

SFY 2012 - 2016



## FIVE YEAR STRATEGIC PLAN

PROMOTING THE SAFETY, WELL-BEING, AND SELF-SUFFICIENCY OF CHILDREN, ADULTS AND FAMILIES.

ARIZONA  
DEPARTMENT  
OF ECONOMIC  
SECURITY



### GOALS:

STRENGTHEN  
INDIVIDUALS  
AND FAMILIES

INCREASE SELF-  
SUFFICIENCY

COLLABORATE WITH  
COMMUNITIES TO  
INCREASE CAPACITY

INCREASE EFFICIENCY  
AND EFFECTIVENESS  
THROUGH  
INNOVATION AND  
ACCOUNTABILITY



NEAL YOUNG,  
DIRECTOR



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Neal Young  
Director

January 1, 2011

Dear Arizonans:

As the Director of the Arizona Department of Economic Security (DES), it is my pleasure to share with you the Department's fiscal year 2012-2016 five year strategic plan. I hope that you will find the plan useful to understanding the critical role of the Department and our strategic direction.

This five year plan has been developed within the context of the opportunities and challenges in our state. Although there are some beginning indications of recovery, Arizona and our nation continue to experience the effects of the worst economic downturn since the Great Depression. And, unlike other downturns in recent history, the recovery is expected to be slower and have lingering impacts on families in Arizona for years to come. DES and some of its community partners feel the impact of this economic decline with dramatic increases in caseloads for core safety net services, such as Unemployment Insurance Benefits (UI) and Supplemental Nutrition Assistance Program (SNAP), as well as many other emergency and supportive services. At the same time, State revenues to provide services are limited. People who have never before experienced severe financial difficulties are turning to DES and its community partners for basic assistance for the first time. They need temporary supportive services from the state and their communities to weather the economic downturn.

This plan builds on Department collaboration with Arizona's communities and provides a framework for continued innovation, efficiency, and partnership as we move forward together to accomplish the goals set forth in this strategic plan. Much of our work over the past seventeen months has been to refocus our energies on core services, improved accountability and demonstrable outcomes. The Executive Leadership of the Department is poised to continue that approach, as is evidenced by this plan.

I would like to personally thank all DES staff and our many community partners for their tireless dedication, hard work, and commitment to helping Arizona's individuals and families achieve the best possible outcome, especially in these challenging times. As outlined in the plan, the Department will continue working together with Arizona's communities to carry out the critical DES mission to promote "the safety, well-being, and self-sufficiency of Arizona's children, adults and families."

Sincerely,

Neal Young  
Director

## TABLE OF CONTENTS

Vision and Mission Statements .....	1
Values.....	2
Guiding Principles .....	3
Executive Summary .....	4
Department Goals .....	9
Goal 1 .....	10
Strengthen Individuals and Families	
Goal 2 .....	11
Increase Self-Sufficiency	
Goal 3 .....	12
Collaborate with Communities to Increase Capacity	
Goal 4 .....	13
Increase Efficiency and Effectiveness through Innovation and Accountability	
Department Strategic Issues.....	14
Resource Assumptions .....	16

# VISION AND MISSION

---

---

## **Vision**

**Every child, adult, and family in the state of Arizona  
will be safe and economically secure.**

## **Mission**

**The Arizona Department of Economic Security  
promotes the safety, well-being, and self-sufficiency of  
children, adults, and families.**

# VALUES

---

---

As Arizona's human service agency, the Department of Economic Security adheres to values that are foundational to carrying out its mission to promote the safety, well-being, and self-sufficiency of children, adults, and families. These values guide and permeate our work, help stretch our thinking, and are intrinsic to how we conduct ourselves as individuals and as a state agency.

- **Respect:** We respect each other, stakeholders, customers, and staff, and the differences and uniqueness of each. Honesty, trust, and integrity are hallmarks. We treat all with equality and professionalism, recognizing that each individual, family, and community has its priorities, opportunities, and challenges that must be considered.
- **Diversity:** We strive to make decisions based on equity and fairness. We value the diversity of people—of our staff, our communities, and the people we serve.
- **Collaboration:** Partnerships and teamwork are paramount and integral to how we do business. We engage in collaboration with policymakers, service providers, community providers, tribes, and families to develop programs and provide services that improve the quality of life in Arizona's communities.
- **Accountability:** We are accountable to our clients, partners, and coworkers, taking responsibility in all relationships. We continually examine actions and outcomes and strive to learn from each. We meet commitments and provide quality services.
- **Innovation:** We engage in visionary and strategic thinking and creative problem-solving focused on our vision and mission, bringing new ideas to fruition. We are solution-oriented. We challenge the status quo, are open to new ways of doing things, and continuously draw upon multiple and diverse sources for ideas and inspiration.

## GUIDING PRINCIPLES

---

---

### *Systems of care must:*

- be customer- and family- driven
- be effectively integrated
- protect the rights of families and individuals
- allow smooth transitions between programs
- build community capacity to serve families and individuals
- emphasize prevention and early intervention
- respect customers, partners, and fellow employees

### *Services must be:*

- evaluated for outcomes
- coordinated across systems
- personalized to meet the needs of families and individuals
- accessible, accountable, and comprehensive
- culturally and linguistically appropriate and respectful
- strength-based and delivered in the least intrusive manner

### *Leaders must:*

- value our employees
- lead by example
- partner with communities
- be inclusive in decision making
- ensure staff are trained and supported to do their jobs

# EXECUTIVE SUMMARY

---

---

The Department of Economic Security (DES) is an integrated human services agency that provides critical protective and assistance services to more than 1.5 million of Arizona's children, adults, and families each year.

Together, DES' programs impact the safety, well-being, and self-sufficiency of Arizonans. Some of these programs include: basic human needs such as food and energy assistance; temporary financial support including cash assistance for low income families and Unemployment Insurance Benefits; eligibility for medical assistance; child support enforcement; employment assistance (including vocational rehabilitation and job training); protective services for children, vulnerable adults, and the elderly; services to provide families the tools they need to care for their children; child care for parents preparing for work; domestic violence shelter and supports; early intervention services for infants and toddlers at risk of developmental delays; home- and community-based services for individuals with developmental disabilities and older Arizonans; and services to help seniors, adults with disabilities, and youth to live independently.

These programs and services are delivered through DES offices and staff statewide and through a network of contracted community-based providers. DES works collaboratively with the communities it serves, other state agencies, counties and local governments, the federal agencies that oversee DES' programs, the courts, and Native American tribes in the delivery of services to the citizens of Arizona.

Arizona continues to suffer from an economic recession which has resulted in unprecedented declining revenues and an increase in need for government services for many Arizonans who are out of work and facing foreclosure or other serious financial burdens. In order to help resolve the budget deficit, DES reduced staffing levels when necessary, and, in some cases eliminated programs or reduced rates and benefit levels. It continues to increase efficiency and cost-effectiveness of operations where possible. In the face of increasingly limited revenues, DES and many of its community partners are feeling the impact of the recession with record numbers of Arizonans seeking safety net assistance and supports, evidenced, for example, through dramatic rises in some caseloads for essential services such as Unemployment Insurance Benefits and the Supplemental Nutrition Assistance Program.

This five year strategic plan reflects an emphasis on maintaining the essential core safety net services to help individuals and families meet basic human needs. It is in these challenging times that this social safety net provided by the Department and the community is most important. The Department must preserve accountability in service delivery through responding to the specific, immediate demands that we face due to rising caseloads and more Arizonans experiencing poverty. At the same time, DES must not lose sight of the ultimate objective to move beyond simply delivering services to providing, along with these services, assistance to prevent dependence and help families gain the tools they need to effectively and permanently escape the hardships of poverty and other barriers that currently prevent them from being self-sufficient.

The Department must, through deliberate planning, continue to identify and target resources and work together with community partners, faith-based organizations, and other state agencies to deliver services to individuals, children, and families in need.

The DES Vision is that *every child, adult, and family in the State of Arizona will be safe and economically secure.*

The Department strives to achieve this through its Mission to *promote the safety, well-being, and self-sufficiency of children, adults, and families.*

There are five core values that form the basis for the work that DES does in the fulfillment of its mission: respect, diversity, collaboration, accountability, and innovation. These values are applied in the daily work across DES.

The Department's vision, mission, values, and guiding principles provide a foundation for the following four goals of the agency, which are designed to improve outcomes for children, families, and individuals in Arizona:

- Strengthen Individuals and Families
- Increase Self-Sufficiency
- Collaborate with Communities to Increase Capacity
- Increase Efficiency and Effectiveness through Innovation and Accountability

In order to achieve these goals, DES will continue to involve stakeholders in the delivery of human services in this state, both within the agency and with the agency's many community partners. Much of the work effort this year and next is focused on basic foundational needs—safety, hunger, protection, employment, and temporary cash support—maintaining the safety net for vulnerable individuals and families as the recession continues to impact both financially marginal families as well as the middle class. In addition to focusing on this core work, the Department has added the fourth goal emphasizing innovation and accountability in the use of limited resources by continuously working to increase efficiency and effectiveness in delivering services to vulnerable Arizonans.

The DES Strategic Plan focuses on the breadth of DES' programs to identify overarching Department priorities and major initiatives. The Plan serves as the framework for ongoing budgeting and planning prioritization, as well as consolidates and reflects the critical and often interrelated issues facing the Department. To chart forward movement based on a foundation of integrated services, the plan sets forth goals and strategies for addressing those issues and attaining the desired outcomes. This plan will be modified and adapted to respond to shifting environmental factors and the needs of the individuals and families DES serves.

**The following is information regarding the Goals in this Strategic Plan:**

***Goal 1: Strengthen Individuals and Families***

The safety and well-being of vulnerable children, adults, and families are inherent to the Department's vision and mission. DES, in collaboration with its family and community partners, provides services and supports to vulnerable populations (e.g., children at risk of abuse and neglect, older and at-risk adults, individuals with disabilities, homeless individuals, refugees, and victims of domestic violence). Building on the strengths and support systems available in families and communities, DES provides immediate services and supports through an integrated service network to enhance the safety and well-being of these

vulnerable populations throughout Arizona. By focusing on an array of services, DES actively involves families and communities in the daily work across the agency. Comprehensive approaches to meet the needs of vulnerable individuals seeking or receiving services intrinsically include finding and expanding meaningful ways to partner with communities so that the responsibility for supporting families is broadly shared.

Strategies to meet this goal include assisting older and at-risk adults, individuals with disabilities, and youth aging out of foster care to live independently, as well as safely reducing the number of children in foster care and the number of children in congregate care by developing safe alternatives, including timely permanency, and in family-like settings where possible and appropriate.

The Department's investigation rates for Adult Protective Services and Child Protective Services are 100 percent. Arizona's Developmental Disabilities program is ranked best in the nation—up from number two last year. DES also continues successful permanency initiatives for children in out-of-home care and has consistently increased the number of adoptions. In addition, Arizona consistently performs above the national median for placements of children in out-of-home care with relatives over non-relative caregivers.

### ***Goal 2: Increase Self-Sufficiency***

For individuals and families to escape the hardships of poverty and meet their basic needs, especially in the midst of the recent economic downturn, they require certain skills and supports to help them find and keep a job and to maintain quality of life. DES works to provide or assist in finding core economic safety net services to meet individuals' and families' needs. Programs such as Unemployment Insurance, Child Support, Supplemental Nutrition Assistance, Cash Assistance, Medical Assistance Eligibility, and Child Care provide important services and supports to help individuals and families increase self-sufficiency. The Department also provides employment-related support services that increase skills and opportunities for older adults, veterans, individuals with disabilities, refugees, economically disadvantaged youth and adults, and youth who have aged out of foster care.

In assisting Arizonans toward self-sufficiency, despite an economic recession, DES has attained steady increases in Title IV-D-related child support collections over the past two fiscal years. The DES Unemployment Insurance program has recently reached significant milestones in timeliness. One example is for first payment timeliness which is up from 53<sup>rd</sup> in the nation for the prior fiscal year to 13<sup>th</sup> in the nation for the quarter ending June 30, 2010. In November 2010, well over one million Arizona families and individuals were provided Supplemental Nutrition Assistance and were on the state Medicaid rolls through AHCCCS after having their eligibility determined by DES.

### ***Goal 3: Collaborate with Communities to Increase Capacity***

In order to most effectively assist Arizonans in achieving permanency, stability, and overall well-being, DES must continue to involve stakeholders in the delivery of human services in this state—both within the agency and with our many community partners. This goal reflects the Department's initiatives to expand and strengthen the State's human service network by blending the strengths of DES staff, community partners, families, and individuals to improve outcomes for clients and to reduce the number of vulnerable children, adults, and families in need of DES services.

DES' strategies include collaborating with local communities to provide core safety net services and a focus on working closely with the business community to identify opportunities for employing at-risk individuals. Increased emphasis is being placed on significantly expanding partnerships with faith-based organizations to engage these community resources as partners in promoting the safety, well-being, and self-sufficiency of Arizona's vulnerable individuals and families.

DES is currently involved in community partnerships and collaborations throughout Arizona addressing human service resources and supports. Partnerships and collaborations include those addressing homelessness, hunger, domestic violence, and Community Action Programs for short-term crisis needs, to name just a few. Examples of recent accomplishments involving these partnerships include the Homeless Project H3: Home, Health, Hope, a collaboration of both public- and private-sector community leaders in the Greater Phoenix area addressing homelessness, which to date has successfully housed 27 chronically homeless individuals, including at least two veterans, as well as implemented initiatives targeting homeless individuals living on the street who are medically vulnerable and also those most at-risk of premature death. In addition, with the assistance of DES, the ArizonaSERVES initiative is helping to connect faith-based and nonprofit organizations to the needs of Arizona's most vulnerable citizens.

#### ***Goal 4: Increase Efficiency and Effectiveness through Innovation and Accountability***

The Department has a history of innovation and efficiency in the delivery of human services, as exemplified through various awards and recognition. For example, the Department's Child Support program has been the recipient of the Federal Office of Child Support Enforcement (OCSE) Commissioner's Award for Innovative Technology in recognition of its Auto-Dialer Call Generation System; and DES' Family Assistance Administration has been recognized by the U.S. Department of Agriculture, Food and Nutrition Service (FNS), for its participation in the Food Stamp Outreach Coalition and for work as Hunger Champions.

In recognizing the Department's accountability to the citizens of Arizona for the judicious use of its resources, Arizona's economic downturn has required DES to push forward with even greater innovation to pursue opportunities for cost savings and achieve more streamlined and efficient methods to carry out core programs. Across the Department, staff are demonstrating increased efficiency in service delivery and operations. One example is the overall cost avoidance savings attained through consolidation of offices.

The Department also continues to streamline the eligibility process for Cash Assistance through expansion of the online Health-e Arizona application for Cash Assistance benefits, Supplemental Nutrition Assistance Program (SNAP), and Medical Assistance Eligibility. In addition, DES programs are building Web sites to increase the opportunities for individuals to access information and benefits through Web-based and interactive voice response systems. This promotes customer self-sufficiency and increases cost-efficiency in the delivery of services.

#### ***Conclusion***

DES continues to move forward in collaboration with its many community partners to accomplish the goals set forth in this Strategic Plan. We define our success in terms of how our programs and services help individuals and families in Arizona attain greater safety, self-sufficiency, and well-being.

The Department's services have a direct, positive impact on the lives of children, adults, and families in Arizona by providing protective services for vulnerable children and adults, helping families meet their basic needs for food and shelter, providing parents the skills and supports they need to find and keep a job, assisting individuals with disabilities by providing training and services that foster independence, and partnering with communities throughout Arizona to support families in their neighborhoods. Ultimately, the Department's desired outcomes include that children, adults, and families will be safer in their homes and communities and living in the least restrictive setting, individuals and their families will see improvements in economic mobility and self-sufficiency, and there will be a reduction in families' reliance on government programs.

Over the next five years, the DES Strategic Plan projects the direction of the Department and how it will get there by delivering quality, effective, and efficient human services. Above all, the plan highlights how the Department will continue to administer human services for Arizonans, while carrying out its mission to promote the safety, well-being, and self-sufficiency for the children, adults, and families of Arizona served by DES.

## DEPARTMENT GOALS

---

---

**Goal 1: Strengthen Individuals and Families**

**Goal 2: Increase Self-Sufficiency**

**Goal 3: Collaborate with Communities to Increase Capacity**

**Goal 4: Increase Efficiency and Effectiveness through  
Innovation and Accountability**

# GOAL 1

## Strengthen Individuals and Families

---

---

### Goal Focus

---

---

The agency's protective and support services enable Arizona's vulnerable children, adults, and families to reside safely in the least restrictive environment possible.

These populations include children and families involved with the Child and Adult Protective Services systems, individuals seeking one-time supports, individuals with disabilities, older and at-risk adults, refugees, homeless individuals, and victims of domestic violence.

DES' focus is a holistic, inclusive approach that leverages the strengths of individuals and families to improve other areas with which they may struggle. Providing an array of services, integrated across Department programs and with other state agencies and community partners to best meet the needs of the client (especially those with multiple needs), will result in strengthening Arizona's families and individuals by assisting them in achieving self-sufficiency, safety, and overall well-being.

### Desired Outcomes:

- Children growing up in nurturing family environments
- Vulnerable individuals, children, and families living in safe environments
- Increased quality of life through receipt of needed consumer-directed, individual and family-centered support services

### Strategies:

1. *Create and implement comprehensive approaches to meet the needs of individuals and families seeking or receiving services.*
2. *Build on the strengths and support systems available in families.*
3. *Assist older and at-risk adults, individuals with disabilities, and youth aging out of foster care to live independently.*
4. *Work in partnership with tribal communities to strengthen individuals and families.*
5. *Safely reduce the number of children entering the foster care system and the number of children who are in the foster care system by developing safe alternatives, including timely permanency.*
6. *Safely reduce the number of children in congregate care and place children in family-like settings (kinship care and family foster homes).*

## GOAL 2

# Increase Self-Sufficiency

---

---

### Goal Focus

---

---

DES works to increase self-sufficiency through enhancing employability and providing employment supports to mitigate risk factors associated with the need for DES services.

DES strives to assist vulnerable individuals to attain employment to the extent of their capabilities, such as veterans, older adults, economically disadvantaged youth and adults, youth aging out of foster care, refugees, and individuals with disabilities. In addition, programs such as unemployment insurance, child support, supplemental nutrition assistance, child care, and medical assistance eligibility provide important services and supports to vulnerable individuals and families.

DES seeks to provide these quality of life services to Arizonans in the most effective means possible. In these challenging economic times, the safety net of benefits and support services provided by the Department are helping children, individuals, and families meet their basic needs for health and well-being and can serve as a critical bridge to self-sufficiency.

### Desired Outcomes:

- Individuals and families can meet their basic needs
- Parents with the skills and support needed to find and keep good paying jobs
- Increased self-sufficiency, upward economic mobility, and quality of life through employment
- Increased utilization of natural supports and community resources, resulting in less dependence on government programs

### Strategies:

1. *Provide core safety net services to stabilize families as a first step towards enabling them to achieve maximum employability and self-sufficiency.*
2. *Provide employment-related services and assistance supports to vulnerable populations, such as older adults, individuals with disabilities, refugees, veterans, economically disadvantaged youth and adults, and youth who have aged out of foster care.*
3. *Reduce the number of families on Cash Assistance by increasing self-sufficiency through increased employment placements.*
4. *Increase the number of certified family child care providers so parents have more child care options.*
5. *Make child support a reliable source of income for the families we serve.*

# GOAL 3

## Collaborate with Communities to Increase Capacity

---

---

### Goal Focus

---

---

Our staff serve as a connecting bridge, working proactively with community partners, faith-based organizations, and other state agencies to maximize services to children and families in need.

Significantly expanded partnerships with faith-based organizations are enabling DES to work with these organizations where our missions intersect and enhance the effectiveness of Department strategies to strengthen individuals and families and increase their self-sufficiency. DES is providing programmatic access and technical assistance and connecting faith-based entities with community resources to more effectively meet the needs of Arizona's most vulnerable citizens.

These faith-based and community collaborations help the Department deal with diminished DES capacity, while we in turn help build the capacity of local communities and maximize the impact of our shared resources.

### Desired Outcomes:

- Vulnerable children, adults, and families able to live safely and in the least restrictive environments
- Enhanced quality of life for children, adults, and families through:
  - Increased stability in family and community relationships and living environments
  - Receipt of needed consumer-directed, individual and family-centered support services
- Communities actively involved in promoting the safety and well-being of vulnerable individuals and families
- Older adults and persons with disabilities able to remain in their communities and avoid the need for institutionalization
- Individuals engaged in a positive way with their families and communities

### Strategies:

1. *Increase collaboration with community partners and stakeholders to provide core safety net services.*
2. *Engage Faith-based Organizations as partners to promote the safety, well-being, and self-sufficiency of individuals and families.*
3. *Work closely with the business community to identify opportunities for employing at-risk individuals.*

## GOAL 4

# Increase Efficiency and Effectiveness Through Innovation and Accountability

---

---

### Goal Focus

---

DES strives to be a provider of responsive and reliable services to our community. This goal focuses on the Department's efforts to ensure delivery of quality, timely, and cost effective core services. The day-to-day activities of the Department ultimately rely on effective staff and efficient internal business systems. DES is committed to continuous improvement in these overall processes in order to enable staff to work toward the best outcomes for those the Department serves.

The Department recognizes its accountability to the citizens of Arizona to ensure that DES' resources are being used as efficiently and effectively as possible. To this end, the Department continues to explore and implement efficiency and cost-saving strategies wherever possible and to look for new ways to deliver services and partner with the community.

DES also works to increase the opportunities for individuals to access information and benefits through Web-based and interactive voice response systems. This promotes customer self-sufficiency and increases cost-efficiency in the delivery of services.

### Desired Outcomes:

- DES programs continuously monitoring performance, striving to innovate and improve efficiency through visionary, creative thinking and problem-solving
- Accountability exemplified at all levels of the agency in meeting commitments and providing effective and efficient quality services
- Dedicated, professional, caring staff committed to delivering the highest quality services to Arizona's vulnerable citizens
- Internal operating systems efficiently supporting optimum program operation

### Strategies:

1. *Deliver quality, timely, and cost-effective services.*
2. *Deliver responsive and efficient technology services.*
3. *Efficiently address the needs of the Department's current and future workforce.*
4. *Provide services in the most effective means possible, partnering with private industry where appropriate.*

# DEPARTMENT STRATEGIC ISSUES

---

---

The following areas are some of the current challenges and opportunities in the human services environment that most significantly impact the work of the Department.

## **Issue 1: Core Mission, Accountability, and Efficiency**

The Department has a history of innovation and efficiency in the delivery of human services and must continue to innovate and find ways to improve efficiency throughout the agency. The Department will need to ensure that core services continue while incorporating inventive and efficient business strategies to successfully provide services to Arizona's most vulnerable populations.

The agency is engaged in continuous improvement to ensure the accountability of its programs. To that end, the Department has streamlined and focused its key performance measures and is monitoring them frequently and examining them closely to assess areas of the agency that are performing at a high level as well as areas where the Department can improve the delivery of its services.

As the Department manages through a rapidly changing environment, including such factors as fewer dollars, the changing nature of the workforce, changes in technology, etc., and intensifies its focus on its core work, the Department is also working to strengthen its workforce. Given the difficult economic climate in Arizona and the nation, the Department must provide resources and supports to the maximum extent possible to ensure that staff are able to stay focused on the agency's core mission and continue working hard for the families and individuals DES serves.

## **Issue 2: Economic and Social Stressors**

Arizona and the nation are experiencing an unparalleled economic downturn. The nation's mortgage foreclosure crisis and associated losses in the housing and construction industries have hit Arizona disproportionately hard. The unemployment rate remains well above nine percent. The economic decline creates competing stressors on state government and on DES services in particular. The decline has caused state revenue to fall sharply, leaving less money available to provide services, while at the same time also leading to greater demand for some Department services. There have been dramatic rises in unemployment insurance caseloads, as well as increases in the number of families seeking assistance to meet basic needs such as housing, food, and health care. People who have never experienced financial difficulties in the past are coming to DES for services.

According to the 2009 U.S. Census Bureau's American Community Survey, in Arizona more than 14 percent of the people live in poverty, and nearly 21 percent of Arizona's children are living below the federal poverty level. The federal poverty level for a family of four is currently \$22,050.

In addition to the stress caused by the economic downturn, violence against children continues to be a substantial concern, oftentimes brought on by multiple risk factors, including poverty and substance abuse, thus establishing critical needs for protective, remedial, preventive, and intervention services for children and families. The current economic situation may create even more intense stress on already

fragile family environments, further compounding these issues. Additionally, as more people have children later in life, a growing segment of the population is raising children while simultaneously caring for aging parents. Supports may be necessary for these caregivers to succeed in meeting this challenge.

### **Issue 3: Federal Funding**

The Department's recent budgets have relied heavily on federal funds in order to reduce the state's General Fund support for the Department. In fiscal year 2010, a significant amount of federal support expired. The Legislature responded to the expiration of this federal funding by including \$102 million in General Fund to sustain critical operations in child welfare, developmental disabilities, and Temporary Assistance for Needy Families for fiscal year 2011. Additional federal funding expires in fiscal year 2011. Therefore, the State and Department will need to evaluate all options in fiscal year 2012 to address this issue.

The expiring federal funds are from the American Recovery and Reinvestment Act of 2009 (ARRA, P.L. 111-5), which was signed into law on February 13, 2009. ARRA, which is commonly referred to as the federal stimulus, temporarily augmented the funding provided under a number of the Department's federal grants. As a result, the Legislature was not only able to address caseload growth with federal funds, but was also able to significantly reduce the Department's General Fund base. These federal funds will no longer be an option beginning in fiscal year 2012.

### **Issue 4: Collaboration with Community and Faith-Based Partners**

The Department places an emphasis on collaboration with community and faith-based partners to accomplish its goals. DES recognizes that all communities are unique, and believes that those within a community often have a greater understanding of the best ways to meet their community's needs. This integrated and innovative approach to human services is crucial to developing and incorporating systems to best assist the populations the agency serves and to achieve the best possible outcomes for the vulnerable individuals, children, and families of Arizona.

The Department is committed to continuing to expand and strengthen these relationships by involving faith-based partners and community constituencies in strategic planning and resource allocation efforts. The Department is enhancing the role of faith-based partners, family voice, community partnerships, tribal relationships, and sister agency collaboration to improve outcomes for Arizona's children and families.

## DEPARTMENT RESOURCE ASSUMPTIONS

---



---

### Agency Incremental Costs for All Funds

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
FTE	-	179.4	182.9	186.6	190.4
General Funds	125,335.4	15,248.8	15,553.7	15,864.9	16,182.1
Other Appropriated Funds	-	9,419.9	9,608.3	9,800.5	9,996.5
Other Non-Appropriated Funds	(251,508.6)	21,081.8	21,503.5	21,933.5	22,372.2
Federal Non-Appropriated Funds	(668,850.3)	53,593.1	54,665.0	55,758.3	56,873.5
<b>Total</b>	<b>(795,023.5)</b>	<b>99,343.6</b>	<b>101,330.5</b>	<b>103,357.2</b>	<b>105,424.3</b>

Funding Amounts in Thousands

## RESOURCE ASSUMPTIONS SUMMARIES

### Agency Funding Total for All Funds

(Sum of Incremental Costs for Addressing Goals and the Base for Each Year)

	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
FTE	8,968.0	8,968.0	9,147.4	9,330.3	9,516.9	9,707.3
General Funds	637,103.9	762,439.3	777,688.1	793,241.8	809,106.7	825,288.8
Other Appropriated Funds	470,996.0	470,996.0	480,415.9	490,024.2	499,824.7	509,821.2
Other Non-Appropriated Funds	1,305,599.7	1,054,091.1	1,075,172.9	1,096,676.4	1,118,609.9	1,140,982.1
Federal Non-Appropriated Funds	3,348,507.3	2,679,657.0	2,733,250.1	2,787,915.1	2,843,673.4	2,900,546.9
<b>Aggregate Agency Level Total</b>	<b>5,762,206.9</b>	<b>4,967,183.4</b>	<b>5,066,527.0</b>	<b>5,167,857.5</b>	<b>5,271,214.7</b>	<b>5,376,639.0</b>

Funding Amounts in Thousands

Equal Opportunity Employer/Program • Under Titles VI and VII of the Civil Rights Act of 1964 (Title VI & VII), and the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, the Department prohibits discrimination in admissions, programs, services, activities, or employment based on race, color, religion, sex, national origin, age, and disability. The Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service or activity. For example, this means if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible. To request this document in alternative format or for further information about this policy, call 602-5432-3882; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request.



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

PPP-1072ASRLPD (12-10)