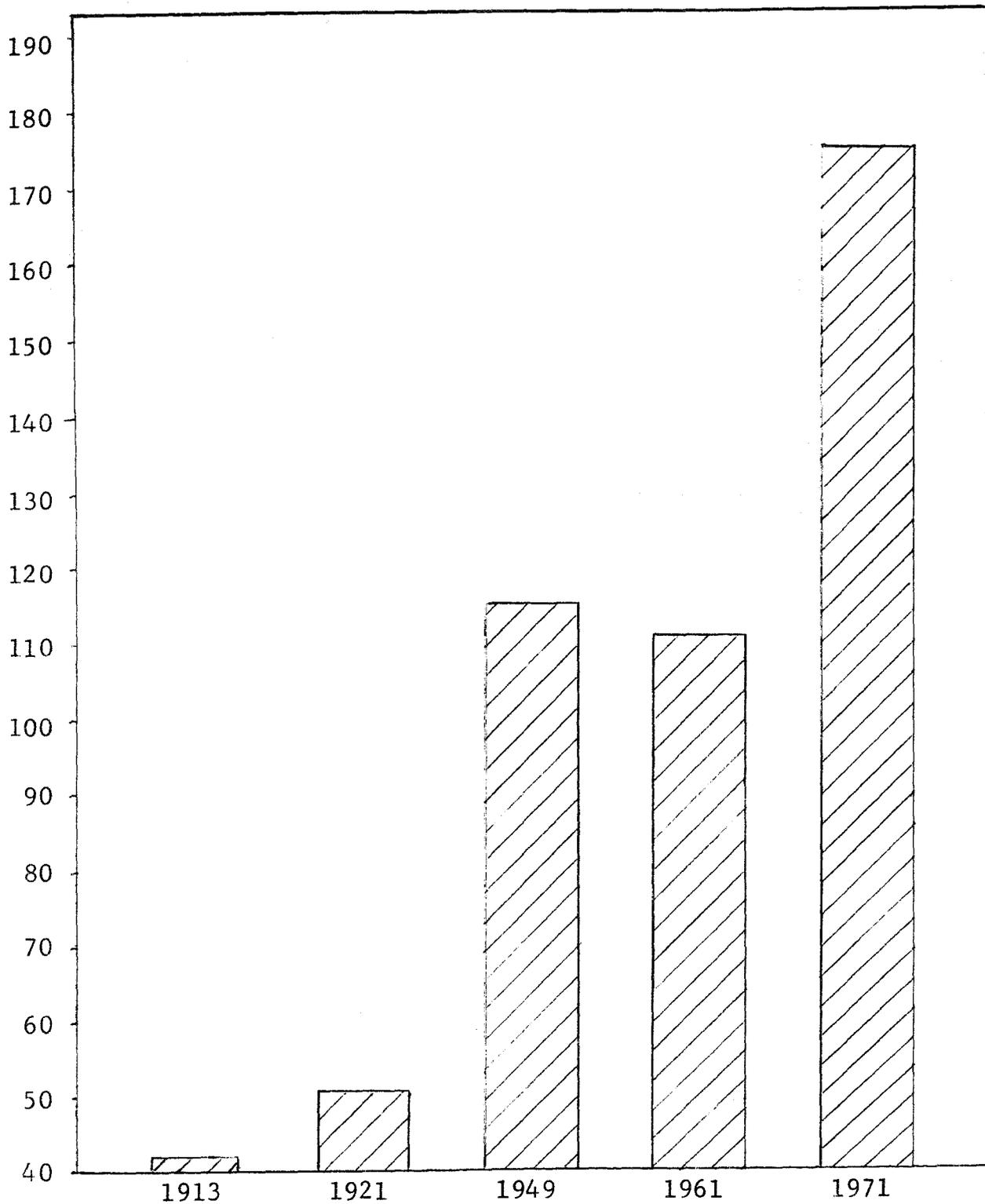
Authority

Public Instruction, Superintendent of	Constitution (Art. 5. Sec. 1 &
Public Safety, Department of	ARS 41-1711
Public Safety Personnel Retirement Fund Managers	ARS 38-848
Public Safety Personnel Retirement System Bd.	ARS 38-847
Racing Commission	ARS 5-102
Real Estate Board	ARS 32-2104
Real Estate Department	ARS 32-2101
Regents, Board of	ARS 15-721
Retirement System Board	ARS 38-742
Retirement System Subsidiary Boards	ARS 28-743.01
Retirement System Investment Council	ARS 38-743.05
Retirement System Investment Managers	ARS 38-752.01
School Board Association	ARS 15-141
Scientific Technical Planning Advisory Council	ARS 41-506
Secretary of State	Constitution
Self Insurance Board, State	ARS 41-621
Surplus Property Agency	ARS 41-581
Tax Commission	ARS 42-101
Technical Registration	ARS 32-102
Technical-Vocational Education, Advisory Council for	ARS 15-1091
Treasurer, State	Constitution
Uniform State Laws Commission	ARS 41-591
Veterans' Service Commission	ARS 41-602
Veterinarian, State	ARS 24-151
Veterinary Examiners Board	ARS 32-2202
Water Commission, State	ARS 45-502
Water Quality Control Council	ARS 36-1853
Watercraft Advisory Council	ARS 5-321.01
Weights & Measures Inspector	ARS 44-211
Welfare Department	ARS 46-111
Western Interstate Commission for Higher Education	ARS 15-761
Western Interstate Nuclear Board, Member to the	ARS 30-702

Num  
Age

GROWTH OF ARIZONA GOVERNMENT: 1913-1971

Number of  
Agencies/Depts.



VOTER ACTION ON REORGANIZATION  
PROPOSALS: 1932-1970\*

Passed

Creating Board of Examiners in  
Basic Science (1933)

Creating State Civil Service  
Board (1948)

Creating Department of Finance  
(1952)

Creating Department of Law (1952)

Creating Department of Public  
Health & Welfare (1952)

Creating Insurance Department  
(1968)

Abolishing Office of State  
Examiner in Basic Science (1968)

Abolishing Office of State  
Auditor (1968)

Defeated

Abolishing Industrial  
Commission (1932)

Consolidating 18 Commissions  
into one Department (1932)

Creating State Board of  
Chiopractic (1932)

Creating State Board of  
Naturopathic Examiners (1934)

Appointed Board Members' Terms  
being Coterminous with  
Governor (1938)

Creating Department of  
Gambling Control (1940)

Rearranging Educational  
Agencies (1953)

Creating Personnel Depart-  
ment (1958)

Appointing Corporation  
Commissioners (1968)

\*List may not be complete

## GLOSSARY

There is a clear need for adherence to a common set of terms to designate the various kinds of agencies which are either purely or quasi-administrative in nature. From state-to-state and even within single states, chaos exists to a point that only by chance does an agency's designation indicate its actual relationship to the Governor, to other agencies, or, in the case of boards and commissions, whether they are administrative or advisory, part-time or full-time. The same criticism can be made of terminology applied to subordinate elements within agencies.

The following glossary is set forth as a step in the direction of standard usage. That this is a complete list is neither implied nor intended.

Agency: A general term used to refer to a department or comparable major unit.

Board: A governing body of a part-time nature which formulates policies to be implemented by an executive officer employed full-time.

Bureau: A unit within a division.

Cabinet: A formal structural device by which the Governor seeks to lead and coordinate his administration.

Commission: A governing body which, collectively or through a single executive officer (who could be its chairman), is directly engaged in an agency's administration.

Council: A part-time, unpaid, and often quasi-private body which functions in an advisory capacity to an administrative entity.

Department: A principal administrative unit of state government, subject to the Governor and headed by a single individual unless otherwise specified.

Director: Term designating the head of a department except where another title is specifically provided (e.g. Attorney General in the case of the Justice Department).

Division: The primary sub-unit of a department or other major agency.

Executive Office of the Governor: Term encompassing the chief executive, members of his personal staff, and any administrative entities which might be assigned thereto rather than to a department or other agency.

Section: A unit within a bureau (two or more required to comprise a bureau).

WHY REORGANIZE STATE GOVERNMENT

## WHY REORGANIZE STATE GOVERNMENT?

The plan presented in this report assumes that reorganization will alter state government in a very positive way. Specifically, it is anticipated that state administration will become more efficient, responsive to the needs of the public, and effective in carrying out its assigned duties. The arguments and data to support this position will be presented in this section but, before considering that material, it appears necessary to confront the arguments of those who automatically question the wisdom of reorganization.

It seems rather strange to note the sources of much of the criticisms of governmental reorganization. People and organizations which have long advocated fiscal integrity and efficiency in government have strangely concluded that it would do little good to re-structure state government in terms of direct benefits to the taxpayers. This position fails to come to grips with the actual expense of our current organizational arrangement, particularly those expenses which are caused by duplicated services, minimal usage of expensive equipment, and other factors which are all associated with multiplicity of agencies. The argument also fails to note the cost to the taxpayers of the state of the lack of direct supervision by the Governor which is caused by large numbers of state agencies. Many agencies operate in a supervisory vacuum as a result of the fragmentation of functions and the insulation of departments under semi-autonomous boards and commissions. How can the Governor hope to oversee the activities of all 176 state agencies and departments? He obviously cannot and, because bureaucrats are well aware that the Governor cannot, agencies often operate as they please as long as they remain relatively honest and non-controversial. Without reorganization, too many state agencies will continue as havens for the quietly ineffective state administrator.

The position also fails to account for one of the basic principles of management in private enterprise--economies of scale exist in most employment tasks. Put another way, for most jobs there is a point below which personnel are not working up to peak efficiency at a given task. Obviously, there are limitations to this principle and points at which the inverse becomes true. However, the point of this small excursion into the field of administrative theory is to attempt to make clear that small agencies have their personnel doing diverse tasks. Because of the smallness of the agency, no employee spends enough time doing a single job to become completely efficient in it. Instead, he becomes relatively competent in a host of jobs with no special aptitudes in any. In a larger department, the employee would be assigned a specific function and would do that job all day, developing skills and experience in it.

For those who still are not convinced that the principle of economies of scale has any relevance for state government, it might be interesting to note that, as of August 1, 1971, the following state entities had a total employment (excluding board or commission members) of one person: Dispensing Opticians, Psychologists Board, Optometry Board, and Veterinary Examiners. In addition, some state entities had no employees as of August 1, 1971, (in many cases they rely on the employees of the private business of one of the members of the governing board): Chiropractic Examiners, Naturopathic Examiners, Physical Therapy Examiners, Podiatry Examiners, Dental Board, and Hearing Aid Dispensers. When one considers that these employees are generally expected to process applications for licenses and renewals, conduct examinations, examine complaints against members of the profession, and any other tasks assigned by the governing board of the agency, it is clear that no one employee could become truly efficient in any one aspect of the job. In addition, most of the tasks in that long list require familiarity

with various types of office machinery. It goes without saying that the office machinery remains idle while an employee with a broad range of duties completes other assignments. The employee also, unfortunately, loses some of his skill in operating specific machines while engaged in other duties.

The examples given here are extreme, but they do exist in state government at the present time. A more representative illustration of the problems with numerous agencies is the current status of data processing operations in the state. At the present time, the state has numerous computers operating at less than maximum efficiency. In many of the smaller agencies, no employees are sufficiently skilled in data processing to develop programs or procedures to effectively utilize state computer facilities. The Finance Department currently employs data processing experts but it is not possible for those employees to be experts in the operations of each individual agency. Without such in-house expertise, it is impossible to generate the detailed ideas for data processing applications in the department which can then be discussed and developed with the expert computer personnel.

The use of data processing in state government is designed to increase productivity and reduce costs. It is, however, a victim of the duplication of services and equipment which increases the cost of government without reorganization. Failing to reduce the number of state agencies will also result in a proliferation of data processing installations which is now occurring in Arizona.

At the present time, excluding the computer facilities on the campuses of the three universities, thirteen state agencies or departments have their own computer facilities. These installations range from small input/output stations to complete data processing systems of the most elaborate type. (See chart on following page). Each agency selects equipment and procedures on the basis of its own needs and wishes. There is no uniformity of equipment, programming languages, or processing techniques.

STATE OF ARIZONA

DATA PROCESSING SERVICES - OCTOBER 1971

	PRIMARY LANGUAGE	TOTAL WAGES AND EQUIPMENT COST
<u>UNIVAC USERS</u>		
Tax Commission	BAL	\$ 329,397
Land Department	RPG	36,700
Compensation Fund	COBOL	498,358
Property Valuation	BAL	248,574
Education Department	BAL	249,544
		<u>\$1,362,573</u>
<u>IBM USERS</u>		
Highway Department	PL 1 FORTRAN ICETAN COBOL MARK IV	1,672,500
Public Safety	BAL COBOL WORKTEN RPG	626,217
Employment Security	COBOL	882,516
State Hospital (at present, being processed by Highway Department)	COBOL	100,906
		<u>\$3,282,139</u>
<u>HONEYWELL USERS</u>		
Retirement System	COBOL	164,380
DP Division, Finance Dept. (Servicing 13 using entities)	COBOL	608,900
Health Department (Serviced by DP Division)	COBOL	87,187
Welfare Department (Serviced by DP Division)	COBOL	107,827
		<u>\$ 968,294</u>
<hr/>		
GRAND TOTAL . . . . .		\$5,613,006

In fact, to at least some degree, it appears that some departments are consciously attempting to use unusual equipment and programming languages to insure that it will not be possible to bring them into a state computer network and thus lose their own data processing section.

It is generally recognized by the layman that data processing equipment is among the most expensive items in modern administrative technology. It is further clear that, because of the high cost, multi-shift usage is absolutely essential for efficient utilization. Yet, in Arizona state-owned computers are operating at only 60% of maximum time utilization. At the same time that this situation exists, the Legislature received two separate requests for money to increase the capacity of existing computers. In one case the request was granted; in the other, it was denied. It is anticipated that additional agencies will present requests for additional data processing equipment in the coming session, and that agencies which already have such equipment will ask for additional peripheral machinery.

Without reorganization of government, it is difficult to see how the state will be able to force a moratorium on computer purchases in view of the use of non-complementary computer equipment and programming languages. It will be a fairly simple task for an agency to claim that it cannot use any other state computer because its personnel are not familiar with the particular brand of machinery or all of its programs are written in a different language. The over-capacity of Arizona in computers is an example of the high cost of failing to reorganize government. If reorganization were to occur in the coming session, long range planning for computer usage could take place and competing agencies would be consolidated into major departments under the direction of an executive who could not hide in the current administrative jungle of state government.

In addition to data processing, large numbers of state agencies currently perform work identical to similar functions

in other agencies, with employees who could be assigned additional duties through greater use of sophisticated equipment after reorganization. To use a simple illustration, every agency must have someone to answer the phone, yet after reorganization, because of improved models of switchboards, it will be unnecessary to employ more than one person to operate the phone service of the enlarged department. It can therefore be seen in this simple example that, in many of the housekeeping functions of state government, unnecessary duplication of personnel exists in terms of the work which could be done with modern equipment. In the chart on the following page, we have listed those agencies which have at least one person engaged in purely routine administrative functions which could be handled more easily and economically if the functions were consolidated. A summary review conducted by the Finance Department resulted in the following areas in which substantial savings might be realized as a result of reorganization:

Consolidation of departments with related functions should result in cost savings through pooling of common expenses, and better utilization of resources, such as:

1. Fewer conference rooms and hearing rooms would be needed. For example, common use of such rooms planned for tenants of the new Occupational Licensing Building will reduce the number needed.
2. Common services can be pooled and performed better and more economically. For example, each 90-10 agency issues, collects for, and keeps a record of, licenses issued. Centralization and computerization of this activity is planned for the 90-10 agencies that will occupy the new Occupational Licensing Building. There will be an initial one-time cost of programming this for the computer, but from there on there will be an estimated annual savings of \$25,000.
3. Printing and reproduction services, if centralized for the Capitol Complex and operated on a round-the-clock basis, should produce substantial savings. The agencies now located or to be located in the Capitol area are now spending in excess of \$1,200,000 per year for this.
4. Centralized mail pickup and delivery and messenger service for the Capitol area should produce better

1

LIST OF ADMINISTRATIVE FUNCTIONS BY AGENCY

Showing those agencies who have  
persons working essentially full  
time in these functions.

DUPLICATING  
(Including Printing and Photography)

Department of Education  
Library and Archives Department  
Tax Commission  
Public Buildings Maintenance  
Welfare Department  
Highway Department  
Land Department  
State Compensation Fund  
Employment Security Commission

MAIL AND MESSENGER

Corrections Department  
Highway Department  
Employment Security Commission  
Department of Mental Retardation  
Industrial Commission  
Land Department  
Welfare Department  
Coliseum and Exposition Board  
Finance Department  
Department of Education  
Library and Archives Department

BUILDING MAINTENANCE

Public Buildings Maintenance  
Coliseum and Exposition Board  
Highway Department  
National Guard  
State Compensation Fund  
Department of Mental Retardation  
Employment Security Commission  
Corrections Department

MOTOR POOL

Library and Archives Department  
Highway Department

BINDING AND PUBLISHING

Highway Department  
Department of Education  
Library and Archives Dept.

ART WORK, GRAPHIC AND  
COMMERCIAL

Department of Education (p/t)  
Coliseum and Exposition Board  
Highway Department  
Employment Security Commission

CUSTODIAL

Highway Department  
Corrections Department  
Employment Security Commission  
Department of Mental Retardation  
State Compensation Fund  
National Guard  
Power Authority  
Coliseum and Exposition Board  
Public Buildings Maintenance  
Library and Archives Department  
Mineral Resources Department

LEGAL

Health Department (Advisors)  
Corporation Commission  
Attorney General  
Welfare Department  
Highway Department  
State Compensation Fund  
Industrial Commission  
Employment Security Commission

TRAINING AND STAFF DEVELOPMENT

Health Department  
Welfare Department  
Highway Department  
State Compensation Fund  
Department of Mental Retardation  
Employment Security Commission  
Corrections Department

GROUNDS MAINTENANCE

Corrections Department  
Highway Department  
Parks Board  
Department of Mental Retardation  
National Guard  
Power Authority  
Coliseum and Exposition Board  
Public Buildings Maintenance

COMMUNICATIONS

(Including telephone, micro  
wave, etc.)

Corrections Department  
Highway Department  
Welfare Department  
Coliseum and Exposition Board  
Library and Archives Department

PUBLIC INFORMATION

Atomic Energy Commission  
Highway Department  
Employment Security Commission  
State Compensation Fund  
Industrial Commission  
Department of Education  
Secretary of State

LIBRARY

Highway Department  
Department of Education  
Library and Archives Department

PERSONNEL

Highway Department  
Employment Security Commission  
Parks Board  
Corrections Department  
Department of Mental Retardation  
State Compensation Fund  
Industrial Commission  
Welfare Department  
Department of Education  
Library and Archives Department

AUDITING

Health Department  
Welfare Department  
Highway Department  
Justice Planning Agency  
State Compensation Fund  
Employment Security Commission

SECURITY

Public Buildings Maintenance  
Coliseum and Exposition Board  
Highway Department  
National Guard  
State Compensation Fund

RECORDS, FORMS MANAGEMENT  
AND STORAGE

Corrections Department  
Highway Department  
Employment Security Commission  
Library and Archives Department  
Health Department  
Tax Commission  
Finance Department  
Welfare Department  
Land Department  
State Compensation Fund  
Industrial Commission

OCCUPATIONAL HEALTH AND SAFETY

State Compensation Fund  
Industrial Commission  
Highway Department

ACCOUNTING

Corrections Department  
Employment Security Commission  
Highway Department  
Fruit and Vegetable Standardization  
Agriculture and Horticulture  
Water Commission  
Livestock Sanitary Board  
Department of Education  
Secretary of State  
State Treasurer  
Library and Archives Department  
Health Department  
Finance Department  
Welfare Department  
Coliseum and Exposition Board  
Banking Department  
Insurance Department  
Racing Commission  
Land Department  
State Compensation Fund  
Industrial Commission  
Department of Mental Retardation

PURCHASING AND WAREHOUSING

Department of Mental Retardation  
Industrial Commission  
Highway Department  
Welfare Department  
Coliseum and Exposition Board  
Finance Department  
Public Buildings Maintenance  
Tax Commission  
Department of Education  
Employment Security Commission  
Corrections Department

ARCHITECTURAL

Highway Department  
Health Department  
Parks Board  
Corrections Department

MANAGEMENT ANALYSIS

State Compensation Fund  
Highway Department  
Welfare Department  
Finance Department  
Employment Security Commission

PROPERTY MANAGEMENT

Highway Department  
Surplus Property Agency  
Public Buildings Maintenance  
Employment Security Commission  
Corrections Department

APPEALS

Employment Security Commission  
Highway Department  
Welfare Department  
State Compensation Fund  
Industrial Commission

BUDGET

Health Department  
Finance Department  
Welfare Department  
Highway Department  
Employment Security Commission  
Corrections Department

service at a reduced cost.

5. A centralized stock room for office supplies, and centralized maintenance and repair of office machinery and equipment, in the Capitol area should produce substantial savings and improved service.
6. A car pool for agencies in the Capitol area should result in much better utilization of automotive equipment, with attendant savings. Items 3, 4, 5 and 6 could be considered as part of the activities of a general service type of department.

In the preceding sections, various areas of cost savings have been noted and, in some instances, specific dollar amounts have been listed which might be saved after reorganization. It appears necessary at this point to deal with the contention that reorganization will not, in fact, save any money. The argument that no cost savings will result from bringing together the large number of semi-autonomous departments comes in two forms: one fairly sophisticated and the other rather simple. The simple reasoning is that, because a larger department will emerge from reorganization than the current small boards and commissions, automatically more money will be spent. Obviously, if a Department of Agriculture is created which includes all of the current agencies functioning in the area of agriculture, the large department will have a bigger budget than one of the small agencies which now exist. (For example, we would expect the Agriculture Department to have a larger budget than the current Egg Inspection Board.) Based on our studies, we conclude it will cost less to operate the larger department than the SUM of the budgets of the current agencies because of economies in personnel and equipment which can be realized as a result of consolidation.

The argument of those who question that economies can be realized would probably be that, given traditional bureaucratic behavior, no cuts in budgets or personnel will be possible. This position fails to explain why those same bureaucratic tendencies are not creating individual fiefdoms in the huge number of boards and commissions already in existence. If the growth

of bureaucracy is anticipated in 11 departments, does not a similar growth occur within 176 agencies, and largely out of public or Gubernatorial view because of the proliferation of state agencies.

In evaluating this and similar arguments concerning what will or will not happen after reorganization, it would be well for the Legislature to carefully check the data which opponents are using to defend their position. In preparing this report and other materials on reorganization, careful financial studies were undertaken. Those who argue that no savings will occur after reorganization should be similarly required to document their position with facts, rather than random guesses based on little observable data.

The more sophisticated position concerning the savings which will result from reorganization appears to concede that some efficiencies and economies will result from reorganization, however, bureaucratic pressures and interest group activity will insure that no actual reduction in spending will occur. This argument appears to assume that increases in programs will occur to fill out current budget levels, giving this position the euphemistic label of the "more bang for the buck" school. It is difficult to challenge this position, largely because the argument is not directly related to reorganization. Reorganization is concerned with the realignment of state agencies. Increasing the number or quality of programs is a function of executive direction and legislative approval. It seems questionable that reorganization will automatically result in approval for expansion of programs in every area of state government. Many persons would find, even if this position is accurate, that reorganization would be a very positive good if it could help to increase the level of services or programs which the citizens of the state receive without a corresponding increase in the amount of taxes they pay. It is our contention, however, that real savings will result after reorganization and the Legislature and the Governor, as they have in the past, will carefully review every request for new or expanded programs, not granting blanket approval just to maintain budgets and staffs at past levels.

If the reorganization plan is adopted as proposed, the citizens of the state can expect a governmental structure which is more clearly accountable to the public. In summary, this means that the voters will be better able to observe and judge the performance of government, as well as make informed decisions about the work performance of both elected and appointed state officers. At the present time, a confusing maze of agencies and departments exists which even the most knowledgeable observer finds difficult to fathom. Discerning who is responsible for which job is an almost impossible chore. The reduction in numbers of departments will help to pinpoint responsibility for individual functions for both the Legislature and the general public.

In part, pinpointing all responsibility will be accomplished because individual agencies and departments will be more closely supervised. The Governor, simply because of a smaller number of departments, will exercise greater supervision and control over state government. Even in those instances in which a department operates outside of the direct control of the Governor, the knowledge that a major reduction in the number of state agencies has occurred will force administrators to review their operation with maximum efficiency in mind.

It is anticipated that reorganization will produce substantial changes in the quality of administration which exists in Arizona. In every area of work, the public should benefit through greater efficiency and effectiveness.

The foregoing examples and discussion have pertained directly to benefits which will result following reorganization of state government. It may be helpful to comment on one other item which, while not directly related to the reorganization plan, should help to clarify the ultimate economies which will be realized following implementation of the proposal.

The internal reorganization of each department will primarily be the responsibility of the director appointed to head each of the new state departments. The director will be expected to develop cost and personnel saving procedures and organizational arrangements within one year's time from the date of enactment of

s  
-  
s

the plan. The general internal structure of the department should be approved by the Legislature at the conclusion of the year before it can be formally implemented. To insure that department heads complete their reorganization efforts in a timely and acceptable manner, we urge the Legislature to consider employing consultants to review the plans proposed by department heads. The consultants would then make recommendations to the Legislature, as well as provide counsel to the department heads to facilitate the internal reorganization within the deadline period. Having consultants available will simply underscore the legislative demand for new departments which are organized in the most efficient and responsible way possible.

DEPARTMENT OF ADMINISTRATION

DEPARTMENT OF ADMINISTRATION

Functions

Management Studies  
Data Processing  
Purchasing and Contracting  
Communications  
Printing and Duplicating  
Motor Pool  
Records Management and  
Archives  
Personnel  
Building Operation and  
Maintenance  
Building Planning  
Retirement  
Budget  
Accounts and Controls  
Warrants Issuance  
Property Valuation

Agencies Absorbed

Personnel Commission (administrative  
functions)  
Law Enforcement Merit System  
Council  
Retirement System Board  
Department of Public Building  
Maintenance  
Self Insurance Board  
Public Safety Retirement Fund  
Managers  
Public Safety Personnel System  
Board  
Retirement System Subsidiary  
Boards  
Retirement System Investment  
Council  
Retirement System Investment  
Managers  
Finance Department  
Department of Library and  
Archives (Archives function)  
Property Valuation Department  
Surplus Property Agency  
Board of Library Examiners  
Historical Advisory Commission  
State Board of History and Archives

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF ADMINISTRATION

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Personnel Commission	\$ 654,097	51
Law Enforcement Merit System	11,550	1.6
Retirement System	743,924	31
Department of Public Building Maintenance	1,486,765	119
Finance Department	1,463,766	83
Department of Library and Archives	<u>666,984</u>	<u>54</u>
TOTAL	\$5,027,086	339.6

## DEPARTMENT OF FINANCE

The major functions of the Department of Finance involve accounting, budgeting, data processing, purchasing and capital outlay planning.

The department is responsible for establishing a uniform system of accounting practices throughout all state agencies. It maintains the general accounting and bookkeeping records of the state, including both revenues and expenditures. A monthly report of the financial condition of the state is submitted to the Governor. Revenue is recorded by receiving duplicate copies of deposit receipts from individual agencies, and monthly verification is made of cash on hand, as well as the balances of funds deposited in banks. Expenditure functions involve pre-audit of all claims against the state before payment, recording encumbrances, and issuing all warrants for the treasurer to pay the claims.

Budgeting includes assisting the Governor to prepare the executive budget by correlating and recommending revisions of estimates and requests for appropriations made by individual agencies. The receipt and expenditure of federal funds by all agencies are coordinated by the department. It also approves the transfer of funds between budget items within an agency budget.

A coordinated plan for statewide data processing operations is provided by the department. Areas, such as new equipment acquisition, programming techniques and training, computer systems design, and provision of data processing services to all agencies, are all within the scope of operations.

Centralized purchasing of supplies, materials, equipment, and contractual services is provided for all state agencies. Standards of quality, specifications for acquisitions, and methods of delivery, storage, and distribution are all prescribed by the purchasing division.

Planning for future capital outlay and construction needs of the state is done by the Department of Finance. Land acquisition, architectural planning, construction monitoring, building maintenance and utilization are among functions performed.

Other functions performed by the department are the appropriation of certain funds to counties, administration of state portion of certain employer related costs, and approval of special revolving funds maintained by individual agencies.

DUTIES OF CURATORS OF LIBRARY AND ARCHIVES

A.R.S.

Duty

- 41-702      Maintain a library and keep the history and archives of the State
- 41-705      Appoint director of Department of Library and Archives if Legislature fails to do so
- 41-706      Establish rules for use of books or other library materials
- Certify copies from books or other archival records
- Arrange for exchange of official State reports with federal government and other state and foreign governments
- Make annual report to Legislature
- 41-708      Plan and develop a statewide public library service
- Compile and disseminate statistics relating to libraries and library services
- Develop library services for the blind and physically handicapped
- Advise and assist in establishment of county and municipal libraries

DUTIES OF BOARD OF HISTORY AND ARCHIVES

A.R.S.

Duty

- 41-722 Determine whether public records are of legal, administrative, or historical value
- Dispose of records of no value
- Retain records of value no longer needed by a public office for transacting business
- Check public records of any public office which terminates its functions and existence
- 41-724 Specify method for disposing of records
- 41-725 Approve transfer of public records to Department of Library and Archives

DUTIES OF HISTORICAL ADVISORY COMMISSION

A.R.S.

Duty

41-713

Advise and assist other agencies in all matters  
pertaining to the history of Arizona

Advise and assist other agencies in development of  
the State's historical resources

## DEPARTMENT OF ADMINISTRATION

### UTAH

Does not have a separate department of Administration, but divides those functions related to administration between two commissions, two boards, and a department as follows:

State Retirement Board; Seven members--six appointed by Governor , and State Treasurer ex officio.

Building Board; five appointed by Governor and board appoints Director.

Commission on Uniform State Laws; five appointed by Governor from Bar Association.

Bonding Commission; three members; one appointed by Governor plus Governor and Treasurer ex officio.

Department of Systems Planning and Computing; Director appointed by Governor, Steering Board of eleven members - four public officials, six heavy computer users, and chaired by a non-Government official. Has administrative authority.

DEPARTMENT OF ADMINISTRATION

WISCONSIN:

Department of Administration

Headed by a Secretary appointed outside the classified service by the Governor with advice and consent of the Senate. A Deputy Secretary is appointed by the Secretary and serves at his pleasure and exercises his authority in the absence of the Secretary.

The Secretary appoints an administrator from within the classified service for each of four divisions.

The statutes require Bureaus of: Personnel, Finance, Engineering, Purchases and Service, Budget and Management, and Municipal Audit. Each bureau is headed by a director appointed by the Secretary from within the classified service. The statutes permit the Secretary to appoint any other bureaus he finds necessary. Currently other bureaus include Systems and Data Processing, Capital Finance, State Planning, and Capital Development.

One exception: the Director of Personnel is appointed by the Governor from the top three names certified to the Secretary by the Personnel Board.

Boards attached to the Department by statute are: Claims, Personnel, Legislative Compensation Council, Public Records, Tax Appeal Commission, State Board, State Employees' Merit Award, Council on Printing, Council on Administrative Policy and Procedures, State Capitol and Executive Residence Board.

The four Divisions are:

Division of Administrative Services - Responsible for intra-departmental budgeting, accounting, procurement, personnel management, administrative and management analysis, and general administrative services to the other divisions and to the numerous small agencies, committees, boards and commissions attached to the Department for administrative purposes.

(Administration)

Division of Facilities and Services

Bureau of Engineering

State's "in-house" architectural/engineering firm. Oversee state construction of buildings under \$500,000, all power plants and utilities.

Bureau of Purchases and Services

Responsibilities: professional purchasing services to all agencies of state and local government, develop and improve commodity standards program, supervise state surplus disposal program, provides printing production services, central services common to all agencies (trucking, motor pool, office supply stores, etc.), operates and maintains state-owned buildings and grounds, maintains security forces for designated public buildings, and conducts guided tours.

Bureau of Capital Finance

Provides technical financial services and assistance to the building corporation for selective capital financing.

Bureau of Capital Development

Acts as project manager in the design and construction of state buildings costing over \$500,000. Provides services to the Building Commission for execution of the state building program.

Division of Management and Policy Development

Bureau of Budget and Management

Directs preparation of state budget, develops recommendations to the Governor, presents Governor's budget to the legislature, supervises budget execution, conducts studies of state agencies, provides federal aids services to state, provides communications systems analysis services, analyzes proposed legislation, drafts legislation upon proper request, provides staff services to Governor, legislators, or committees, and serves as secretariat to the Board on Government Operations.

(Administration)

Bureau of Personnel

Administrates statewide personnel management program, approves classification and compensation plan, collective bargaining, employee health, safety and training programs, and provides personnel management services to local units of government.

Bureau of State Planning

Responsible for long-range planning to develop the human and natural resources of the state, etc. Originates the capital acquisition plan and budget.

Division of Financial Services

Bureau of Systems and Data Processing

Provides central data processing services and systems analysis, provides centralized microfilming services, executes state records storage and disposal, and provides staff services to the Public Records Board.

Bureau of Finance

Administers statewide central accounting operations, audit of claims, pre-audit of expenditures, preparation of checks in payment, financial management reports to agencies, the Governor and legislature.

Bureau of Municipal Audit

Responsible for statutory audits of certain institutions and for auditing and related services to municipalities upon request. Devises and provides uniform forms on which local governments report financial information.

## DEPARTMENT OF ADMINISTRATION

### KANSAS

Has had a Department of Administration since 1953. The Commission on State Reorganization stated in January, 1971 that their concept xxx "provides an excellent example of what can be accomplished through combining the functions of existing agencies into a single department."

#### Department of Administration:

Headed by a Secretary, appointed by the Governor with approval of the Senate. Organized into seven divisions, headed by a Director, appointed by the Secretary with approval of the Governor.

Division of: Accounts and Reports, Architectural Services, Budget, Information and Communication Systems, Personnel, Purchasing, Retirement, Administration.

## DEPARTMENT OF ADMINISTRATION

### NEW MEXICO:

Initially had planned two departments; Department of Finance and Department of Administration. However, the committee on reorganization decided to recommend at this time (1969) a fractional separation within a single Department. If, later, the separation into two departments were clearly indicated, it would be more easily made because of this preliminary division.

#### Department of Finance and Administration

Headed by a Secretary appointed by the Governor with consent of the Senate. The Secretary appoints the Division Director with approval of the Governor. Secretaries and those appointed indirectly by the Secretary are exempt from the Personnel Act.

#### Division of Finance

Bureau of Budget, Educational Finance, State Board of Finance, Bureau of Financial Control, Investment Council, Investments Bureau and Officer, local government, Public Employee's Retirement Board, public school finance.

#### Administration Division

Automated data processing, capitol custodian, communications, property control, purchasing, records.

DEPARTMENT OF ADMINISTRATION

SOUTH DAKOTA:

Department of Administration  
Statutory Department

Principal functions: budget and fiscal management, purchasing and printing, buildings and ground maintenance, central administrative services, personnel services, and central data processing.

Commissioner of Administration appointed by the governor for four years, with advice and consent, non-partisan agreement.

The functions of the travel commission, records management, telephone service at the state capitol and the use and disposition of surplus state property are coordinated and operated directly from the office of the commissioner of Administration, rather than through one of the operating divisions.

Division of Budget and Fiscal Management Statutory Division

Major functions; develop and coordinate the final affairs and procedures of the state.

Commissioner of Administration serves ex-officio as Director of this Division.

State Budget Office and Budget Officer were abolished by 1970 legislature and these functions placed within the Department of Administration.

Division of Buildings and Ground Maintenance  
Statutory Division

Major functions: Control, management and supervision of the state capitol buildings and grounds.

Director of Building and Grounds Maintenance is appointed by the Commissioner of Administration with approval of the Governor.

Division of Central Data Processing  
Statutory Division

Major functions; provide a service bureau to serve state-wide needs relating to automatic data processing services.

Director of Central Data Processing is appointed by the Commissioner of Administration with approval of Governor.

Division of Personnel  
Statutory Division

Major functions; Classification of employees and conditions of employment and maintenance of personnel records for all state employees.

Director of Personnel is appointed by the Commissioner with approval of Governor.

Division of Purchasing and Printing  
Statutory Division

Major functions: Supervision of all state printing, supervision and control over the distribution of publications issued by state departments and agencies, supervision of the purchasing of all supplies for state government, except when otherwise provided by law, and supervision of capitol supply and central printing.

Director appointed by Commissioner with approval of Governor.

DEPARTMENT OF AGRICULTURE

DEPARTMENT OF AGRICULTURE

Functions

Animal Industry  
Horticulture  
Entomology  
Inspection and Standards  
State Fair

Agencies Absorbed

Livestock Sanitary Board  
Egg Inspection Board  
Board of Pesticide Control  
Agriculture and Horticulture  
Commission  
Advisory Committee on Control  
of Application of Pesticides  
State Chemist  
Supervisor of Inspection of  
Vegetable Standardization Act  
Agricultural Prorate Commissioner  
Advisory Committee on Feeds  
State Entomologist  
State Veterinarian  
Dairy Commissioner  
Beef Council  
Coliseum and Exposition Board  
State Chemist Advisory Committee

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF AGRICULTURE

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Livestock Sanitary Board	\$1,497,647	135.4
State Veterinarian	110,445	6
Egg Inspection Board	68,750	--
Board of Pesticide Control	38,459*	--
Agriculture and Horticulture Commission	1,556,694	147
Dairy Commissioner	57,099	5.2
Coliseum and Exposition Center	<u>2,456,813*</u>	<u>14.4</u>
TOTAL	\$5,785,907	308.0

\*90% of 1970-71 Estimated Receipts

## LIVESTOCK SANITARY BOARD

The major functions of the board are the protection of the livestock industry from theft and contagious disease, and protection of the public from diseased or unwholesome meat products. Protection from theft involves registration of livestock brands, issuing permits for transport of animals, and licensing feed lots, slaughter houses and meat processing plants. Predatory animal bounty control and rodent control programs are conducted to prevent losses from these sources. Quarantine of diseased animals, regulation on importing animals into the state, cooperative rabies control programs, and sheep dipping regulations are functions performed for the protection of animals from infectious diseases.

Meat and poultry inspectors enforce rules over both the sanitary conditions of slaughter and transport of animal carcasses, as well as the contents of processed meats and meat food products for the protection of the public.

## STATE VETERINARIAN

The State Veterinarian recommends quarantine periods and areas to the Livestock Sanitary Board for control of infectious diseases. Other functions performed include issuing permits for transport of swine which were fed on garbage, advising the Livestock Board on rules for importing animals, slaughter of diseased animals, and manufacture or import of serums, vaccines or viruses for use in the treatment of animals.

## EGG INSPECTION BOARD

The board regulates all businesses, except retailers of egg products, who engage in egg or egg product trade for resale within the state. Inspection and licensing of firms in the egg

industry assure uniform standards of quality, weight and size of eggs offered for sale whether produced within the state or imported from other states. Packaging and labeling regulations are also prescribed by the board.

#### ARIZONA COLISEUM AND EXPOSITION CENTER BOARD

The board has custody and control of all State Fair property. It conducts the State Fair and other exhibits and entertainments for promoting the interests of the state. It is empowered to lease the fairgrounds for rodeos, civic exhibitions and other purposes it deems proper. The board administers operation of the State Fairgrounds and Coliseum located in Phoenix.

#### AGRICULTURE AND HORTICULTURE COMMISSION

Rules and regulations for the suppression, control, and eradication of crop pests and diseases are made by this commission. Plant quarantine functions performed include operation of inspection stations throughout the state, citrus certification, plant nursery inspection. Plant seed dealers, native plant brokers and hay brokers are licensed and inspected for compliance with state laws.

A pest control and eradication program includes studies of tolerances and safe use of agricultural chemicals and enforcement of pesticide application laws in cooperation with the state chemist. The inspection of apiaries for bee diseases is also a function of the commission.

#### STATE ENTOMOLOGIST

The Entomologist is the technical advisor to the Agriculture and Horticulture Commission. He is responsible for enforcing the

rules and regulations of the commission relating to dangerous plant pests and diseases.

#### STATE CHEMIST

The determination of which plants and animals shall be declared pests is made by the State Chemist. Rules and regulations for the manufacture, distribution or sale of pesticides are made and enforced under his supervision.

He is the administrator and enforcement officer of state laws related to commercial fertilizers. Duties as such include chemical analysis for compliance with labeling, weight and plant food content requirements of the law.

He is also the administrative and enforcement officer for laws related to commercial animal feeds. Regulations concerning description of ingredients, quality control, and directions for use are prescribed and inspections by this office are made for compliance.

#### FEED ADVISORY COMMITTEE

The purpose of this committee is to assist and advise the State Chemist in making technical rules and regulations related to commercial animal feeds.

#### BOARD OF PESTICIDE CONTROL

The board makes and enforces rules for regulating the sale and use of pesticides. It issues licenses to applicators of pesticides utilizing either ground or airborne equipment. Examination is required to demonstrate knowledge of methods, precautions and hazards involved in the use of pesticides. Permits are also granted for the sale, delivery and dispensing of pesticides.

## PESTICIDE CONTROL ADVISORY COMMITTEE

This is an advisory committee to the Board of Pesticide Control and advises and assists in making technical rules and regulations to control the application of pesticides.

## FRUIT AND VEGETABLE STANDARDIZATION INSPECTION

The supervisor of inspection is responsible for enforcing laws concerning the grading, quality standards, and packaging of all fresh fruits and vegetables produced, transported, or sold in the state. He issues licenses for dealers, shippers, packers, etc., to do business, and inspects the products at the point of packaging or shipping. Interstate carload shipments entering Arizona must be accompanied by valid inspection certifications from their state of origin.

## DAIRY COMMISSIONER

The Dairy Commissioner inspects, weighs and tests dairy products produced or sold for human consumption. Health and sanitation provisions of the law are enforced by the Department of Health, however, the Dairy Commissioner is responsible for assuring conformity with the terms of the Federal Milk Ordinance. This entails licensing of milk dealers, inspection of herds, dairy barns, transport and gathering facilities, and health examinations of persons handling dairy products.

Quality control over bacterial content, butterfat content, grades of milk used in butter, cheese, or other manufactured milk products are regulated and inspected by the commission.

## ARIZONA BEEF COUNCIL

The council functions to expand and develop new markets for the cattle industry. It conducts research and disseminates information on improved marketing methods, use of beef or beef

products, and state and federal legislation related to import quotas and reciprocal trade agreements related to the beef industry.

#### AGRICULTURAL PRORATE COMMISSIONER

The Prorate Commissioner administers the program which establishes production or marketing quotas for farm products. Petitions for starting or proration for a specific product must be initiated by the producers of the commodity. The commissioner then holds public hearings and issues orders instituting programs. A program committee then determines the method, manner and extent of the proration. Certification of participants of specific programs is supervised by zone agents. Program enforcement is a joint effort of the State Supervisor of Inspection, State Entomologist, County Attorneys, and the Commissioner and Program Committees.

DEPARTMENT OF AGRICULTURE

NEW MEXICO

Department of Land Resources

Headed by a Secretary, appointed by the Governor with consent of the Senate. The Secretary appoints his Directors of Divisions, with approval of the Governor.

Each of the six Divisions will have the required number of generic sections to properly execute inherent responsibilities.

Divisions of: Lands, Agriculture, Parks, Forestry and Wildlife, Minerals, Energies, Hydrographic.

The various commissions, boards, committees and councils will remain as advisory or regulative as specified by statutes.

## DEPARTMENT OF AGRICULTURE

### WISCONSIN

#### Department of Agriculture

Headed by a seven-member board appointed by the Governor with advice and consent of the Senate. The board determines department policies and appoints a Secretary outside the classified service. The Secretary appoints a deputy and an assistant secretary, and all department personnel, and division administrators with approval of the board.

The Department has three basic programs:

- Food and Trade Regulation Program
- Animal Disease and Plant Pest Eradication Program
- Marketing Services Program

These programs are administered by eight divisions:

- Administration, General Laboratory, Animal Health, Trade, Food, Marketing, Meat Inspection, and Plant Industry

DEPARTMENT OF AGRICULTURE

KANSAS

Department of Agriculture and Natural Resources

Headed by a Secretary appointed by the Governor with Senate confirmation. The Secretary appoints Directors of the four Divisions with consent of the Governor, confirmed by the Senate.

Divisions of: Agriculture, Forestry, Fish and Game, Land and Water Resources, Parks and Recreation.

Each of these Divisions retain generic functions within several sections. Existing boards, commissions, and societies will continue to function as in the past where needed or required by law.

DEPARTMENT OF AGRICULTURE

SOUTH DAKOTA

Department of Agriculture:

Statutory Department - Major function: to enforce laws and regulations regarding agricultural products and foodstuffs.

Secretary of Agriculture - Appointed by Governor with advice and consent of Senate.

Three Divisions headed by a Director appointed by the Secretary with approval of the Governor. Divisions of: Inspections, Markets, and Plant Industry.

One Division headed by Secretary of Agriculture; the Division of Production and Marketing Cooperatives.

Division of Weed Control is headed by the State Weed Supervisor, appointed by the State Weed Control Commission.

The State Potato Inspector is selected by the Agricultural Extension Department at South Dakota State University.

## DEPARTMENT OF AGRICULTURE

### UTAH

Department of Agriculture: Commissioner appointed by Governor. Agriculture Advisory Board is appointed by the Governor.

There is a Division of Administrative Services and of Agricultural Laboratories.

The four main operational Divisions are: Animal Industry; Plant Industry; Market and Consumer Services; and Agricultural Development.

Under these are two boards and three commissions assigned to pertinent division. The members are appointed by either the Governor or the Commissioner, or jointly as the statutes dictate.

DEPARTMENT OF COMMERCE

DEPARTMENT OF COMMERCE

FUNCTIONS

Administration and Occupational  
Licensing  
Licensing and Inspection  
Examining Boards  
Banking  
Real Estate  
Insurance  
Athletics and Racing  
Atomic Energy  
Tourist Promotion  
Industrial Development  
Liquor Licensing  
Securities Regulation

AGENCIES ABSORBED

Scientific & Technical Advisory  
Council  
Board of Funeral Directors  
and Embalmers  
Structural Pest Control Board  
Board of Accountancy  
Public Accountants Advisory Com.  
Registrar of Contractors  
Board of Technical Registration  
Board of Cosmetology  
Board of Barber Examiners  
Inspector of Weights and Measures  
Real Estate Board  
Atomic Energy Commission  
Banking Department  
Racing Commission  
Athletic Commission  
Insurance Department  
Collection Agency Advisory Council  
Interagency Economic Coordinating  
Council  
Industrial Commission  
State Bar of Arizona  
Economic Planning & Development  
Board  
Department of Economic Planning  
& Development  
Compensation Fund Board  
Compensation Fund Investment Com.  
Compensation Fund Managers  
Employment Advisory Council  
Dust Disease Advisory Council  
Insurance Guaranty Association  
of Arizona  
Department of Liquor  
Board of Liquor  
Corporation Commission  
Board of Chiropractic Examiners  
Dental Board  
Board of Hearing Aid Dispensers  
Examiners  
Board of Medical Examiners  
Board of Naturopathic Examiners  
Board of Nursing  
Board of Dispensing Opticians  
Optometry Board  
Board of Osteopathic Examiners  
Pharmacy Board  
Board of Physical Therapy Examiners  
Board of Podiatry Examiners  
Practical Nurse Committee  
Board of Psychologist Examiners  
Veterinary Examiners Board  
State Community Development Council

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF COMMERCE

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel In Agency</u>
Board of Funeral Directors and Embalmers	\$ 10,152*	--
Board of Structural Pest Control	7,405*	--
Accountancy Board	43,450	--
Registrar of Contractors	324,000	--
Board of Technical Registration	93,225	--
Board of Cosmetology	114,037	9
Board of Barber Examiners	35,924*	--
Inspector of Weights and Measures	123,055	9
Real Estate Board	272,400	--
Atomic Energy Commission	202,217	10
Banking Department	302,045	23
Racing Commission	435,448	21
Athletic Commission	1,200*	--
Insurance Department	545,921	50
Industrial Commission	1,748,864	125
Department of Economic Planning and Development	736,118	29
Department of Liquor	167,662	12
Corporation Commission	(A)	--
Board of Chiropractors	4,104*	--
Dental Board	38,000	--
Board of Medical Examiners	87,175 (B)	--
Board of Naturopathic Examiners	2,380*	--
Board of Nursing	150,500	--
Board of Dispensing Opticians	3,997*	--
Board of Optometry	5,830*	--
Board of Osteopathic Examiners	27,700	--
Board of Pharmacy	133,977	--
Board of Physical Therapy Examiners	3,075*	--
Board of Podiatry Examiners	2,861*	--
Board of Psychologist Examiners	1,845*	--
Board of Veterinary Examiners	<u>10,089*</u>	<u>--</u>
TOTAL	\$5,634,656	288

(A) Included in Public Service Commission

(B) Does not include \$25,000 for Paramedics Study

\* 90% of 1970-71 estimated receipts

## DEPARTMENT OF COMMERCE

### Inspector of Weights and Measures

The Inspector has custody of the state standards of weights and measures. He exercises supervision over the use of scales, weights and measures by inspecting the devices used in smaller communities, the testing apparatus used by cities, and the work of local sealers of weights. Highway construction project scales, public weighmaster scales, gasoline pumps and electric, gas or water meters of consumers are examples of devices tested.

### Atomic Energy Commission

The Commission licenses users of sources of radiation. It inspects facilities and equipment to protect health and safety, establishes radiation dose standards, and prescribes use of a uniform system of labels, signs and symbols. Regulations are issued for training of personnel working with radiation sources and for the storage or disposal of radioactive materials.

The Commission also promotes the state as a location for research and development activities in nuclear technology by sponsoring studies and investigations and publishing data of interest to developers for economic purposes.

### Banking Department

The Banking Department regulates the operations of financial institutions such as banks, building and loan associations, credit unions, and small money lenders. Annual examinations of all financial institutions are made to determine the condition and resources of the institutions in order to protect depositors, stockholders and the borrowing public.

Items investigated include state requirements for capital and reserves, operating procedures, conduct of directors and officers, investment and disposition of funds, liability for indebtedness of the institutions, dividends paid stockholders, and interest rates charged borrowers.

### Racing Commission

The Commission supervises all horse, harness and dog racing when wagering is involved. Chemists employed by the Commission make tests and analyses of body fluids of the animals to prevent tampering with the races. Wagering and supervision over pari-mutuels, establishing racing dates, supervision of breeders and trainers, and investigation and licensing of track owners and operators are functions of the Commission.

### Athletic Commission

The Athletic Commission regulates professional boxing and wrestling exhibitions including functions, such as licensing of promoters, managers and participants, physical examinations, attendance of physicians and selection of referees.

### Collection Agency Advisory Committee

The Committee advises the Secretary of State in preparing regulations and for administering the laws relating to both collection agencies and agents.

### Inter-agency Economic Coordinating Council

No statutory duties defined.

### Industrial Commission

The Commission administers and enforces the laws for protecting life, health, and safety and welfare of employees. Minimum wages, hours of labor, employment of women and children, discrimination in employment, and regulations of private employment agencies are all regulated in addition to establishing safety standards for prevention of industrial accidents.

### Compensation Fund Board

The Board appoints the Compensation Fund Manager who is the administrative head of the Compensation Fund. The purpose of the Fund is to insure employers against liability for workmen's compensation, occupational disease benefits, and hospital, medical and

surgical benefits. Premiums which are collected from employers are used to pay claims of employees or their dependents who have been injured on their jobs. Rates of premiums and amounts of compensation for claims are determined by the Fund.

#### Compensation Fund Investment Committee

The Committee establishes the investment policy and supervises the investment activities of the Compensation Fund. Independent counsel is retained to advise in determining securities purchases and sales.

#### Employment Advisory Council

This is an advisory council to the Industrial Commission which makes recommendations for regulating private employment agencies.

#### Dust Disease Advisory Council

This is a consulting committee of licensed physicians who examine pulmonary disease claimants and recommend treatment procedures or who determine applicability of death benefit claims.

#### Department of Liquor

The Department issues licenses for businesses to sell or dispense spirituous liquors. It regulates registration of salesmen, enforces laws pertaining to sales to minors, hours of sales, physical site of business locations including restaurants and clubs, and regulates importation of liquor into the state. It examines books and records of businesses to determine and collect appropriate taxes.

#### Examining Boards

There are established examining boards for the various professions and occupations listed below. Members of these boards shall be appointed in the manner and numbers, and for

terms, as specified in pertinent statutes.

These boards shall do and perform all duties as prescribed in the statutes. These duties include, but are not limited to, collection fees due, conduct examinations for licenses, issue licenses, conduct hearings, revoke or suspend licenses, and administer and enforce all provisions of law pertaining to their respective professions.

Boards of:

Funeral Directors and Embalmers  
Optometry  
Pharmacy  
Psychologist Examiners  
Physical Therapy Examiners  
Structural Pest Control  
Accountancy  
Cosmetology  
Veterinary Board  
Podiatry Examiners  
Osteopathic Examiners  
Dispensing Opticians  
Chiropractic Examiners  
Naturopathic Examiners  
Dental Board  
Medical Examiners  
Nursing  
Practical Nursing  
Barber Examiners  
Real Estate  
Hearing Aid Dispensing Examiners  
Public Accountants Advisory Commission  
Technical Registration  
Liquor  
Registrar of Contractors  
State Bar of Arizona

Scientific and Technological Planning and Advisory Council

The Council shall act in an advisory capacity to the Planning Division of the Department of Economic Planning and Development in formulating policies and programs to stimulate the impact of scientific research and applications of technology upon economic development.

### Insurance Department

The Director enforces the provisions of the statutes. He conducts such examinations and investigations as he deems proper, or as are expressly authorized, in determining violations of the provisions of the title on insurance. He may make any rule or regulation necessary to properly carry out his responsibilities.

He will issue certificates and licenses to companies to enter into insurance business in the state.

### Department of Economic Planning and Development

#### Economic Planning and Development Board

The Department has two divisions. The Planning Division is responsible for economic planning, economic research, and scientific and technological planning, as well as any additional functions as assigned by the Director.

The Development Division is responsible for industrial and tourism development, advertising and publications, and all other additional responsibilities as assigned by the Director.

The Board appoints the Executive Director of the Department of Economic Planning and Development with consent of the Governor. The Board also is the Governor's Advisory Board.

### Insurance Guaranty Association of Arizona

A nonprofit organization established to pay covered claims under certain insurance policies, to avoid excessive delay in payment and to avoid financial loss to claimants or policyholders because of the insolvency of an insurer, to assist in the detection and prevention of insurer insolvencies, and to provide an association to assess the cost of such protection among insurers.

DEPARTMENT OF COMMERCE

SOUTH DAKOTA

Does not identify a Department of Commerce. All Examining Boards and Licensing and Inspection are within the executive branch and appointed by the Governor.

Banking and Insurance are each separate departments whose heads are appointed by the Governor with Senate consent.

Real Estate, Racing, and Athletic are all commissions within the executive branch and all appointed by the Governor.

Industrial Development is performed by a separate agency, headed by a nine-member commission appointed by the Governor who sits ex officio advisory.

DEPARTMENT OF COMMERCE

NEW MEXICO

Commerce Department

Headed by a Secretary appointed by the Governor with consent of the Senate. Secretary appoints Directors of Divisions with approval of Governor.

Responsible to regulate commerce to protect both consumer and enterprise, and to promote a favorable climate for the growth of existing commerce and the establishment of generally beneficial new commercial enterprises.

All current boards, committees, and commissions will be absorbed into one of the four generic divisions as follows:

Divisions of: Finance, Markets, Public Utilities, and Transport.

DEPARTMENT OF COMMERCE

KANSAS

Department of Regulatory Agencies

Headed by a Secretary appointed by the Governor with Senate confirmation. The Secretary appoints Division Directors with approval of Governor, confirmed by the Senate.

Agencies whose functions are primarily regulatory in nature are included in this Department.

Divisions of: Banking, Consumer Credit, Credit Unions, Professional Licensing, Savings and Loan, Securities, and the Corporation Commission.

The Division of Professional Licensing would include the current twenty-one commissions and boards presently operating as separate agencies.

The Corporation Commission is included as part of this Department but would continue to operate substantially as it is at present.

## DEPARTMENT OF COMMERCE

### WISCONSIN

In the Wisconsin organizational concept, the area of commerce is quite fragmented. Banking, Insurance, Savings and Loan, and Securities are considered as independent agencies, each headed by a single commissioner who is appointed by the Governor with advice and consent of the Senate.

The regulation of all public service is assigned to a full-time Public Service Commission of three members appointed by the Governor with Senate confirmation.

Within the Commerce framework are two areas that have Department level status:--The Department of Agriculture, which was treated separately; and the Department of Regulation and Licensing, which we will cover here.

The Department of Regulation and Licensing is headed by a secretary, nominated by the Governor with advice and consent of the Senate and appointed for six years. A Deputy is appointed by the Secretary under civil service laws. The department performs supportive administrative functions for the various examining boards established by law. The board issues all licenses as required and for the registration of charitable organizations, professional fund raisers and solicitors.

DEPARTMENT OF COMMERCE

UTAH

In their organizational profile, Utah has fragmented those functions most generally identified with commerce into two separate areas. One classified as Commerce and Labor and the other as Regulatory Functions.

Under Commerce and Labor is the Industrial Commission. Three members, appointed by the Governor; and Apprenticeship Council appointed by the Governor; and, a Workmen's Compensation Council appointed by the Industrial Commission.

Under the Industrial Commission is the Labor Relations Board appointed by the Governor; the Department of Employment Security Review Board appointed by the Governor; and, the Employment Security Advisory Council appointed by the Governor.

Within the area of Regulatory Functions are:

Department of Business Regulations

Director appointed by the Governor. Under the Department are the Public Service Commission, Securities Commission, Board of Real Estate Examiners, and Trade Commission.

Department of Registration

Composed of twenty-eight licensing boards.

State Department of Financial Institutions

Has supervisory responsibility over Board of Credit Union Advisers and Council of Advisers on Consumer Credit.

Insurance Department

Fire Prevention Board

Athletic Commission

Department of Commerce  
Utah

Liquor Control Commission

Has legislative and judicial authority over the  
Division of Liquor Control.

Board of Abstract Commissioners

Department of Agriculture

The Governor appoints the principal officers of all  
the main agencies and the members of the principal  
boards and commissions.

DEPARTMENT OF CORRECTIONS

DEPARTMENT OF CORRECTIONS

Functions

Adult Authority  
Youth Authority  
Parole Supervision

Agencies Absorbed

Department of Corrections

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF CORRECTIONS

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel In Agency</u>
Department of Corrections	\$13,200,747	813.5(C)

(C) 1970-71 estimate of 40 employees of Arizona Girls School included

## DEPARTMENT OF CORRECTIONS

Encompasses the various institutions, facilities and programs which are now or may become a part of the correctional program, and to provide for supervision and administration of all matters relating to the institutionalization, rehabilitation and parole functions of all adult and youth offenders.

The appointed director shall: be responsible for over-all operations and policies; for administration and executing all parole services and for the development of policies and programs designed to improve the various correctional programs. Maintain and administer all institutions and programs within the department and such other facilities and programs as may be required and established for the custody, control, correction, treatment and rehabilitation of all adult and youth offenders committed thereto.

Employ deputy directors and other key persons as needed based on qualifications prescribed by him.

The director may promulgate rules and regulations to implement the purpose of the department and may take any administrative action such as creation, dissolution, or consolidation of units, transfer of employees or duties within or between units, transfer of inmates or offenders between institutions or any other action designed to improve efficiency.

DEPARTMENT OF CORRECTIONS

UTAH

Division of Corrections, within Department of Social Services, headed by a Director appointed by the Board of Corrections with concurrence of Department Director.

The Board of Corrections is appointed by the Governor. The Board appoints a Board of Pardons and exercises administrative authority of it. The Board exercises legislative and judicial authority over the Division of Corrections.

Under the Division are the State Prison and the Adult Probation and Parole Sections. The Board appoints the Warden and Chief Agent of the Probation and Parole Sections.

## DEPARTMENT OF CORRECTIONS

### KANSAS

Does not have a Department of Corrections but places these functions within a Department of Health and Social Services along with five other related functional areas.

The Department of Health and Social Services is headed by a Secretary appointed by the Governor and confirmed by the Senate. Within this Department are the Division of Penal Institutions and Rehabilitation and Division of Probation and Parole. Each Division is headed by a Director appointed by the Secretary with approval of the Governor.

The Commission on Reorganization considered setting up a separate Department of Corrections but, for now, settled on these programs as Divisions. They have not excluded the possibility that at some future date it might be wise to create a Department of Corrections.

DEPARTMENT OF CORRECTIONS

NEW MEXICO

Department of Corrections

Headed by a Secretary appointed by the Governor with consent of the Senate. The Secretary appoints his Directors of Divisions with approval of the Governor.

There are three Divisions:

Adult Institutions Division

Juvenile Institutions and Parole Division

Adult Probation and Parole Division

There is, in addition, a five-member adult parole hearing board which is in direct line of authority with the Secretary.

DEPARTMENT OF CORRECTIONS

SOUTH DAKOTA

Has a Board of Charities and Corrections. Chief administrative officer is an Executive Director appointed by Board who also fixes term and salary.

The Board of five members is appointed by the Governor with advice and consent of Senate.

This is a constitutional board charged with control and management of the State Penal and Charitable institutions.

## DEPARTMENT OF CORRECTIONS

### WISCONSIN

Does not have a Department of Corrections but includes this activity as a Division within a Department of Health and Social Services administered by a board of nine members nominated by the Governor with advice and consent of the Senate. The Board appoints a departmental secretary who, in turn, appoints a deputy and division administrators with approval of the Board.

Two special boards advise the Secretary on the parole of public offenders under department jurisdiction.

#### Division of Corrections:

Bureaus of: Institution Services, Clinical Services, Probation and Parole, Management Services, and Planning Development and Research.

DEPARTMENT OF EDUCATION

DEPARTMENT OF EDUCATION

(Headed by elected Superintendent of Public Instruction)

Functions

Elementary Education  
Secondary Education  
Teacher Certification  
Vocational Education  
Adult and Special Education  
Arts and Humanities

Agencies Absorbed

Advisory Council for Technical  
and Vocational Education  
Board of Educational Rehabilitation  
School for Deaf and Blind  
Private Technical and Business  
School Board  
School Board Association  
Commission on Arts and Humanities  
Department of Education

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF EDUCATION

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
School for Deaf and Blind	\$ 2,401,342	197
Private Technical and Business School Board	12,768*	--
School Board Association	54,000	3
Commission on Arts and Humanities	27,425	2
Department of Education	<u>180,681,564</u>	<u>228(D)</u>
TOTAL	\$183,177,099	430

(D) 1970-71 estimate of 154 employees of Vocational  
Rehabilitation included

\* 90% of 1970-71 estimated receipts

## DEPARTMENT OF EDUCATION

The basic educational structure presently in existence within the state would continue under the proposed reorganization. The only changes proposed would be the merging of several independent educational agencies into the present Department of Education. The Board of Education, the Board of Directors for Community Colleges, and the Board of Regents would continue to be responsible for establishing and administering their separate educational programs. Each board is appointed by the Governor with approval of the Senate.

The Board of Education governs both the elementary and secondary public school systems of the state. It establishes policy, apportions financial funds, and enforces school laws for the state. The board delegates the execution of its functions to the Department of Education.

The Department of Education is headed by the Superintendent of Public Instruction, an elected official. The superintendent is an ex-officio member of all three boards mentioned previously, thereby bringing a continuity to the educational system from preschool through the advanced college degree.

The department administers the policies and regulations established by the Board of Education in their application to each local grade school and high school district throughout the state.

In addition to their present duties it is proposed that the Department of Education be responsible for those education related functions now being performed by several independent agencies. These agencies are the Advisory Council for Technical and Voactional Education, the Board of Educational Rehabilitation, the School for Deaf and Blind, the Private Technical and Business School Board, the School Board Association and the Commission on the Arts and Humanities.

The Board of Directors for Community Colleges is the policy making as well as administrative head of the Community College system of the state. It supervises the formation and operations of Community College districts which provide educational programs which do not exceed two years training beyond the high school level in the arts and sciences or in vocational education. The board determines the physical site of colleges in their district and takes title for the state of real and personal property of the colleges.

The Board of Regents has jurisdiction and control over the state universities. It is responsible for determining policy and for operating each of the schools. No changes are proposed to their present functions or duties.

## STATE BOARD OF EDUCATION

The State Board of Education regulates and supervises the public school systems of the state and governs and determines policy of the Department of Education. Execution of policy is delegated to the Superintendent of Public Instruction.

The Board prescribes courses of study in elementary and high schools, approves textbooks which may be used, determines the number of credits necessary for graduation, and establishes requirements for teacher certification. Financial duties of the Board includes managing the State School Fund, apportioning funds to counties based upon average daily attendance, accepting and apportioning federal grants for education, and accepting and supervising expenditures of private grants.

The Board is also responsible for ascertaining that school laws are enforced and that uniform systems of records and accounts are maintained.

## SUPERINTENDENT OF PUBLIC INSTRUCTION

The Superintendent of Public Instruction directs the Department of Education. He is the administrative officer who executes the policies established by the State Board of Education.

Various courses of special instruction which the Superintendent directs involve crippled children, homebound students, patriotic exercises, citizenship and adult training, vocational education, and vocational rehabilitation. Other non-instructional programs administered by the Superintendent include school lunch programs, assessment and enforcement of uniform reading tests, and the financial duties of receiving school district budgets, distributing funds appropriated for State financial aid to school districts, and apportioning to counties their share of State School Fund monies.

Teacher certification is administered and average daily attendance statistics are maintained by the Department.

## STATE BOARD OF PRIVATE TECHNICAL AND BUSINESS SCHOOLS

The State Board of Private Technical and Business Schools issues licenses both for the operation of occupational training schools and for agents who solicit students for such schools. The Board also establishes standards of instruction for these schools and is empowered to investigate complaints and to suspend or revoke licenses for cause.

## ARIZONA STATE SCHOOL FOR THE DEAF AND THE BLIND

The Arizona State School for the Deaf and the Blind provides specialized education for children with auditory and/or visual handicaps who cannot adequately obtain an education in the regular public schools. Specially trained staff train students of preschool through high school age to become self-sufficient. The school operates a full-time residential campus in Tucson and a branch elementary day school in Phoenix.

Other services provided by the School for the Deaf and the Blind include assistance to school districts which conduct special programs for these handicaps and reader assistance for blind college students.

## ARIZONA SCHOOL BOARD ASSOCIATION

The Arizona School Board Association is a voluntary organization comprised of school board members from local elementary and high school districts. The Association coordinates educational policies and procedures and promotes uniform application of school laws. It also submits recommendations and proposed legislation for improvement of the public school systems to the Superintendent of Public Instruction and to the Legislature.

## BOARD OF EDUCATIONAL REHABILITATION

The Board of Educational Rehabilitation supervises the administration of the educational programs within the State correctional institutions. They employ teachers and other necessary staff and prescribe the operating rules and regulations for the program.

## COMMISSION ON THE ARTS AND HUMANITIES

The Commission on the Arts and Humanities functions to encourage and stimulate public interest throughout the State in the performing arts, fine arts and humanities. The Commission contracts with individuals or institutions for their services in furthering artistic or cultural activities within the State. It also acts as the State agency for the receipt and disbursement of funds from the National Endowments for the Arts and the Humanities.

## ADVISORY COUNCIL FOR TECHNICAL-VOCATIONAL EDUCATION

The Advisory Council provides leadership in planning and establishing a program of technical-vocational education in the state. They give advice to the State Board of Vocational Education, which by law is the State Board of Education.

DUTIES OF SUPERINTENDENT OF  
PUBLIC INSTRUCTION

<u>A.R.S.</u>	<u>Duty</u>
15-121	Apportion to counties their share of State school fund money  Estimate next year's funds for county superintendents  Direct the Department of Education
15-122	Print pamphlets of school laws  Print pamphlets on school sanitation, architecture, holidays  Print and distribute blank forms and school registers  Print and distribute prescribed courses of study  Print teacher certificates
15-123	Print annual report to Governor and Legislature (containing all daily attendance statistics, etc.)  Furnish copies of Attorney General's opinions on school matters
15-1001	Disburse appropriation for education of crippled children
15-1012	Direct Division of Special Education  Appoint Director of Division of Special Education
15-1031	Prepare Salute to the Flag program and legal holiday provisions
15-1032	Pay patriotic program expenses to counties after approval by Board of Education
15-1041	Devise plans for establishing classes for immigrants and adults
15-1097	Certify special education program  Enforce school district compliance with minimum grade level requirements in special education

A.R.S.

Duty

- 15-1127 Include in budget amount required by State Board of Education for school lunch programs
- 15-1131 Assess third grade reading tests and retain files of test results
- 15-1152 Submit plans for use of private grants to State Board
- 15-1199.02 Prepare and distribute application forms  
Allocate monies for career education program  
Determine counties compliance with career education program
- 15-1201 Receive district budget proposals and final adopted budgets  
Prescribe new budget forms required
- 15-1222 Distribute and administer State School Financial Assistance fund appropriated by Legislature
- 15-1228 Distribute and administer "equalization monies" to school districts
- 15-1231 Receive annual reports from county treasurers
- 15-1418 Certify withholdings from payroll for Teacher Retirement
- 15-1421 Budget employer portion of contributions to Teacher Retirement

DUTIES OF ARIZONA SCHOOL  
BOARD ASSOCIATION

A.R.S.

Duty

15-142

Coordinate educational policies and procedures and  
promote uniform application of school laws of the State  
Recommend legislation to improve public school system

DUTIES OF STATE BOARD OF  
PRIVATE TECHNICAL AND BUSINESS SCHOOLS

A.R.S.

Duty

e

15-932.01	Act upon applications for licensing of schools and agents Act upon complaints and charges Keep a register of each application for agent's license Keep a register of each application for school's license
15-933	Establish standards of instruction Issue licenses to schools
15-936	Issue licenses to agents
15-939	Revoke licenses
15-940	Investigate complaints

DUTIES OF SCHOOL FOR DEAF AND BLIND

A.R.S.

Duty

- 15-805 Assist blind college students by providing readers
- 15-813 Act as trustee for lands, money, and other valuable  
donations  
Provide books and other supplies  
Prescribe system of records and accounts  
Keep records and accounts
- 15-814 Prepare annual report for Governor  
Prepare estimate of needed appropriation for Legislature
- 15-816 Appoint and discharge employees  
Purchase supplies
- 15-833 Enroll blind, deaf, speech defective students  
Select locations
- 15-831 Care for and educate students in best manner practicable
- 15-1213 Distribute appropriated funds to school districts for  
deaf and blind students
- 15-1418 Certify deductions for employees' contributions to retirement
- 15-1421 Budget employer's portion of contribution to Teacher  
Retirement

## DUTIES OF THE STATE BOARD OF EDUCATION

### A.R.S.

### Duty

- 15-102 Delegate to Superintendent of Public Instruction the execution of policies decided upon  
Recommend legislative changes  
Publish reports concerning educational welfare of the State  
Devise plans for increase and management of State school fund  
Ascertain whether school laws are enforced  
Aid enforcing laws on schools, health, compulsory education, child labor  
Generally supervise and regulate public school system  
Prescribe and enforce a course of study in common schools  
Prescribe subjects to be taught in all common schools  
Prescribe optional subjects to be taught in all common schools (manual training, household economics, kindergarten)  
Prescribe textbooks for all common schools  
Determine number of credits required for graduation from high school  
Supervise and control teacher certification  
Collect fees for teacher certification  
Revoke certification for certain reasons  
Prescribe a uniform system of record keeping and accounting
- 15-911 Decide upon requests by military reservations to establish separate school districts (accommodation schools)
- 15-1012 Prescribe duties of Division of Special Education
- 15-1016 Accept donations for Division of Special Education and maintain funds
- 15-1021 Prescribe teaching materials for courses in U.S. and Arizona Constitutions
- 15-1022 Adopt course of study in common and high schools
- 15-1023 Include alcohol and drug abuse in instruction course
- 15-1025 Prescribe teaching materials for instruction in free enterprise system
- 15-1041 Adopt rules for classes for immigrants and adults

A.R.S.

Duty

- 15-1051 Approve vocational training courses for high schools
- 15-1054 Establish rules for vocational education and reimburse districts
- 15-1055 Accept donations for vocational education and maintain funds
- 15-1062 Administer Arizona Youth Farm Loan Fund
- 15-1064 Settle claims against obligations arising out of Farm Loan Fund administration
- 15-1091 Establish Advisory Council for Technical-Vocational Education
- 15-1092 Allocate and distribute funds for technical-vocational education
- 15-1074 May prescribe courses of study for firearms and hunting practices
- 15-1094 Accept gifts for vocational education
- 15-1097 Establish testing standards and qualifications for each grade level of special education  
Establish minimum qualifications for special education instructors  
Determine whether facilities to be used are suitable
- 15-1101 Supply free textbooks to common schools
- 15-1103 Contract with publishers for purchase of textbooks by school districts
- 15-1122 Direct disbursement of funds for school lunch program  
Take necessary action to provide for establishment and maintenance of school lunch program
- 15-1125 Prescribe regulations for keeping accounts and records by district school boards  
Conduct audits of school lunch program
- 15-1131 Conduct annual third grade reading achievement test  
Adopt and regulate all third grade reading tests
- 15-1134 Prepare and present annual report on reading tests for Legislature

<u>A.R.S.</u>	<u>Duty</u>
15-1141 15-1142	Accept and apportion federal grants for education
15-1143	Hear appeals for districts to exceed their budgets of federal funds
15-1151	Administer private grants for education
15-1161	Administer federal funds provided for Indian educa- tion in public schools
15-1192	Issue temporary certificates to exchange teachers
15-1199.01	Establish rules and regulations for career education (vocational guidance) programs
15-1212	Apportion funds on basis of average daily attendance to each county
15-1214	Assist in educating children of employees of State institutions or ports of entry inspection stations
15-1463	Act as State employing instrumentality for FOASI system and retirement system for teachers
15-1501	Prescribe and enforce standards for eye protection safety devices
23-502	Provide vocational rehabilitation service to eligible disabled persons
23-505	Appoint director of division of vocational rehabilitation

DUTIES OF BOARD OF EDUCATIONAL REHABILITATION

A.R.S.

Duty

31-503

Supervise and administer the operation of educational rehabilitation institutions

Appoint the superintendent of each such institution

Hire teachers and other employees as necessary

DUTIES OF COMMISSION ON THE ARTS AND HUMANITIES

A.R.S.

Duty

41-982

Employ personnel as needed

Contract for services which further the objectives of the Commission

Accept donations of unrestricted funds

Encourage public interest through the State in the study and presentations of arts and humanities

Make surveys of institutions engaged in artistic and cultural activities within the State

Encourage and assist freedom of artistic and scholarly expression

41-983

Receive and disburse funds from the National Endowment on the Arts and Humanities

41-484

Prepare and submit annual report to Governor and Legislature

## EDUCATION IN OTHER STATES

The question of executive organization has been the subject of several past studies, both comprehensive and specific, and the findings and recommendations of those studies were reviewed. Recent efforts of other states directed toward modernizing and developing more streamlined, effective structures of organization were also reviewed.

From these reviews, three basic organization profiles for the Education Department were chosen as representative. The reader surely must realize that to illustrate the many variants in a report of this nature would be impracticable.

The first one, as illustrated by the State of Virginia chart, has no elected officials for the Department of Education, but instead has the Governor appointing most of the Department officials. This concept most nearly parallels the one presented at the Governors' Conference by the Study Committee on Constitutional Revision and General Government Organization in July 1968.

The second concept presented for comparison is the Colorado organization. The members of the State Board of Education and the Regents of the University are all elected. The Governor plays a comparatively minor role in this complex organization of some 35 departments, divisions, committees, boards, etc. The State Board of Education is considered as a department within the Executive Department, but no clear definition of what, if any, authority is exercised by the Governor is shown. This is a classic example of fragmentation and decentralization of authority and lack of definitive responsibility.

The Wisconsin organization concept, while it may not be the epitomy of centralization, most nearly depicts the proposed concept than any of the many other variants throughout the states. The elected chief school official is head of the Department of Public Instruction, he appoints his deputy and six assistants and is either an ex officio or statutory member of all boards, regents, and/or councils which are appointed either in whole or in part by the Governor. The legislators and the electorate know with whom culpable responsibility lies within this organizational profile.

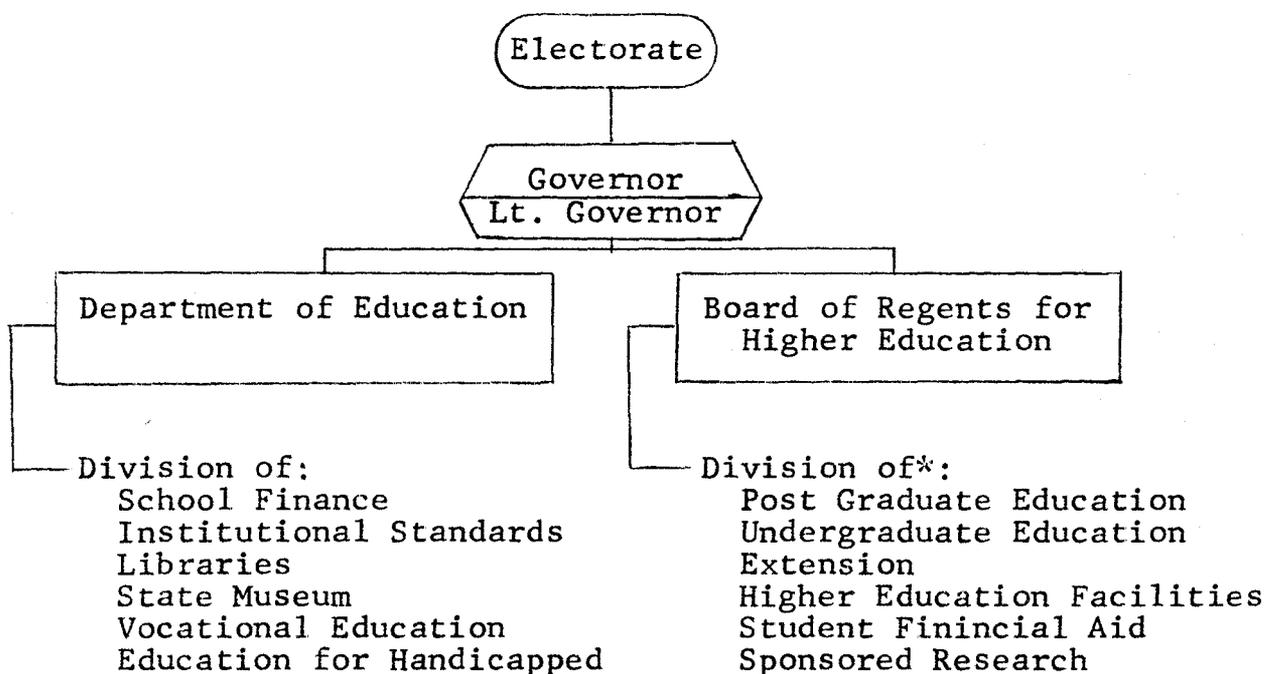
Based upon statistics extracted from the Book of the States, 1970-71, Table 7, Page 305, the national trend is away from elected chief state school officers (Superintendent of Public Instruction). In 1947, 31 states elected their chief state school officer. This figure dropped to 21 in 1969. The national trend favors appointment to this position by the Board of Education, as witness the increase from 11 states using this method in 1947 to 25 in 1969.

While the vast majority of states (30 in 1947 and 32 in 1969) have the Governor appointing the State Board of Education, there was an increase of 8 states (from 3 in 1947 to 11 in 1969) which elected this board.

More significant is the approach to central authority and responsibility and elimination of the fragmentation which prevailed in past organization concepts.

PRINCIPAL ORGANIZATIONAL CONCEPTS CURRENTLY  
IN USE THROUGHOUT THE VARIOUS STATES

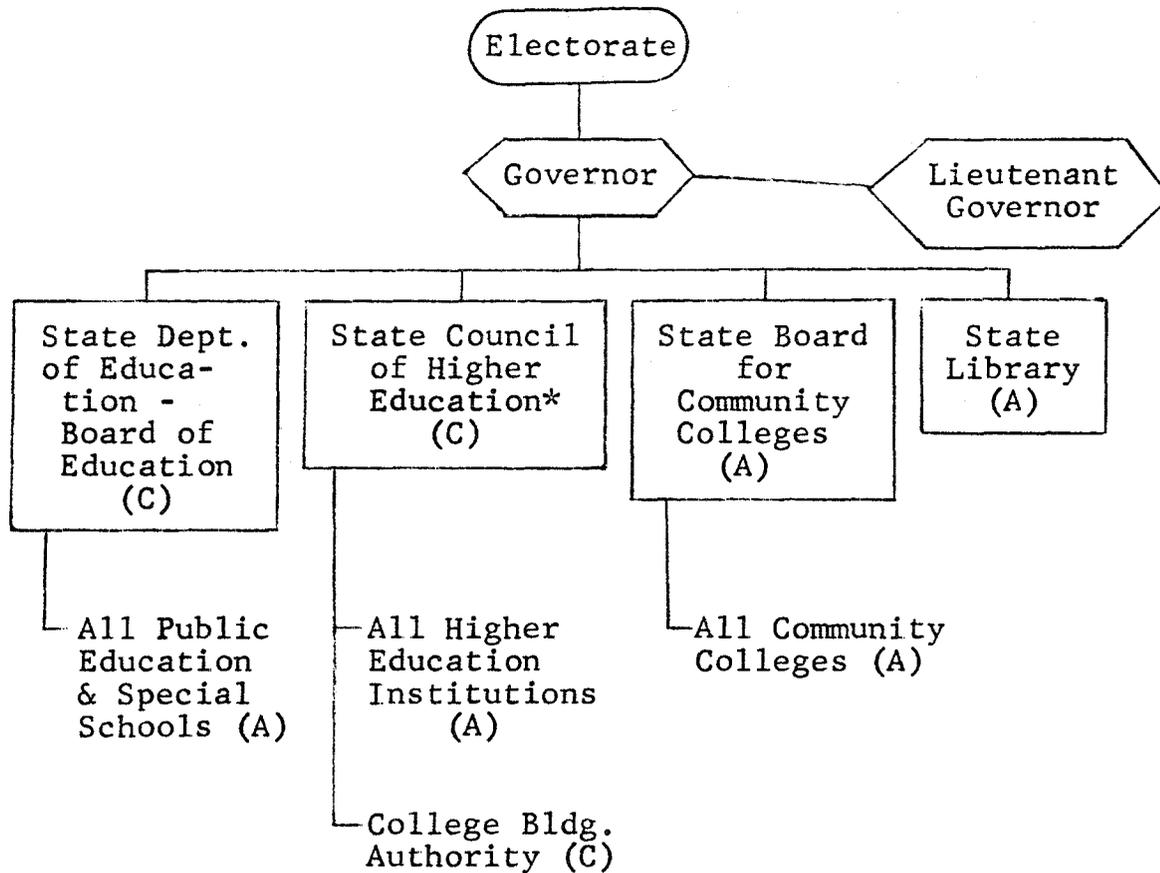
The first concept presented for comparison is taken from the Report to National Governors' Conference by the Study Committee on Constitutional Revision and General Government Organization, July 1968.



The Department would be headed by an individual appointed by the Governor. The Board would be selected in a manner prescribed by the Legislature, but the Chairman would be designated by the Governor. This concept also recommends only the Governor and Lieutenant Governor as elective offices. Vocational Education and Vocational Rehabilitation are both in the Department of Education.

Admittedly, this is an abstract model and, if considered for implementation, must be adapted to local traditions and preferences.

ORGANIZATION OF STATE OF VIRGINIA



(A) Board or commission with administrative power and appointed by the Governor

(C) Board or commission with administrative power and appointed by the Governor with approval of the General Assembly

\* Professional advisory committees comprised of educators and laymen as deemed essential

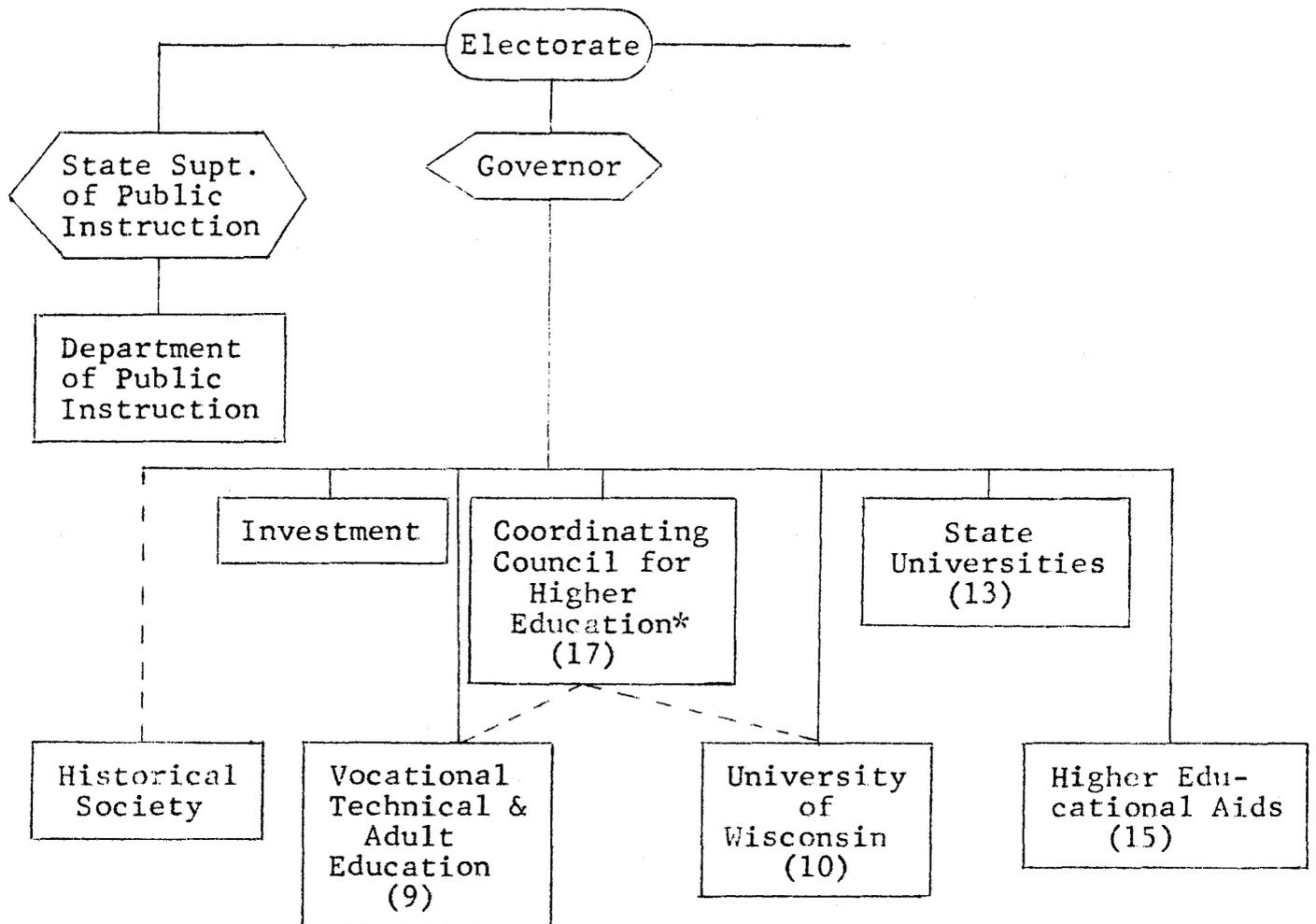
This system has the Governor appointing the Board of Education, the Superintendent, who is the chief executive officer of the public school system, and almost all other boards, committees, and officials, as indicated.

Virginia - cont.

Vocational Rehabilitation is carried under the Health, Welfare, and Corrections Division of the State Government. Technical-Vocational Education is under the Department of Community Colleges.

The Governor and Lieutenant Governor are the only elected officials under this plan.

## ORGANIZATION OF STATE OF WISCONSIN



The Department of Public Instruction is headed by the State Superintendent of Public Instruction, elected for a four-year term in a non-partisan election, who administers all statutes and rules relating to elementary and secondary education. He also appoints a deputy and six assistant superintendents. He has two advisory committees, one on the blind and one on library development.

\*Numbers in parentheses indicate number of members appointed to boards, councils, etc., either in whole or in part by the Governor.

The Superintendent is an ex-officio member of the 13-member Board of Regents for State Universities. Twelve members of the Board (at least one woman) are appointed by the Governor with consent of the Senate and the State Treasurer is ex-officio Board Treasurer.

The Superintendent of Public Instruction is also an ex-officio member of the 10-member Board of Regents for the University of Wisconsin. The other 9 members are appointed by the Governor.

The 17-member Coordinating Council is composed of 9 citizen members appointed by the Governor, 2 regents from each of the 3 higher education divisions, the State Superintendent of Public Instruction, and one member of a county teachers college board appointed annually by the Governor. The Council is a policy-making body responsible for overall direction and coordination of policies and programs in higher education to insure that the needs of the State, present and future, are met.

The Superintendent of Public Instruction is also an ex-officio member of the Board of Vocational, Technical, and Adult Education, which is responsible for vocational education. Vocational Rehabilitation is assigned to the Department of Health and Social Services.

This system more nearly approximates the concept of central authority and responsibility. A minimum number of separate departments is employed, the elected official is either a statutory or ex-officio member of them all, and the Governor has extensive appointive authority in all departments.

The State Board of Education and the Regents of the University are elected under this concept. The State Board of Education is considered as a department within the Executive Department. The Department of Education apparently has responsibility for all public education institutions. This includes vocational education and vocational rehabilitation.

The Commission on Higher Education is appointed by the Governor and the Commission in turn appoints the head of the Department of Higher Education.

This complex organization consists of some 35 boards, committees, councils, departments, and divisions. It appears to be a cumbersome organization. There is much fragmentation, lines of authority are not clearly delineated, and the Governor appears to be a necessary evil.

## DEPARTMENT OF EDUCATION

### UTAH

Does not have a Department of Education, per se, but has dispersed authority among several boards, commissions and the Department of Public Instruction. Principal officers are appointed in the main by the Governor, but the State Board of Education has nine elected members.

#### State Board of Education

Nine members elected.

The Board appoints a State Superintendent of Public Instruction who heads up the Department of Public Instruction. The Board also appoints four deputy superintendents to head up four offices under the Superintendent. Office of: Post High School Services, Instructional Services, Administration Services, and Rehabilitation Services. Two commissions, Course of Study and Textbooks, have legislative and judicial authority over the Superintendent and they are appointed by the Governor.

Four special schools are also under the Superintendent: Deaf and Blind, two technical colleges, and area vocational centers. The Governor appoints an Advisory Council for Deaf and Blind, an Advisory Board for Driver Education, and an Advisory Committee for Handicapped Children.

The Board for Higher Education has advisory authority over the State Board of Education and the operation of the technical schools.

#### The Board for Higher Education

Nine members appointed by the Governor, three by Speaker and three by Senate President. The Board appoints the President for each of seven institutes of higher learning, but the Governor and the President of the Alumni Association of each institution appoints an eight-member Institutional Council for each college which has advisory authority over the institution's operation.

Department of Education

UTAH

The Library Commission is appointed by the Governor.

An Education Commission consists of four members appointed by the Governor plus two Legislators and the Governor.

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

Functions

Army National Guard  
Air National Guard  
Search and Rescue  
Civil Defense

Agencies Absorbed

National Guard  
Adjutant General  
Emergency Council  
Division of Emergency  
Services  
Civil Air Patrol  
(Contractual Basis)

BUDGET AND PERSONNEL STATISTICS  
DEPARTMENT OF EMERGENCY & MILITARY AFFAIRS

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
National Guard	\$725,270	36
Division of Emergency Services	<u>73,410</u>	<u>4</u>
TOTAL	\$798,680	40

DEPARTMENT OF EMPLOYMENT AND ECONOMIC SECURITY

DEPARTMENT OF EMPLOYMENT AND ECONOMIC SECURITY

Functions

Unemployment Compensation  
Employment Services  
Manpower Development  
Public Welfare  
Vocational Rehabilitation

Veterans Affairs  
Indian Affairs

Mental Retardation

Agencies Absorbed

Employment Security Commission  
Apprenticeship Council  
Veterans Service Commission  
Commission on Indian Affairs  
State Office of Economic  
Opportunity  
State Office of Manpower Planning  
State Advisory Council of Employ-  
ment Security Commission  
Department of Public Welfare  
Department of Mental Retardation  
Medical Advisory Committee

BUDGET AND PERSONNEL STATISTICS  
DEPARTMENT OF EMPLOYMENT & ECONOMIC SECURITY

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Apprenticeship Council	\$ 63,259	5
Veterans Service Commission	221,873	22.6
Commission on Indian Affairs	57,669	4
Department of Public Welfare	32,320,861	800
Department of Mental Retardation	<u>7,482,696</u>	<u>737</u>
TOTAL	\$40,146,358	1568.6

OFFICE OF THE GOVERNOR

AGENCIES ASSIGNED TO GOVERNOR'S OFFICE

Commission on Salaries for Public Officials  
Interagency Economic Coordinating Council  
Advisory Council on Intergovernmental Relations  
Interstate Compact on Juveniles  
Interstate Oil Compact Commission  
Interstate Parole Compact  
Board Member to Western Interstate Nuclear Board  
Planning Section - Department of Economic Planning and  
Development  
Board of Pardons and Paroles

DEPARTMENT OF HEALTH

DEPARTMENT OF HEALTH

Functions

Administration  
Public Health  
Mental Health  
Institutions  
Information and Education

Agencies Absorbed

Board of Health  
Air Pollution Control Hearing Board  
Hospital Advisory Survey and  
Construction Council  
State Hospital Board  
Board of Crippled Children's  
Services  
Pioneers' Home  
Board of Anatomy  
Health Planning Authority  
Hospital Advisory Board  
Hospital for Disabled Miners  
State Laboratory  
Interagency Council on Drug Abuse  
Water Quality Control Council

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF HEALTH

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel In Agency</u>
Board of Health	\$ 4,653,960	300.5
State Hospital Board	10,238,747	834.2
Board of Crippled Children's Services	2,347,186	129
Pioneers' Home	480,410	50
Health Planning Authority	<u>86,854</u>	<u>5</u>
TOTAL	\$17,807,157	1318.7

## FUNCTIONS OF DEPARTMENT OF HEALTH

The Department of Health administers programs in the major areas of communicable diseases, sanitation and environmental health, special health program services, mental health, and health center facilities.

The department provides analytical and diagnostic services for the detection and control of communicable diseases. It prescribes regulations for minimum periods of isolation or quarantine, and establishes standards for prevention or detection of diseases. Education and training assistance is given to schools, local health agencies, and the general public on public health programs. Vital statistics related to births and deaths within the state are also maintained.

Protection of citizens against unsanitary conditions in the production and sale of food products, in the manufacture of bedding, and in public facilities, such as schools, restaurants, swimming pools, and child care centers, is accomplished through inspection and licensing of those businesses. Water quality control and air and water pollution control standards are developed and enforced by the agency.

A program of public health nursing is administered throughout the state which establishes standards for nursing care in health institutions. Other special programs include control of tuberculosis and venereal disease, as well as maternal and child care services, such as school health, visual testing, immunization and prenatal care. The department operates the tuberculosis sanitarium at Tempe.

Mental health and alcohol and drug abuse rehabilitative services are also provided. Research, preventive education, and professional training assistance is given to hospitals, clinics and other treatment facilities.

Physical facilities and operational procedures of hospitals, nursing homes, and all other types of health care institutions are regulated by the department. An inventory of existing facilities is maintained and the need for additional facilities is determined

when population or technological changes so indicate. New construction or alterations to present facilities are reviewed and plans and specifications are approved. Licenses are granted to health care centers after physical facilities and operational staff and procedures have been evaluated by the department.

#### Arizona Health Planning Authority

The Health Planning Authority is responsible for developing and administering a comprehensive statewide health planning program. In order to coordinate the planning activities of all health-related matters, the Authority evaluates the current health status of the state, defines the problem areas, assesses resources available to solve the problems, and sets goals and priorities for health planning. Information and support are also given to planning agencies for developing new health resources.

#### Arizona State Board of Crippled Children's Services

The Board develops and administers programs for furnishing diagnostic, medical and surgical treatment, and corrective services for children who are crippled or suffering from conditions which lead to crippling. Full-time, in-patient services are available at the Crippled Children's Hospital in Phoenix and daily travel clinics regularly visit other locations throughout the state.

#### Arizona State Hospital

The State Hospital provides care for the mentally ill or emotionally disturbed children and adults of the state. Full-time, in-patient care is maintained at the hospital in Phoenix and out-patient services are given at the mental health center in Tucson. Community representatives from other areas of the state have been trained to provide services to patients in their areas.

Psychiatric care is administered for special problems of the aged, the criminally insane, and the young child. Programs for the physically infirm, mentally retarded, and alcoholic or drug addicted are also administered.

Arizona Pioneers' Home

The Arizona Pioneers' Home and the Hospital for Disabled Miners are both housed in one building in Prescott. The Home cares for indigent, aged, and infirm Arizona pioneers, and there is no distinction between guests once they enter the Home.

Board of Anatomy

The Anatomy Board distributes certain dead human bodies to qualified institutions to be used for furtherance of the study of medicine and dentistry.

## DEPARTMENT OF HEALTH

### KANSAS

#### Department of Health and Social Services

Headed by a Secretary appointed by the Governor with approval of Senate. Secretary appoints Directors of Divisions with approval of Governor, confirmed by Senate.

Responsible for programs related to mental health and retardation, children's programs, health programs, medical services, welfare programs, correctional programs, and probation and parole.

#### Division of Health and Environment

#### Division of Institutions

#### Division of Penal Institutions and Rehabilitation

#### Division of Probation and Parole

#### Division of Social Services

#### Division of Veterans Affairs

(The Commission concedes that at some future date a separate Department of Corrections might be advisable.)

## DEPARTMENT OF HEALTH

### NEW MEXICO

#### Health and Social Services Department

Headed by a Secretary appointed by the Governor with consent of Senate. Secretary appoints heads of Divisions with approval of Governor.

#### Mental and Physical Health Division

Alcoholism Commission

Drug Abuse Advisory Committee

Health Planning Council

Hospital Advisory Council

Radiation Technical Advisory Council

All Medical Examining Boards

(The Reorganization Committee recommends a single Department of Licensure with all the existing licensing boards converted into advisory bodies to assist in examining and licensing activities)

#### Air and Water Pollution Control Division

#### Sanitation Division

Boards: Barber Examiners, Cosmetologists, Dry Cleaning, Embalmers and Funeral Directors, and Sanitariums.

#### Services to Aged Division

#### Services to Youth Division

DEPARTMENT OF HEALTH

SOUTH DAKOTA

Department of Health

Principal Officer: State Health Officer. Appointed by the Governor subject to approval by Public Health Advisory Committee.

There are several Divisions, each headed by a Director appointed by the State Health Officer, subject to the approval by the Public Health Advisory Committee. The only Divisions that are statutory are the Dental Health and the Tuberculosis and Communicable Disease Control Divisions.

The Public Health Advisory Committee is a statutory, eight-member committee, appointed by the Governor and with specified profession representatives.

## DEPARTMENT OF HEALTH

### WISCONSIN

The Health and Social Services Board is made up of nine members nominated by the Governor and appointed with advice and consent of the Senate. The Board is responsible for the formulation of policies to guide the administration of health and social services programs. The Board appoints a Secretary to head the Department of Health and Social Services. The Secretary appoints a deputy and division administrator, with the Board's approval, for each of the seven divisions. The Department maintains district offices, local offices and institutions across the state.

Councils are established by statute to advise the Board, the Secretary, and related operating divisions.

The Department is responsible for providing a full range of services to prevent and treat the causes of dependency.

#### Department of Health and Social Services

Divisions of: Health, Mental Hygiene, Corrections, Family Services, Aging, Vocational Rehabilitation, Business Management.

## DEPARTMENT OF HEALTH

### UTAH

#### Department of Social Services

Director appointed by the Governor. A fifty-two member Advisory Council on Comprehensive Health Planning is appointed by the Governor. Within the Department are six Divisions, each with a Board appointed by the Governor and having legislative and judicial authority.

This organization profile does not have a Department of Health but rather fragments the health function into three separate Divisions. The Divisions of: Health, Mental Health, and Aging. Each of these Divisions is headed by a Director appointed by the Board with concurrence of the Department Director.

In the Division of Health, the Governor appoints the Committees on Alcoholism, Air Conservation, Water Pollution, and the Council on Health Facilities and Nursing Home.

Within the Division of Mental Health are the State Hospital (Superintendent appointed by the Board) and Local Mental Health Advisory Councils (appointed by City or County authorities).

DEPARTMENT OF LAW

DEPARTMENT OF LAW  
(Headed by elected Attorney General)

Functions

Anti-Trust  
Consumer Fraud  
Civil Rights  
Criminal Prosecution  
Legal Services to State Government

Agencies Absorbed

Commission on Uniform State Laws  
Civil Rights Commission  
Attorney General

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF LAW

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel In Agency</u>
Attorney General	\$772,675	44.5
Commission on Uniform State Laws	6,000	--
Civil Rights Commission	<u>70,455</u>	<u>7</u>
TOTAL	\$849,130	51.5

## DEPARTMENT OF LAW (ATTORNEY GENERAL)

The Department of Law would continue to be headed by an Attorney General, elected for a four-year term. No internal reorganization **recommendations** are presented here because of the apparent logic of the current organizational arrangement used in the Department.

The only substantive recommendation presented concerns the Attorney General's statutory ex-officio membership on numerous boards and commissions (presently, he sits on the Arizona Law Enforcement Advisory Council, the Board of Archives and History, the Colorado River Boundary Commission, the Commission on Indian Affairs, the Public Land Selection Board, and the Emergency Council). Requiring the Attorney General to participate in such a broad range of activities which are only tangentially related to his major function adds unnecessarily to the burdens of his office. If the reorganization of government is successful, most commissions and boards will be consolidated into large departments. As a general recommendation, however, it is suggested that all elected officials be spared statutory ex-officio membership in the future.

The reason generally given for creating ex-officio memberships is to increase cooperation between departments. Any advances in cooperation are, however, more than offset by problems such as unusually heavy burdens of public officers and the preservation in the law of cooperative arrangements which are no longer useful.

The functional consolidation of agencies into a limited number of departments may help to reduce the number of attorneys currently assigned to advise state government because of the large number of separate agencies. This may occur because staff lawyers will not be forced to travel from building to building, from agency to agency, to serve the needs of their client agencies. The small size of current agencies also creates, in some instances, administration by amateurs. Under a larger department, professional managers would be responsible for the work of the department and, it is assumed, would be well enough versed in their work to demand less legal counsel. It should be pointed out that economies of this type may more than be offset by the more complex problems associated with a larger department, resulting in no reduction in the legal staff of the Department of Law.

At the present time, the Department of Law employes 54 people and has 13 positions authorized but not filled. The Department received \$766,153 in State appropriations in 1971-72. It is anticipated that the budget for the Department after reorganization would approximate its current level.

MINE INSPECTOR

MINE INSPECTOR

<u>Function</u>	<u>Agencies Absorbed</u>
Mine Safety	Mine Dust Inspector Mine Inspector

BUDGET AND PERSONNEL STATISTICS

MINE INSPECTOR

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Mine Inspector	\$162,272	12

DEPARTMENT OF NATURAL RESOURCES

DEPARTMENT OF NATURAL RESOURCES

Functions

Administration  
Lands  
Watersheds and Forestry  
Water and Power  
Parks  
Game and Fish  
Minerals  
Contracting for Federal Aid  
**Historical Museums**

Agencies Absorbed

Land Commissioner  
Land Department Board of Appeals  
Game and Fish Commission  
Parks Board  
Power Authority  
Oil and Gas Commission  
Department of Mineral Resources  
Bureau of Mines  
Outdoor Recreation Coordinating Commission  
Copper Tariff Board  
Coronado International Monument Commission  
Land Selection Board  
Colorado River Boundary Commission  
Water Commission  
Watercraft Advisory Council  
**Prescott Historical Society**  
**Arizona Historical Society**  
**Power Plant Siting Committee**

BUDGET AND PERSONNEL STATISTICS  
DEPARTMENT OF NATURAL RESOURCES

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Land Commissioner	\$ 648,344	54 (E)
Game and Fish Commission	3,749,537	196.1
Parks Board	1,084,501	62.6
Oil and Gas Commission	145,469	8
Department of Mineral Resources	120,020	10
Outdoor Recreation Coordinating Council	48,132	1.8
Copper Tariff Board	3,000	--
Prescott Historical Society	52,027	6
Arizona Historical Society	254,955	17.5
Water Commission	<u>603,180</u>	<u>--</u>
TOTAL	\$6,709,165	356.0

(E) 1970-71 estimate of 5 members of Forest and Watershed management included

## STATE LAND COMMISSIONER

The Land Commissioner is the executive officer of the land department. Major functions include establishing plans for future use, classifying and appraising, leasing and selling of state lands. He determines suitability of land for agricultural, grazing, commercial or homesite, or mineral or timber development. He assigns values of lands and improvements for purposes of lease or sale. Negotiation of leases, auction and sale, issuance of patents on land sold are other functions performed by the Commissioner.

## LAND DEPARTMENT BOARD OF APPEALS

The board conducts hearings on conflicts involving classifications or appraisals of land or improvements after a final determination has been made by the Commissioner.

## LAND SELECTION BOARD

The Land Selection Board performs those functions necessary to comply with state and federal laws for securing federal lands granted to the state. It designates which lands selected shall be assigned to each specific fund designated in the grant and apportions various lands equitably among grants.

## PARKS BOARD

The purpose of the Parks Board is to select and maintain areas of interest to the public for educational or recreational purposes. The board may employ or contract for facilities or services necessary to operate the parks. Park sites are currently operated at various locations throughout the state. Protection and safety within the parks are enforced by park rangers appointed by the board.

## COLORADO RIVER BOUNDARY COMMISSION

This commission works in conjunction with commissioners from California and Nevada to define the common geographical boundary between the states. Surveying, mapping, and marking the boundary are duties of the commission. It is also responsible for formulating administrative agreements which may be necessary to solve problems which may arise, as well as recommending either state or federal legislation necessary to properly define the boundary. An interstate compact defining the boundary between Arizona and Nevada was ratified in 1960, and a compact between Arizona and California was ratified in 1963.

## CORONADO INTERNATIONAL MONUMENT COMMISSION

The commission promotes the development of a memorial museum within the Coronado National Monument. Exhibits of historical and cultural interest are housed and maintained in the national monument on the Arizona-Mexico border south of Sierra Vista.

## ARIZONA OUTDOOR RECREATION COORDINATING COMMISSION

The purpose of the commission is to plan, coordinate, and administer a comprehensive statewide outdoor recreation program. Determination of needs, planning for development of resources, and establishing criteria for administration of plans of federal, state and local agencies are major functions performed. The commission is the state agency designated to receive federal monies for these purposes. The commission designates which agency shall enforce boating laws in areas where enforcement is deficient.

## WATERCRAFT ADVISORY COUNCIL

The council advises the Game and Fish Commission and the Outdoor Recreation Coordinating Commission on matters related to the use of boats within the state.

## ARIZONA WATER COMMISSION

The Water Commission has authority for formulating plans and developing programs to manage, conserve and promote use of

watersheds and waters of the state. It represents the state in interstate or federal water matters particularly those related to use of Colorado River water including delivery of mainstream water into the state. Supervision and control of dams and reservoirs are administered so as to prevent loss of life or damage to property. The commission holds licenses, prosecutes claims, and defends rights and privileges of the state in water matters.

Measurement of water resources and maintenance of public records of stream flow, groundwater levels, water quality, and other water related information are also the responsibilities of the commission.

#### GAME AND FISH COMMISSION

The commission establishes policies and programs for the management and preservation of wildlife within the state. Establishment of hunting and fishing regulations, enforcement of laws protecting game, birds and fish, construction and operation of facilities for propagation, and establishment of game management units or refuges are functions of the agency.

The commission issues hunting and fishing licenses, as well as special licenses for trappers, guides and taxidermists. It also offers training programs on safe handling and use of firearms and safe hunting practices, assists in search and rescue operations when requested by the director of emergency services, and registers and licenses watercraft.

#### OIL AND GAS CONSERVATION COMMISSION

The major function of the commission is to control the production of oil and gas within the state. It prescribes regulations on drilling, casing and plugging oil and gas wells so as to prevent waste or pollution of fresh water supplies. Spacing of

wells, establishing drilling units, chemical treating of wells, gas cycling operations are also controlled by the commission. Reports on location of wells, drilling logs, and production quantities must all be submitted to the commission. Studies and geological surveys are conducted and the information obtained is distributed in order to encourage the development of the natural resources of the state.

#### COPPER TARIFF BOARD

The purpose of the Copper Tariff Board is to promote the copper mining industry, the development of new copper mines, and the increase of the amount of the value of taxable property. It assembles and distributes information related to the cost of mining copper in this state, other states, or foreign countries.

#### DEPARTMENT OF MINERAL RESOURCES

The department promotes development of mineral resources by conducting surveys and investigations and disseminating information to prospectors and other potential mine investors. It lists available mining properties or sources of supply for buyers of minerals. It cooperates with other state departments to encourage mining activity on state lands, to regulate the sale of mine company securities and safety requirements for mines.

#### POWER AUTHORITY

The authority shall bargain for, take and receive, in its own name for the state, electric power developed from the waters of the mainstream of the Colorado River by the state or the United States allotted or allocated to the state in its sovereign capacity. It may acquire or construct any and all facilities necessary to make such power available to marketing areas of the state. It may enter into agreements with any state, person, operating unit or agency of the United States for the purpose of purchasing, transmitting or delivering power to the state.

The Power Authority will cooperate with established and

existing organizations and with the Department of the Interior of the United States, or any other agency, for use, inter-connection or utilization of any suitable transmission lines or other facilities for distribution and operating purposes.

#### BUREAU OF MINES

The Bureau is a department of the University of Arizona. Its objectives are to compile and publish, collect a library and bibliography, and exchange technical information related to geology and mining. It conducts experiments of the various areas of mining, such as placer, flotation and electrostatic concentration. It maintains a collection of models of appliances used in mining or metallurgy, and utilizes a mine rescue car for training in safety, rescue work, and first aid procedures. It also maintains a museum of geological and mineralogical specimens.

#### ARIZONA HISTORICAL SOCIETY

The Arizona Historical Society maintains a collection of materials pertaining to the exploration and early settlement of Arizona and the West. It operates a library, two museums, and a home designated as a State landmark, all in Tucson. The Society designates and certifies a historical society for each county and also publishes the Journal of Arizona History at least four times a year.

#### PRESCOTT HISTORICAL SOCIETY

The Prescott Historical Society maintains the Governor's Mansion and the Sharlot Hall Museum in Prescott. It collects data and artifacts relating to the early settlement of Arizona and the West. It may conduct investigations and expeditions and publish reports on geological and anthropological life of the State. Public display of early historical items in its own facilities as well as temporary loans of displays to schools and other museums are also carried on by the Society.

DUTIES OF ARIZONA HISTORICAL SOCIETY

A.R.S.

Duty

41-731

Purchase and hold real and personal property for the use of the Society

41-733

Collect books and materials pertaining to the history of Arizona and the West

Make the collection accessible to the public free of charge

Obtain needed buildings and equipment to maintain the collection

41-736

Publish the Journal of Arizona History

DUTIES OF PRESCOTT HISTORICAL SOCIETY

A.R.S.

Duty

41-741

Purchase and hold real and personal property for the use of the Society

Hold and discharge funds of the Sharlot Hall Historical Society

41-743

Preserve and maintain the Governor's Mansion, the Sharlot Hall Museum, and historical collections in Prescott

Collect books and materials pertaining to the history of Arizona and the West

Conduct investigations and expeditions into geological and anthropological life of Arizona and the West

Establish and maintain a library and publish pamphlets

Exchange exhibits on a temporary display basis with other museums

Loan exhibits to schools in Arizona or to museums, for which a fee may be charged

Make the collection accessible to the public free of charge

Provide suitable space for use of the collection in research

## DEPARTMENT OF NATURAL RESOURCES

### SOUTH DAKOTA:

Does not have a separate Department of Natural Resources but fragments their functions into separate committees, a commission, and a department as follows:

#### Department of Game, Fish and Parks

A statutory department. Major function: to promote and to protect fish and wildlife, to supervise and to protect state forests, parks, and monuments, to control public lands and to control game and fish laws. Policy-making function is vested in a commission; principal officer: Director of Game, Fish and Parks, appointed by commission.

The Director is ex-officio member of Committee on Water Pollution. The Department is also represented on Advisory Public Lands Committee.

#### Water Resources Commission

Statutory commission. Major function; control and general supervision of water of the state. Chief Administrative Officer is a water engineer who is executive officer of and advisor to the eight member commission which is appointed by the Governor with consent of Senate.

DEPARTMENT OF NATURAL RESOURCES

KANSAS:

Department of Agriculture and Natural Resources

Headed by a Secretary appointed by the Governor with Senate confirmation. The Secretary appoints Directors of the divisions with approval of the Governor, confirmed by the Senate.

Divisions of; Agriculture, Forestry, Fish and Game, Land and Water Resources, Parks and Recreation.

Each of these divisions retain generic functions within several sections. Existing boards, commissions, and societies will continue to function as in the part where needed or required by law. In any organizational structure where the forestry, fish and game operation is brought into a major department, it must be done carefully so that no federal funds presently received by the commission for its operation would be lost.

This organizational profile is designed to consolidate into one division those functions relating to land and water resources, rather than to have them scattered throughout several agencies.

DEPARTMENT OF NATURAL RESOURCES

NEW MEXICO:

Land Resources Department

This department is headed by a Secretary appointed by the Governor with consent of the Senate. The Secretary appoints directors of divisions with approval of the Governor.

The Department is organized into six Divisions: Agriculture, Lands, Minerals, Energies, Parks, Forestry and Wildlife, and Hydrographic.

The purpose of the land resources department is to both use and conserve the natural resources which remain to the people of New Mexico.

The present state executive agencies whose responsibilities and duties are based upon the use-conservation of the State's natural resources will be assigned to pertinent divisions.

## DEPARTMENT OF NATURAL RESOURCES

### WISCONSIN:

#### Department of Natural Resources

The department is headed by a seven member board appointed by the Governor with advice and consent of the Senate.

The board appoints a Secretary, who is responsible to carry out the policies of the board.

The department is also responsible to coordinate the activities of all pertinent statutory advisory bodies.

The Secretary has a deputy and an assistant secretary. Within the office of the Secretary are three bureaus. The bureau of: aid programs, planning and legal services.

There are six Divisions with their own bureaus of germane activities.

Division of: Trust, Lands and Investments, Tourism and Information, Forestry and Recreation, Fish, Game and Enforcement, Environmental Protection, and Service.

## DEPARTMENT OF NATURAL RESOURCES

### UTAH

Department of Natural Resources. Director appointed by the Governor. Director is also head of the Outdoor Recreation Agency.

There are five Divisions, each with a board appointed by the Governor with concurrence of Department Director and which exercises legislative and judicial authority over the Division.

The five Divisions are: Division of Parks and Recreation; State Lands; Oil and Gas Conservation; Water Resources; and Fish and Game.

There is a 6th Division which is headed by the State Engineer appointed by the Governor -- Division of Water Rights. Within the Division of Lands is a Section of Forestry and Fire Control, headed by the State Forester.

DEPARTMENT OF PUBLIC SAFETY

DEPARTMENT OF PUBLIC SAFETY

Functions

Highway Patrol  
Narcotics and Criminal  
Investigation  
Scientific Analysis  
Training and Education  
Liquor Control

Agencies Absorbed

Law Enforcement Advisory Council  
Justice Planning Agency  
Department of Public Safety

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF PUBLIC SAFETY

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Department of Public Safety	\$14,914,115	872
Justice Planning Agency	<u>10,000</u>	<u>12(F)</u>
TOTAL	\$14,924,115	884

(F) Includes federally funded employees

PUBLIC SERVICE COMMISSION

PUBLIC SERVICE COMMISSION

Functions

Public Utility Regulation

Agencies Absorbed

Corporation Commission

BUDGET AND PERSONNEL STATISTICS

PUBLIC SERVICE COMMISSION

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Corporation Commission	\$1,758,436(G)	110

(G) Undetermined portion would be transferred to other departments

DEPARTMENT OF REVENUE

DEPARTMENT OF REVENUE

Functions

Tax Collection  
Federal Fund Coordination  
Property Valuation  
Property Tax Appeal  
Bond Approval

Agencies Absorbed

Tax Commission (Collection  
Functions)  
Estate Tax Commissioner  
Department of Property Valuation  
Board of Property Tax Appeal  
State Certification Board

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF REVENUE

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Tax Commission	\$2,919,398 (H)	275
Estate Tax Commissioner	101,310	12
Department of Property Valuation	1,354,090	97
Board of Property Tax Appeals	<u>81,356</u>	<u>4</u>
TOTAL	\$4,456,154	388

(H) Undetermined portion would remain in Tax Commission

## DEPARTMENT OF PROPERTY VALUATION

The department supervises the County Assessors in administering state property tax laws to insure that all property is uniformly valued for tax purposes throughout the state. It prescribes forms, maps, and records to be used for listing and valuing of property. Standard appraisal methods and techniques are adopted and manuals and guidelines are prepared for maintaining a current inventory of all property subject to taxation. Data processing systems are prescribed for counties and assistance is furnished where needed.

The department determines the valuation of producing mines, mills and smelters; producing oil and gas interests; gas, water and electric utilities and pipelines; and cable television and microwave systems. These valuations are transmitted annually to the County Board of Supervisors of the appropriate taxing district.

## BOARD OF PROPERTY TAX APPEALS

The board has full power to equalize the valuation of all property throughout the state. It makes an annual examination of county property rolls to assure that all property is listed at its full cash value. The board also holds hearings and issues decisions on property tax disputes involving property owners, county boards of supervisors, the department of property valuation, or county assessors.

DEPARTMENT OF REVENUE

UTAH

Does not have a separate Department of Revenue.

Department of Finance

Director appointed by the Governor.

There are ten separate units within this Department: Personnel, Service, Accounting and Control, Budget, Surplus Property, Purchase and Supply, Archives, State Records Committee, State Social Security, and Insurance Fund.

Tax Commission

Appointed by Governor.

In addition to the Multi-state Tax Compact and the Advisory Board for Dealers Administration, the Tax Commission has administrative authority over the Motor Vehicles Dealers Business Administration, the Property Tax Division, the Excise Tax Division, and the Motor Vehicle Division.

## DEPARTMENT OF REVENUE

### WISCONSIN

The Wisconsin Department of Revenue is headed by a Secretary of Revenue appointed by the Governor with advice and consent of the Senate and serves at the Governor's pleasure. The Secretary appoints a Deputy Secretary and an Administrator for each of the five divisions. There is also an Advisory Committee to the Secretary.

The five divisions of the Department of Revenue are:

1. Legal Services Division (drafts and analyzes tax legislation and represents the Department before the Tax Appeals Commission)
2. Research Division (researches contemporary tax problems, projects future taxes, and prepares statistical bulletins)
3. Administrative Services Division
4. Income, Sales and Excise Tax Division (three separate bureaus)
5. Property and Special Tax Division (four separate bureaus, one of which is principally concerned with equalized assessments statewide).

## DEPARTMENT OF REVENUE

### KANSAS

Agencies concerned with collecting the major share of revenue at the State level should be brought together in a Department of Revenue.

The following divisions are recommended:

1. Division of Alcoholic Beverage Control
2. Board of Tax Appeals
3. Division of Property Valuation
4. Division of Revenue
5. Division of Vehicles

Ports of entry would be included as a section of the Division of Vehicles. The Division of Vehicles recommended is the present Department of Motor Vehicles within the Highway Commission.

The Division of Property Valuation would continue as now established.

The Board of Tax Appeals would maintain its autonomy although under the Department of Revenue. The Board, which is quasi-judicial, should retain a certain amount of independence from the Secretary of the Department since one of its functions would be to hear appeals from departmental divisions.

It is believed that bringing the Divisions of Motor Vehicles and Revenue within the same department would present an opportunity for substantial savings.

## DEPARTMENT OF REVENUE

### FLORIDA

In the Florida concept of the Department of Revenue, Type 3 and Type 4 transfers were employed. Under Type 3, existing agencies were transferred (merged) into the Department, retaining their statutory powers, duties, functions, records, personnel, property, funds, etc., but where headed by a board, the board was abolished. Under Type 4, identifiable programs, activities, or functions of an existing agency were transferred (merged) into the Department along with their respective statutory authority, property, personnel, funds, etc.

#### Type 3 Transfers

State Revenue Commission and Railroad Assessment Board

#### Type 4 Transfers

Comptroller responsibilities relating to: Inheritance and Estate Tax, excise taxes on documents, surtax on documents, occupational licenses, tax on production of gas and oil, supervision of Tax Assessors, uniformity of assessments, approval of county tax assessors' budgets, Water and Sewer Tax, Railroad and Telegraph Tax, Pullman and Express Gross Receipts Tax, taxation court proceedings, supervision of Intangible Personal Property Tax, supervision of Municipal Tax assessment and collection, tax redemptions.

Treasurer responsibilities relating to collection of taxes on insurance premiums or assessments.

## DEPARTMENT OF REVENUE

### NEW MEXICO

New Mexico has a special situation wherein the proposed Revenue and Taxation Department has been split into two divisions. One collects revenue from a single industry and the other collects revenue from all remaining sources. This was done because the one industry is very large and also because of the fully computerized procedure employed by the agency and the industry. However, main revenue functions transferred to form the Revenue and Taxation Department are those of the:

Alcoholic Beverage Control Agency

An administrative section (not a division) attached to the head of the Department

An Appeals Board whose members are selected by the head of the Department with approval of the Governor.

N.B. Laws 1970, Chapter 31, created a new Property Appraisal Department to replace the present State Tax Commission. The new Department assumes all the duties and responsibilities of the abolished Commission and will be under the authority of a director appointed by the Governor. A three-member, bi-partisan Appeal Board is to be appointed by the Governor with consent of the Senate. Further appeals are to the Court of Appeals. (This law went into effect upon the Governor's signature, February 26, 1970.)

DEPARTMENT OF STATE

DEPARTMENT OF STATE  
(Headed by elected Secretary of State)

Functions

Corporate Registration  
Election Law Administration  
Compiling, Collating, Publishing  
Administrative Rules

Agencies Absorbed

Commissioner of Deeds  
Secretary of State

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF STATE

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Secretary of State	\$287,514	16

TAX COMMISSION

TAX COMMISSION

Functions

Tax Appeals

Agencies Absorbed

Tax Commission

BUDGET AND PERSONNEL STATISTICS

TAX COMMISSION

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Tax Commission	-- (J)	--

(J) Undetermined portion of funds to be transferred to  
Department of Revenue

## FUNCTION OF THE CURRENT TAX COMMISSION

The tax commission fixes the annual rate of the state property tax which is collected by the counties. The tax rate is calculated to yield an amount which, when combined with estimated revenues from all other sources, will equal the total state expenses. This amount is levied against the total statewide property valuation per the county rolls.

Income taxes upon individuals and corporations are collected and administered by the commission. In addition to payments on an annual or installment basis received directly from taxpayers, it also receives quarterly payments from employers of taxes which have been withheld from employees. Information returns are also received from employers or others who pay interest, dividends, or wages.

Sales and use tax payments are received monthly from all businesses which have previously been licensed. The Education Excise Tax and the Special Excise Tax for Education which are both based in part upon the sales tax are also collected.

Luxury taxes on alcohol and tobacco products are collected and administered by the commission. Tobacco licenses, as well as revenue stamps, which must be affixed to individual packages of alcoholic beverages or tobacco products are also sold to wholesalers or distillers.

Other special taxes collected include taxes on flight property of airline companies, property taxes on private rail car companies and income taxes on national banking associations.

The commission also determines the annual gross receipts of express companies which it reports to the state treasurer who levies and collects a six percent tax from the companies.

## DUTIES OF STATE TAX COMMISSION

<u>A.R.S.</u>	<u>Duty</u>
42-105	Keep a record of its official proceedings
42-106	Employ personnel as needed
42-107	Make annual report to Governor and Legislature Publish information for general circulation Make rules for conducting duties, hearings, and other proceedings Investigate all matters relating to taxation other than property taxation Require any person to give information pertaining to taxation Examine documents Take testimony of witnesses
42-108	Fix the State property tax rate to be levied and collected in each county Transmit annual notice of State property tax rate to each county board of supervisors
42-108.01	Estimate the amount of money to be received during current fiscal year from sources other than direct property tax Levy on real and personal property an amount of money which, combined with all other sources of revenue, will defray necessary expenses and fix tax rate needed to produce the amount of levy
42-109	Require sworn statements from taxpayers in reply to tax questions
42-308	Authorize emergency expenditures in excess of municipal budgets
42-382	Receive annual statement of delinquent taxes from each county board of supervisors
42-705	Assess levy and collect tax on flight property of airline companies
42-722	Receive annual reports from express companies
42-724	Determine annual gross receipts of express companies

A.R.S.Duty

- 42-725 Make annual report to State Treasurer of gross receipts of express companies
- 42-746 Levy and collect tax on property of private car companies
- 42-747 Collect interest for late payment and take and sell property for nonpayment of taxes
- 42-901 Determine exempt income cost factor for government bonds to income tax purposes of national banking associations
- 42-1202 Make rules and regulations to administer luxury tax laws
- 42-1203 Issue license to sell tobacco and collect license fees
- 42-1207 Prepare and sell alcohol and tobacco revenue stamps to wholesalers and retailers
- 42-1207.01 Request Attorney General to take action to collect unpaid debts for revenue stamps
- 42-1211 Authorize meter machines in lieu of stamps
- 42-1212 Receive reports of unstamped **cigarettes** acquired by retailers
- 42-1212.01 Receive monthly tax payments on tobacco products other than cigarettes
- 42-1213 Seize and sell commodities when required stamps not affixed
- 42-1215 Remit all luxury tax monies collected to State Treasurer at least daily
- 42-1231 Administer and collect tax on cigarettes (8¢ per pack) for State school equalization and the Central Arizona Project
- 42-1303 Administer and collect transaction privilege taxes  
Appoint employees and remove for cause
- 42-1304 Make monthly report to State Treasurer of taxes collected  
Make and retain records of all monies received and disbursed
- 42-1305 Formulate rules and regulations and prescribe forms for enforcement of privilege tax laws
- 42-1308 Issue privilege licenses to owners of businesses

A.R.S.Duty

- 42-1309 Collect privilege taxes measured by volume of business transacted
- 42-1321 Require sworn statements for tax exemptions or deductions
- 42-1322 Receive tax returns and remittances monthly  
Prescribe forms for monthly returns
- 42-1323 Issue receipts to taxpayers for all remittances
- 42-1326 Issue credit vouchers for overpayment of taxes or recommend refund of excess payment
- 42-1327 Give notice of determination of deficiency to taxpayer
- 42-1333 Hold public hearings to determine amount of tax payable if no return has been filed
- 42-1335 Issue and file liens against taxpayers for unpaid taxes
- 42-1336 Issue warrant to levy and sell property of delinquent taxpayers
- 42-1338 Consider petition by taxpayer for reconsideration of Commission actions
- 42-1341 Remit each day all privilege tax revenues collected to State Treasurer
- 42-1361 Collect education excise tax (50% of privilege and use taxes)
- 42-1362 Administer education excise tax and remit collected taxes to State Treasurer daily
- 42-1371 Collect special excise tax for education (1½% of gross of certain businesses)
- 42-1372 Administer and remit taxes to State Treasurer daily
- 42-1403 Administer use tax laws  
Employ necessary personnel  
Promulgate rules and regulations  
Prescribe necessary forms
- 42-1407 Register all retailers within the State
- 42-1412 Receive monthly use tax returns and tax payments

A.R.S.Duty

- 42-1413 Issue credit vouchers for excess payments or recommend refunds
- 42-1414 Issue notices to taxpayers of determinations of additional tax due
- 42-1415 Consider petition by taxpayer for reconsideration of Commission actions
- 42-1420 Issue and file liens against taxpayers for unpaid taxes
- 42-1423 Promptly remit to the State Treasurer all use tax monies received
- 43-112 Prescribe the basis for accounting for inventory valuation utilized in income taxation
- 43-113 Prescribe regulations for cancellation or reduction of indebtedness of taxpayer
- 43-128 Recover credits for taxes paid issued in error
- 43-131 Approve changes in accounting periods for tax purposes
- 43-141 Receive annual income tax returns from individuals, guardians, fiduciaries, partnerships, and corporations
- 43-142 Prescribe forms for income tax returns  
Prepare and distribute forms throughout the State  
Prescribe rules for granting time extensions for filing returns
- 43-145 Preserve reports for at least four years
- 43-146 Receive tax payments on annual or installment basis from taxpayers
- 43-152 Prescribe rules for recognition of gain on sale of residence
- 43-157 Prescribe rules for adjustment of tax basis of property
- 43-168 Issue certificates of taxes paid on decedent's estate  
Mail notices to assess tax on income of decedent

A.R.S.

Duty

- 43-175      Administer and enforce income tax laws  
Prescribe all rules and regulations necessary for enforcing income tax laws  
Examine books and records related to income tax returns  
Appoint and dismiss employees  
Enter into written agreements relating to tax liability of persons
- 43-177      Examine tax returns, determine correct amount of tax and give notice of deficiency to taxpayer  
Reconsider protested notice of deficiency assessment
- 43-178      Issue jeopardy assessments when deemed necessary
- 43-179      Consent to compromise of penalty in actions taken by Department of Law
- 43-180      Assess penalty for failure of taxpayer to file return
- 43-181      Assess interest and penalty for failure to pay tax when due
- 43-184      Refund or issue credit for overpayment of taxes
- 43-185      Record and authorize cancellation of taxes illegally levied
- 43-188      Receive information returns from employers or payers of interest dividends or wages  
Furnish forms authorizing employer to withhold taxes  
Receive quarterly payments from employers of taxes withheld from employees
- 43-192      Seize and sell personal property of taxpayer for delinquent assessments
- 43-195      Pay fees, commissions, and expenses when a warrant for collection is directed to a sheriff, constable or marshal
- 43-196      Promptly transmit all tax monies received to the State Treasurer
- 43-197      Issue certificate of tax clearance before court may terminate a corporate existence

DEPARTMENT OF TRANSPORTATION

DEPARTMENT OF TRANSPORTATION

Functions

Administration  
Transportation Planning  
Motor Vehicles  
Highway Construction  
Highway Maintenance  
Aeronautics

Agencies Absorbed

Highway Commission  
Aeronautics Board  
Aeronautics Department  
Highway Priority Planning  
Committee  
Highway Technical Advisory  
Committee  
Medical Advisory Board

BUDGET AND PERSONNEL STATISTICS

DEPARTMENT OF TRANSPORTATION

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Highway Commission	\$57,579,214	3020
Aeronautics Department	<u>475,113</u>	<u>10</u>
TOTAL	\$58,054,327	3030

## DEPARTMENT OF TRANSPORTATION

### HIGHWAY COMMISSION

Lay out and establish a complete system of state routes and issue maps showing such routes. Determine which state routes or portion thereof shall be accepted as state highways, and which shall be improved at state expense. Establish, open, relocate, alter, widen, change, vacate or abandon any portion of the state route or state highway.

Pass upon projects submitted in cooperation with the United States, and negotiate and enter into contracts on behalf of the State with the United States, counties, cities, towns, or road districts for joint improvement or construction of state or federal aid highways within the state. Exercise complete and exclusive control and jurisdiction over use of state highways and to prescribe standards of conduct upon all things appurtenant thereto. Carry out policies of this department and control of its financial affairs.

### HIGHWAY DIRECTOR

Administer all highway work and maintenance authorized by the Commission. Employ an Engineer to be a State Engineer subject to Commission approval. Direct the State Engineer in preparation and execution of all plans, specifications, and construction as properly authorized. Be the Chief Executive and Administrative Officer of the Department and assume charge of the administration of all authorized highway affairs. Report monthly to the Commission on those functions specified by regulation or statute. Supervise and administer the Motor Vehicle Division of the department, and recommend to the Commission rules and regulations for the collection of taxes and license fees required to be paid into the Vehicle Division. Suspend or revoke licenses as provided by statutes.

### MEDICAL ADVISORY BOARD

Make studies and recommend to the Superintendent policies relating to: medical and vision standards for driver license

applicants and examinations, courses of training, training facilities and qualifications and methods of training for driver license examining personnel, and procedures for the certification of driver licensing personnel and the certification of driver licensing personnel instructions.

They will also direct research in the fields of driver licensing and examination or re-examination of individuals with medical or vision problems, and accept public or private grants for such purposes.

#### AERONAUTICS BOARD

The board appoints the director of the department of aeronautics who, under the direction of the board, administers laws relating to aeronautics and enforces the rules and regulations of the board.

The board shall cooperate with all organizations, state, local and federal, for the purpose of encouraging and advancing the safe and orderly development of aviation in this state.

The board may: assemble and distribute to the public information relating to aviation, landing fields, beacons, and other related matters; accept federal monies for the advancement of aviation; distribute appropriated monies from the aviation fund according to needs determined by the board and in conformance to the law; contract for both the operation of state-owned airports and for the purpose of securing air search and rescue service; develop and maintain a master plan for state airport planning; plan, build and develop airports, terminals, navigational and related navigational facilities; facilitate the development of a regional airport; and authorize the director to perform any function of the board as authorized by law.

DEPARTMENT OF TRANSPORTATION

UTAH

Has placed those functions normally associated with a Department of Transportation under a State Road Commission consisting of five members appointed by the Governor.

Under the Commission is a State Highway Department-- Director appointed by the Commission.

The Department is over the Divisions of: Resource Management, Public Relations, Administrative Services and Right of Way.

The State Highway Engineer supervises the offices of: Planning and Programming, Preconstruction, Construction, and Maintenance.

DEPARTMENT OF TRANSPORTATION

KANSAS

Department of Transportation

Principal officer: Secretary appointed by the Governor with Senate confirmation. Secretary appoints Directors of Divisions, approved by Governor and confirmed by the Senate.

Primary functions: Performs all duties currently carried on by Highway Commission.

Divisions of: Aeronautics, Highways, Kansas Turnpike Authority, and Public Transportation.

DEPARTMENT OF TRANSPORTATION

NEW MEXICO

Roads and Highways Department

Principal officer: Secretary, appointed by the Governor--replaces 5-member elected commission. Secretary appoints Directors of Divisions with Governor approval.

Has following Divisions: Administration, Planning, Design and District Operation.

The District Operations Division is headed by the Chief Highway Engineer appointed by the Secretary with Governor approval. This Division has five Districts headed by a District Engineer appointed within the classified service.

## DEPARTMENT OF TRANSPORTATION

### SOUTH DAKOTA

Does not have a Department of Transportation but divides the duties and responsibilities normally ascribed to a Department of Transportation between a Department of Highways, a Department of Motor Vehicles, a Highway Commission, an ex officio License Plate Board, and a Motor Vehicle Reciprocity Commission also ex officio. An Aeronautics Commission oversees this branch of transportation.

#### Department of Highways

Statutory Department

Major functions: Construct, repair and maintain public roads and related construction.

Principal officer: Director of Highways, appointed by the State Highway Commission.

The State Highway Commission is the policy-making arm of the Department, appointed by the Governor who is ex officio chairman.

#### Department of Motor Vehicles

Statutory Department

Major functions: Registration and licensing of motor vehicles, motor vehicle dealers, and motor vehicle drivers.

Principal officer: Commissioner of Motor Vehicles, appointed by Governor.

#### Aeronautics Commission

Statutory, five members appointed by the Governor.

Principal officer: Director of Aeronautics who is Secretary of Commission, appointed by Commission with Governor approval. Supervises all phases of Civil Aeronautics in the state.

DEPARTMENT OF TRANSPORTATION

WISCONSIN

Department of Transportation

Principal officer: Secretary appointed by the Governor with advice and consent of the Senate.

Principal functions: Directs all modes of transportation planning for the state, licenses all vehicles and operators of motor vehicles, administers all federal funds for highway systems, enforces state traffic regulations, supervises all plans, design and construction of public airports, and performs all manner of functions related to aviation.

There are five major Divisions headed by an administrator. Each administrator serves as a member of the Transportation Board which assists the Secretary in setting policy.

Divisions of: Aeronautics, Business Management, Highways, Motor Vehicles, and Planning.

TREASURER

TREASURER

Functions

Deposit Public Funds  
Bond Debt Management  
Paying State Warrants

Agencies Absorbed

Board of Deposit  
Loan Commissioners  
State Treasurer

BUDGET AND PERSONNEL STATISTICS

TREASURER

<u>Agency</u>	<u>1971-72 Appropriation</u>	<u>Personnel in Agency</u>
Treasurer	\$154,264	9

APPENDIX

APPENDIX I: COMMISSIONS AND BOARDS IN ARIZONA\*

Accountancy, State Board of

J. Carl Brooksby, Mesa  
Guy Neeley, Phoenix  
Robert Rogers, Tucson  
Lyman Davidson, Phoenix  
Robert O. Baker, Prescott

Aeronautics, State Board of

Thomas Childers, Tucson  
Mrs. Robert Reinhold, Phoenix  
Darwin Grant, St. Johns  
Al Crawford, Prescott  
Robert MacMullin, Phoenix  
R. J. Brooks, Tucson  
John Houston, Yuma  
Aeronautics Director:  
James Vercellino, Phoenix

Agriculture & Horticulture Commission

Howard Moore, Yuma  
R. M. Hess, Phoenix  
Norman Pretzer, Eloy

Air Pollution Hearing Board

Sidney Wolfe, Phoenix  
Louis Jurwitz, Phoenix  
Bradie Hopper, Phoenix  
J. August Rau, Phoenix  
Mrs. Alexander Baird, Tucson

Anatomy, Arizona Board of

Dr. E. James Landers, Tempe  
Dr. Philip H. Kruttsch, Tucson  
Dr. Hermann Rhu, Tucson  
Dr. Ivan Schiflet, Safford  
Dr. Merlin Duval, Tucson

Apprenticeship Council

Robert Burke, Director, Tucson  
William Naumann, Tucson  
Howard Myers, Tucson  
Lee Renick, Phoenix  
John Strahan, Douglas  
Fr. John Doran, Phoenix  
Norman Erb, Phoenix  
Frank Benites, Phoenix  
Edward Azoyan, Phoenix  
Allen Carstens, Tucson  
Richard Lower, Tucson  
Robert E. Barrett, Phoenix  
Paul Rosensteel, Phoenix  
George Codd, Tucson

Arts & Humanities, Commission On

Mrs. Charles Orme, Jr., Mayer  
Mrs. Norman Bingham,  
Casa Grande  
Robert McGee, Glendale  
Genevieve B. Wright, Tucson  
Richard Whitney, Phoenix  
Mrs. Arthur Schellenberg,  
Phoenix  
Mrs. Alice Gay, Safford  
Mrs. George Nagel, Winslow  
Dr. John Stilley, Flagstaff  
Lewis Ruskin, Phoenix  
Stan Goldberg, Phoenix  
Peter Marroney, Tucson  
Mrs. Floyd Tester, Yuma  
Walter R. Bimson, Phoenix

Athletic Commission, Arizona

Joe Mendez, Tucson  
Eric Thorne, Phoenix  
Otis T. Burns, Phoenix

\*SOURCE: Arizona Legislative Review, Nov. 24, 1971, pp. 3-5

Atomic Energy Commission

Kenneth Geiser, Scottsdale  
Trafford Morong, Phoenix  
Thomas Woods, Phoenix  
Dr. Lee Foster, Phoenix  
Harry Dooley, Tucson  
Dr. Lee Thompson, Tempe  
Dr. Norman Hilberry, Tucson  
E. O. Hartig, Phoenix  
Hal Spragg, Phoenix  
Dr. Wesley Fee, Tucson  
State Health Commissioner  
(statutory)  
Director, Dept. Econ. Planning  
& Development (statutory)  
Executive Director: Donald  
C. Gilbert, Phoenix

Barber Examiners, State Board of

Lloyd Hendershott, Phoenix  
Ronald Alton, Tucson  
Kenneth Lewis, Phoenix

Beef Council, Arizona

Conrad Gingg, Tolleson  
Gary Oden, Scottsdale  
Milton Webb, Phoenix  
Elvin Lunt, Duncan  
Carl Stevenson, Red Rock  
Ernest Browning, Willcox  
William Evans, Scottsdale  
Ted Lee, Thatcher  
Robert Snedigar, Tempe

Chiropractic Examiners,  
State Board of

Dr. Glen O. Hamman, Casa Grande  
Dr. William W. Kalas, Glendale  
Dr. John Stoutenburg, Sedona

Civil Rights Commission

Joe R. Benites, Phoenix  
Mrs. Karl Dalton, Ganado  
Genevieve Harper, Phoenix  
Morgan Maxwell, Jr., Tucson  
Manuel Matta, Mesa  
Mrs. John Sullivan, Phoenix

Coliseum & Exposition Center Board

Dick Smith, Phoenix  
William T. Garland, Phoenix  
Robert Williams, Prescott  
Louie Horrell, Globe  
Jack Gilbert, Warren

Collection Agencies Advisory Comm.

G. Myron Lusk, Tucson  
William S. Marrs, Phoenix  
Fred J. Nobbe, Phoenix  
Forrest C. MacConnell, Phoenix  
Herbert O. Ernst, Jr., Yuma

Community College Directors,  
State Board of

Richard Schuman, Yuma  
Kenneth Conrath, Kingman  
Milton Reay, Safford  
Ted Kraft, Portal  
Jane W. Dress, Globe  
George Yard, Flagstaff  
Joseph Ralston, Phoenix  
Lesley B. Blanchard, Sedona  
Arnold Jeffers, Tucson  
Merle Platt, St. Johns  
J. Vernon McGrath, Duncan  
Benjamin J. Cohen, San Manuel  
Mrs. Leonilo Larriva, Nogales  
Drew Shumway, Holbrook  
Supt. of Public Instruction  
(statutory)  
Vocational Education Director  
(statutory)  
Member of Board of Regents  
(statutory)  
Executive Director: Dr. John  
T. Condon, Phoenix

Community Development Council, State

Robert Bulla, Tempe  
Econ. Plan-Dev. Dept. director,  
(statutory)  
State auditor general (statutory)  
State highway engineer (statutory)  
Real estate commissioner (statutory)  
State land commissioner (statutory)  
State water engineer (statutory)

Compensation Fund Board

Rhes Cornelius, Phoenix  
Clyde Wilson, Goodyear  
Lloyd O. Parker, Phoenix

Compensation Fund Investment Committee

Ed Park, Phoenix  
Wilbur DuBois, Scottsdale  
Vernon Newell, Tucson  
Compensation fund board chairman  
(statutory)  
Investment Director: William L.  
Finley, Phoenix

Copper Tariff Board

Walter Lawson, Phoenix  
Denison Kitchel, Phoenix  
Roderick McMullen, Phoenix  
W. P. Goss, Superior  
Mark Gemmill, Prescott

Cosmetology, State Board of

Kenneth E. Jones, Phoenix  
Melva Basinski, Flagstaff  
James Rolle, Phoenix  
Robert Robinson, Tempe

Deaf & Blind School Directors

Martha Clifford, Scottsdale  
Kenneth Dixon, Tucson  
William McBratney, Tucson  
Governor (ex-officio)

Dental Board, State

Dr. T. E. McCall, Phoenix  
Dr. Ira Larson, Tucson  
Dr. Elden Bills, Flagstaff  
Dr. Robert Foutz, Phoenix

Deposit, State Board of

State Treasurer, chm. (statutory)  
Commissioner of Finance (statutory)  
State Supt. of Banks (statutory)

Dispensing Opticians, Board of

Delmer Drinen, Phoenix  
Richard Case, Tucson  
Paul Bauer, Phoenix  
Robert Reader, Phoenix  
Clyde Holland, Tucson

Economic Planning & Development Bd.

Grant Greenhalgh, Safford  
Harvey Platt, St. Johns  
H. D. Kreft, Kingman  
Roger Hoskins, Yuma  
James H. Maize, Kearny  
Charles Broman, Tucson  
Edmund Converse, Scottsdale  
Tom Morgan, Nogales  
Richard Markham, Prescott  
Ben Williams, Jr., Douglas  
Don Harrington, Globe  
James O. Carnes, Flagstaff  
Jackson M. Langton, Morenci  
Nephi Bushman, Snowflake

Education, State Board of

Joseph Ralston, Phoenix  
Maurice A. Marks, Yuma  
Dwight G. Hudson, Sr., Phoenix  
Richard Harris, Phoenix  
Dr. J. Lawrence Walkup, Flagstaff  
Paul Kennedy, Globe  
David Weisenborn, Tucson  
O. B. Joy, Bisbee  
Supt. Public Instruction  
(statutory)

Egg Inspection Board, State

Chuck Vaughn, Chino Valley  
Albert Lent Jr., Tucson  
George Kempf, Scottsdale  
W. H. McCartney, Tucson  
Don Peterson, Tucson

Emergency Council, Arizona

Governor  
Secretary of State  
Attorney General  
State Emergency Services Director  
State Highway Director  
State Health Commissioner  
State Public Safety Director

Employment Advisory Council, Arizona

Vera B. Grady, Phoenix  
Donald Walker, Phoenix  
Paul Ahler, Scottsdale  
Theodore Stump, Scottsdale  
Mac Dossey, Chandler  
Lawrence Gammon, Tucson  
Joseph Banks, Phoenix

Employment Security Commission

Kay Phillips, Tucson  
Charles Minning, Phoenix  
James Beaman, Phoenix  
Executive Director: William Mayo  
Administrative Services Director:  
E. D. Crowley  
Employment Service Director:  
Charles A. Boyle  
Unemployment Insurance Director:  
Henry M. Haas

Funeral Directors-Embalmers, Board of

Jack Kitchener, Phoenix  
Richard Bagwell, Flagstaff  
Fred Wakelin, Phoenix

Game-Fish Commission, Arizona

Jack Mantle, Tucson  
Homer Kryger, Yuma  
Milton Evans, Flagstaff  
Robert Spillman, Phoenix  
Glen Daly, Winslow

Health Planning Authority, State

Dr. Wesley Biddulph, Phoenix  
Dr. Carl Morrison, Tucson  
Dr. Thomas F. Kruchek, Phoenix  
John Carollo, Phoenix  
Gladys Sorensen, Tucson  
Dr. Paul B. Jarrett, Phoenix  
Stephen M. Morris, Phoenix  
Robert J. Jensen, Tucson  
Orme Lewis, Sr., Phoenix  
William J. Waters, Coolidge  
Dean of U. of A. College of Medicine  
Governor (ex-officio, non-voting  
member)  
Director: Dr. Melvin Goodwin,  
Phoenix

Health, State Board of

Mrs. Elaine McFarland, Tempe  
Dr. C. Herbert Fredell,  
Flagstaff  
Ben Dibble, Phoenix  
Dr. Arthur Dudley, Tucson  
William E. Naumann, Tucson

Highway Commission, State

Ben Williams, Sr., Douglas  
Lew Davis, Tucson  
Rudy Campbell, Tempe  
Walter Surrett, Payson  
Walter Nelson, Sedona

Highway Patrol Retirement  
System Board

Highway Patrol Superintendent  
Howard Gwynn, Yuma  
Don Seeds, Phoenix

Highway Priority Planning Committee

State Highway Engineer  
(chairman)  
Four Highway Department execu-  
tives appointed by the  
highway director  
State Economic Planning-Develop-  
ment Director (nonvoting)  
Joint Legislative Budget Commit-  
tee director (nonvoting)

Highway Revenue Advisory Comm.

Ed Hall (cities)  
Verne Tregonis (cities)  
Mulford Winsor, Jr. (cities)  
William N. Price (state)  
William Ordway (state)  
Charles Smith (state)  
Robert Esterbrooks (counties)  
D. A. DiCicco (counties)  
E. H. Weigel (counties)

Hospital Advisory Survey Council

Public Health Commissioner  
(ex-officio chairman)  
Carl Lind, Phoenix  
Mrs. Lorraine Frank, Phoenix  
Dr. James L. Grobe, Phoenix  
Donald H. Wattles, Benson  
Joseph T. Prekup, Phoenix  
Dr. Willis Bower, Phoenix  
Mrs. Rita Nader, Casa Grande  
Dr. Ben R. Allen, Mesa  
Ivan Heller, Tucson  
Joseph Atmar, Yuma  
Wesley K. Roberts, Sedona  
Joseph Hubbard, Tempe  
Dr. Paul Slosser, Yuma  
Dr. Walter Edwards, Phoenix  
Margaret Freudenthal, Tucson  
David Elston, Scottsdale  
Luther Davis, Tucson  
Mary L. Rogers, Bullhead City

Hospital, Board of Directors of State

Mrs. Royal B. Irving, Tucson  
George Pale, Phoenix  
Milton Whitley, Phoenix  
William Birmingham, Phoenix  
Kermit Oestreich, Tucson

Indian Affairs, Commission of

Harold Schurz, Scottsdale  
William Smith, Tucson  
Theodore Smith, Camp Verde  
Bill Alcaida, Parker  
Earl Adams, Second Mesa  
John Smart, Prescott  
West Anderson, Whiteriver  
Governor (ex-officio)  
Supt. Public Instruction  
(ex-officio)  
State Health Commissioner  
(ex-officio)  
Attorney General (ex-officio)

Industrial Commission, Arizona

John Ahearn, Phoenix  
Robert Knox, Phoenix  
Bruce Thoeny, Phoenix  
Frank Murphy, Phoenix  
Hugh Stewart, Tucson  
Commission Director:  
Robert Kley, Scottsdale  
Chief Hearing Officer:  
Robert Steckner, Phoenix

Judicial Qualifications Comm.

Mary Anne Richey, Tucson  
Frank X. Gordon, Kingman  
James D. Hathaway, Tucson  
Henry S. Stevens, Phoenix  
Al J. Flood, Phoenix  
Herbert Mallamo, Phoenix  
John L. Claborne, Tucson  
George Richardson, Phoenix  
Heinz Hink, Scottsdale

Land Department Board of Appeals

Matt Batka, Tucson  
Matt Culley, Prescott  
Irwin Pate, Casa Grande

Law Enforcement Merit  
System Council

Eduard A. Vitolins, Yuma  
George Bideaux, Tucson  
Vernon C. Foster, Phoenix

Library & Archives, Board of  
Curators of

Louis A. Myers, Phoenix  
Paul Hubbard, Tempe  
Oiszora Gray, Tucson

Liquor Board, State

Richard Smith, Prescott  
George Gavin, Phoenix  
Lee Little, Tucson

Livestock Sanitary Board,  
Arizona State

Fred J. Fritz, Clifton  
Robert Crowder, Jr. Phoenix  
Wayne Wuertz, Coolidge  
Tom Lewis, Scottsdale  
D. K. Wingfield, Rimrock  
Frank Erramuzpe, Gilbert  
James Caldwell, Snowflake

Medical Advisory Committee

Daniel Gurovich, Miami  
Dr. Albert Brewer, Phoenix  
Carlos V. Greth, Phoenix  
Don L. Skaggs, Flagstaff  
Joseph Crabowski, Jr.  
T. H. Taber, Phoenix  
John Hansen, Tucson  
Commissioner of Health  
(ex-officio)  
Commissioner of Welfare  
(ex-officio)

Medical Examiners, State Board of

Dr. Deward G. Moody, Nogales  
Dr. E. Charles Bill, Cottonwood  
Dr. David Smith, Flagstaff  
Dr. William McGrath, Phoenix  
Dr. Richard Dexter, Tucson

Mental Retardation, Arizona  
Board of

Mrs. Helen Joy, Phoenix  
Max Pensinger, Tucson  
Mrs. Anne C. Dew, Phoenix  
Mrs. Sherman Hazeltine, Phoenix  
Al G. Stanley, Safford  
Robert Prochnow, Flagstaff  
William P. Smith, Tucson  
Director: Charles H. Martin  
Tempe

Mineral Resources Board of  
Governors

Matt Danenhauer, Clifton  
Kenrick Lamb, Kingman  
Robert C. Bogart, Bagdad  
Robert E. Heineman, Tucson  
Williams Elsing, Phoenix  
Director: John Jett, Phoenix

Naturopathic Board of Examiners

Dr. Weldon Baker, Phoenix  
Dr. Milburn C. Shelton, Phoenix  
Dr. Porter Davison, Tucson

Nursing, State Board of

Sister John Weyker, Tucson  
Mrs. Floretta Awe, Phoenix  
Eleanor Flor, Tucson  
Margaret Hardin, Phoenix  
Mary Molumby, Phoenix

Oil & Gas Conservation Commission

L. B. Owens, Holbrook  
Roger Hafford, Phoenix  
Ralph W. Biby, Sr., Tucson  
Frank Moore, Douglas  
Robert Bledsoe, Flagstaff  
State Land Commissioner (ex-officio)  
Executive Secretary: John  
Bannister, Phoenix

Optometry, State Board of

Dr. Bernard A. Marcus, Yuma  
Dr. Wayne Ketchner, Kingman  
V. M. Roudebush, Safford

Osteopathic Examiners, Board of

Milton A. Morey, Phoenix  
Dr. Joseph Antonuccio, Tucson  
Howard Hunt, Glendale  
Dr. Horace Purtzer, Phoenix  
Frederick Rente, Tucson

Outdoor Recreation Coordinating Comm.

State Parks Dept. Director (statutory)  
Ariz. Game-Fish Dept. Director  
(statutory)  
Gene C. Reid, Tucson

Pardons & Paroles, State Board of

Keith Edwards, Sun City  
Walter S. Michael, Phoenix  
Walter G. Jacobs, Tucson

Parks Board, Arizona State

Duane Miller, Cornville  
Ricki Rarick, Tucson  
Marc Neal, Kingman  
Dell Traylor, Phoenix  
Ralph Burgbacher, Phoenix  
A. C. Williams, Prescott  
State Lane Commissioner

(statutory)

Director: Dennis McCarthy,  
Phoenix

Personnel Commission, State

James E. Patrick, Phoenix  
Oscar A. Gonzales, Tucson  
Leroy J. Brenneman, Phoenix  
William T. Hogg, Scottsdale  
Robert Steckner, Phoenix

Pesticide Control Advisory Comm.

Art Bodine, Phoenix  
James Hussey, Phoenix  
Jack White, Phoenix  
Keith Carlton, Casa Grande  
Walter Zum Nallen, Cochise  
William Cook, Jr., Glendale  
Jean A. Wisener, Yuma  
Ezra Odle, Phoenix  
Virgil Koenig, Casa Grande  
Charles Wetzler, Phoenix  
Jim Barkley, Somerton

Pesticide Control, State Board of

Milford Varney, Buckeye  
James Roney, Phoenix  
Warren Langfitt, Mesa  
A. Boyd Clements, Phoenix  
Chester Johns, Glendale  
Jimmy Naquin, Roll  
Wilson Roach, Yuma  
Arden Palmer, Thatcher  
Chairman of Agriculture-  
Horticulture Comm.

Pharmacy, State Board of

William S. Lackey, Tucson  
L. Earl Melby, Phoenix  
Thomas E. Cady, Gilbert  
George Austin, Willcox  
Ferdy Sant, Yuma

Physical Therapy Examiners, Board of

Patricia Bresee, Coolidge  
Jean Albano, Phoenix  
Helen Youngs, Phoenix

Podiatry Examiners, Board of

Wendell Rote, Tempe  
Dr. Howard Seyfert, Phoenix  
M. M. Westerkamp, Phoenix

Power Authority Commission, Arizona

John E. Smith, Maricopa  
Alfred T. Barr, Tucson  
Marshall Humphrey, Chandler  
Ernest Chilson, Flagstaff  
Tom Mason, Oracle  
Secretary: Lester S. Ormsby,  
Phoenix

Power Plan Siting Committee

Attorney General  
State Land Commissioner  
Water Quality Council Chairman  
State Air Pollution Division Dir.  
Game-Fish Department Director  
Water Commission Director  
Economic Planning-Development Dir.  
Corporation Commission Chairman  
U. of A. Archaeology Dept. Chairman  
State Parks Director  
State Atomic Energy Comm. Dir.  
John Beatty, Phoenix  
Don Richards, Tucson  
Arlo B. Lee, St. Johns  
E. H. Weigel, Williams  
Clyde Roberts, Willcox  
Joe Sparks, Scottsdale  
James Wheat, Tempe

Practical Nurse Committee

Mrs. Louisa Renner, Bisbee  
Katie Blackburn, Prescott  
Carrie Larson, Tucson  
Celia K. Pearson, Phoenix  
Bessie Pidgeon, Yuma

Private Technical &  
Business Schools Bd.

Marvin North, Phoenix  
Robert Sweet, Phoenix  
David Hancock, Phoenix  
James Keyes, Phoenix  
Morris Mac Benisch, Tucson  
Ed Ford, Phoenix  
James Hamm, Phoenix  
Superintendent Public  
Instruction (statutory)

Property Tax Appeals, State  
Board of

Charles Moody, Coolidge  
Lowell Monsees, Phoenix  
Howard Relfe, Tolleson  
Clerk: Jeff Ferris

Psychologist Examiners, Bd. of

Nancy Kerr, Tempe  
Dr. James R. Fredrick, Flagstaff  
Dr. Theodore Rosenthal, Tucson  
Virginia Maresca, Scottsdale  
Dr. Keith J. Perkins, Phoenix

Public Accountants Advisory Comm.

Harold R. Davis, Scottsdale  
H. L. Fitz-Simmons, Phoenix  
LaVor Reed, Safford  
Kermit W. Greer, Tucson

Public Safety Personnel Retirement  
Fund Manager

Franklin Stowell, Phoenix  
Carl Cansler, Yuma  
Lawrence Woodall, Tucson

Racing Commission, Arizona

Frank Brophy, Phoenix  
Tom Finley, Gilbert  
Robert Kieckhefer, Prescott  
John Goodman, Tucson  
Clarence Jones, Yuma  
Executive Secretary: James J.  
Murphy, Jr., Phoenix

Real Estate Board, Arizona

Fred Loveday, Bullhead City  
C. W. Van Horn, Yuma  
Charles McDonald, Prescott  
Robert Crouch, Scottsdale  
Stuart Winter, Tucson  
Sidney Smith, Phoenix  
Edwin Husted, Globe

Regents, Arizona Board of

John Lentz, Douglas  
Norman Sharber, Flagstaff  
Dr. Paul Singer, Phoenix  
Margaret M. Christy, Sedona  
Elliott Dunseath, Tucson  
Gordon Paris, Tucson  
Kenneth Bentson, Phoenix  
Sid Woods, Yuma  
Governor (ex-officio)  
Supt. of Public Instruction  
(ex-officio)  
Executive Coordinating Officer:  
Dr. William R. Gable, Tempe  
Fiscal Officer: Lawrence Woodall,  
Phoenix

Retirement System Board, State

Peter Gaffney, Phoenix  
Fred Stofft, Phoenix  
Robert Sundt, Tucson  
Joseph Markey, Sun City  
Administrator: Wayne Gibson  
Finance Manager: Arnold Johnson

Retirement System Investment  
Council

Joseph Matter, Sedona  
Douglas Driggs, Paradise Valley  
Daniel G. Gosnell, Phoenix  
Joseph Markey, Sun City

Retirement System Investment  
Managers

Lionel D. Edie & Company  
Loomis-Sayles & Company, Inc.  
Scudder, Stevens & Clart, Inc.  
Valley National Bank

Salaries For Elected State  
Officials, Comm. On

Appointments awaited

State Self-Insurance Board

Governor  
Secretary of State  
Commissioner of Finance

Structural Pest Control Board

Matthew H. Van Stell, Tucson  
William E. Hodder, Tucson  
William Kryger, Yuma  
James R. Hymer, Phoenix  
Dr. Gordon Bender, Tempe

Surplus Property Agency

State Commissioner of Finance  
Chairman (statutory)  
State Treasurer (statutory)  
Supt. of Public Instruction  
(statutory)

Technical Registration,  
State Board of

James Knickerbocker, Tucson  
Lynn Vanlandingham, Phoenix  
John Girand, Phoenix  
Lew Place, Tucson  
Charles W. Newlin, Tempe  
Robert Bowlsby, Phoenix  
Charles Dryden, Flagstaff  
Robert Wallace, Scottsdale  
Ralph Wyatt, Phoenix

Uniform State Laws, Commission On

Richard Elliott, Phoenix  
James M. Bush, Phoenix  
Douglas Keddie, Yuma

Veterans Service Commission

Cecil Bridges, Phoenix  
Everett B. Hall, Yuma  
William R. Bourdon, Show Low  
Clayton, B. Orth, Phoenix

Veterinary Examiners, State Bd. Of

Alan Eads, Scottsdale  
Robert E. McComb, Phoenix  
Raymond Russell, Mesa  
William K. Lee, Tucson  
Dr. Raymond Reed, Tucson

Watercraft Advisory Council

Ariz. Water Sports Council Rep.  
Ariz. Wildlife Federation Rep.  
Ariz. Parks-Recreation Assn. Rep.  
County Sheriff's Assn. Rep.  
Joseph P. Karam, Tucson  
Harold Byfield, Flagstaff

Water Commission, Arizona

David Gipe, Yuma  
John S. Hoopes, Chandler  
George Leonard, Phoenix  
Douglas J. Wall, Flagstaff  
Linton Claridge, Safford  
William Wheeler, Tucson  
Peter Bianco, Casa Grande  
Exec. Director and State Water  
Engineer: Wes Steiner, Phoenix

Water Quality Control Council

Henry Shipley, Scottsdale  
Arthur Hall, Tucson  
Dr. Raymond Baker, Phoenix  
Roger Ernst, Phoenix  
Kenneth A. McDonald, Scottsdale  
Kel Fox, Camp Verde  
Cliff Tabor, Wellton  
Statutory members, who may be  
represented by members of the  
administrative staffs of their  
agencies:

Commissioner of Public Health  
Game-Fish Commission member  
Oil & Gas Conservation Comm. member  
State Lane Commissioner  
Interstate Stream Comm. member  
UA Agricultural College Dean

Welfare, State Board of Public

Glenn A. Jones, Phoenix  
James Coughlin, Yarnell  
Harold Musgrave, Phoenix  
Arthur Van Haren, Phoenix  
Laura Almquist, Tucson

Western Interstate Commission  
For Higher Education

Dr. Richard A. Harvill, Tucson  
Dr. Dermont W. Melick, Phoenix