Arizona

Department of Economic Security

Annual Report

SFY 2005 - 2006

Governor
Janet Napolitano

DES Director
Tracy L. Wareing

MISSION

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

VISION

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

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 job

Janet Napolitano   Tracy L. Wareing
Governor   Director

M A R   2 7   2 0 0 7

The Honorable
Janet Napolitano
Office of the
Governor
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Napolitano:

The Arizona Department of Economic Security's Annual Report for the period July 1, 2005, through June 30, 2006, is enclosed. This report is submitted pursuant to A.R.S. §41-1960, which requires the Department to make an annual report of Arizona's economic security needs and resources; the use, training, and placement of manpower; and recommendations for the forthcoming fiscal year for the state's development of relevant programs.

During state fiscal year 2006, the Department continued, initiated, and planned a number of projects that will directly assist children, adults, and families to be safe and economically secure. The Cash Assistance caseload continued to decrease during the year, reflecting the Department's success at placing individuals in employment that leads to self-sufficiency. The Department continued to integrate services to focus on prevention and early intervention, launched a Breakthrough Series Collaborative effort that allows local teams to spread successful ideas, and expanded the use of multidisciplinary Family Connections teams.

In addition, the Department implemented a number of automation initiatives and administrative enhancements designed to increase Department efficiency and improve customer service.

This report includes highlights of many of the Department's accomplishments that will help improve outcomes for children and their families throughout the state.

Sincerely,

Tracy Wareing,
Director

TABLE OF CONTENTS

DEPARTMENT OVERVIEW

The Department of Economic Security has approximately 10,350 full-time equivalent (FTE) positions and has 234 offices throughout the state, including 183 direct service offices, 15 residential and medical facilities, and 36 administrative and training offices. Six district offices are located in Phoenix, Tucson, Flagstaff, Yuma, Casa Grande, and Bisbee.

For the past two years the Department has focused its attention on the methodologies used to provide necessary services to its clients. The Department has continued to integrate its service delivery as the standard method of how it does business. Service integration builds individuals' and families' capacities to improve their lives by focusing on prevention and early intervention. Through service integration, individuals and families are assessed for their strengths and engaged in developing plans to build on those strengths and reach progressive goals in the areas of safety and self-sufficiency. As is identified below, many of the major initiatives directly support the integration of program services.

MAJOR INITIATIVES

Service Integration

The Department continues to integrate its service delivery. A new era of collaboration among families, community partners, and the Department now drives the mission of promoting the safety, well-being, and self-sufficiency of children, adults, and families. The Department's objective is to move beyond delivering services and to garner a greater focus on helping families gain the tools they need to effectively and permanently escape the hardships of poverty and overcome barriers such as homelessness and family violence. The adoption of new business models that are holistic, inclusive, and strength-based in their approach will result in overall improved outcomes for families.

Service integration increases the likelihood that families and individuals will benefit when services are delivered in a more cohesive and coordinated manner. Service integration is:

- Flexible, progressive, and outcome-driven;
- Family-focused;
- Locally managed; and
- Collaborative.

Success requires the adoption of a methodology for performance measurement and evaluation. Although the Department monitors indicators of success in all program areas, three areas were selected for primary focus in FY 2006:

(1) Reducing the Cash Assistance adult caseload by promoting self-sufficiency;
(2) Safely reducing the number of children in out-of-home care by strengthening families; and
(3) Safely reducing the number of children and adults in group homes, shelters, and institutional care by developing the capacity of families and communities.

Initial strategies being deployed involve the development and refinement of local service delivery models. These models incorporate collaborative efforts with some of the following elements:

- Developing coordinated case plans that encourage engagement in activities that best improve their families' circumstances;
- Accessing a range of activities and strength-based services to meet the families' needs;
- Embracing a work-focused, family-centered approach to case management that is customized to meet individual and/or family needs; and
- Improving services to customers by offering regular and frequent face-to-face contact.

In order to effectively guide and support local ownership, innovation, and implementation of service integration efforts, the following parameters have been defined:

- Activities must comply with federal and state law, rule, and regulation;
- Issues must be resolved at the lowest level of the agency, whenever possible; and
- All activities should move the Department toward its vision that every child, adult, and family in Arizona will be safe and economically secure.

Community partners bring a wealth of knowledge and resources that, when embraced, enhance and expand opportunities for mutual customers. It is critical that these partnerships continue to be developed at a grassroots level to ensure that the true needs of the community are met. These partnerships are exemplified by community network teams and business continuity planning teams, both of which comprise Department personnel and external community partners.

In an effort to build on the prior year's service integration improvements in reducing the Cash Assistance caseload and reducing the number of children in out-of-home care, the Department began a series of service delivery system changes. Components of the new service delivery approach include:

Family Connections: The Department initiated Family Connections (TANF/Child Welfare) teams in January 2005. The purpose of Family Connections is to engage families who are receiving TANF Cash Assistance and are at risk of involvement in the child welfare system in comprehensive integrated services with the goal of assisting the families in achieving self-sufficiency, safety, and overall well-being.

The mission of Family Connections is to promote and empower safe, healthy families by connecting them to suitable community resources that will assist them in achieving their highest potential. Services are family-focused, strength-based, voluntary, and coordinated.

During SFY 2006, there were ten Family Connections teams operating in Arizona. The teams continue to be multidisciplinary, composed of a team lead, child welfare specialists, a TANF specialist, Jobs employment staff, case aids, and domestic violence advocates. The Maricopa County teams are sharing a Rehabilitation Services Administration (RSA) staff person that completes individual assessments with family

members and qualifies them for rehabilitation services and/or benefits. Having a RSA staff assigned to a Family Connections team has been so effective and successful that assigning additional RSA staff to Family Connections is being considered.

The four additional Family Connections teams added during SFY 2006 have specific areas of focus based on the identified needs of Maricopa and Pima counties. Two of the teams have a focus of providing kinship care services. The focus is to become involved with a relative or nonrelative placement early in the placement process, complete a needs assessment, and provide services that support the kinship family and the child placed with them. The intent is to prevent disruptions, provide support, and, when applicable, be able to assist in transitioning the child back into the birth family home. The other two teams are focused on working closely with Child Protective Services (CPS) to review and accept cases that are closing with CPS within 30 days but that still have risk issues to be addressed. Family Connections also participates in the CPS team decision making process with the intent of sharing resources, participating with families to access services, or, in some situations, being available to accept an appropriate referral for long-term intervention.

Participation in Family Connections continues to be voluntary. Team members engage families in their homes, work, or wherever the family feels most comfortable, and work with them to develop goals of self-sufficiency, child safety, and well-being. Resources necessary to achieve stability and self-sufficiency are identified and coordinated through a team lead member. Resources include those available through the family, family support networks, the Department, other state agencies, and community- and faith-based organizations. This approach to working with families has been extremely successful and families consistently praise Family Connections team members for providing hands-on services.

The teams still serve only Maricopa and Pima counties. Ongoing target populations are the families that are the hardest to serve and include: kinship care; TANF/child welfare families referred by Department staff; families involved in the child welfare system with open CPS cases that are within 30 days of closure and do not present safety issues; families identified through family and juvenile court child welfare-related mediation; and homeless victims of domestic violence. Family Connections has expanded its referral base to include referrals from homeless shelters where families are residing and need permanent housing along with other services.

During SFY 2006, Family Connections teams took a lead in the integration of services at the Arizona Veterans Memorial Coliseum and Katrina Evacuation Center. These services included housing and furnishings, health and mental health care, employment, public benefits, legal aid, and emergency aid for displaced Hurricane Katrina and Hurricane Rita victims. Specifically, teams targeted some of the most difficult to engage evacuees and facilitated entry into housing and access to benefits and employment. Team members continue to assist many of these individuals and families through involvement in a long-term recovery effort. Family Connections is only one participant of several that includes faith-based and community agency personnel.

Assessments of families served through Family Connections and homeless shelters include an initial screening and use of a self-sufficiency matrix that has been tested for validity and reliability. Areas of assessment include income, housing status, education, health care, substance abuse, mental health, and community involvement. Data is

collected at intake, at three-month intervals, and upon exit. The desired outcome for the teams is the development and implementation of a service integration model that results in families achieving goals of self-sufficiency, safety, and well-being. The Self-Sufficiency Matrix was recently incorporated into a Family Connections mini-data system that has been designed to gather critical data about families served by Family Connections. The data will be reported during 2007.

Families that have come into contact with the Department are often struggling with issues of domestic violence and poverty. In Arizona, there has been consistent data from domestic violence shelters identifying the number of women receiving public benefits when they enter shelters. Those who enter the shelters with no resources are routinely referred to Department offices to apply for public benefits such as Cash Assistance and Food Stamps. In order to stabilize these families and to achieve the goals of increasing stability and self-sufficiency, four Family Connections teams, each consisting of experts in public benefits programs, including employment and TANF, child welfare, mental health, and domestic violence advocacy, work with victims of domestic violence exiting shelters in Maricopa and Pima counties.

In the past year, an emphasis of the project has been to increase disability awareness of Child Protective Services specialists for referrals to Vocational Rehabilitation counselors. Discussions are underway to incorporate the Division of Developmental Disabilities (DDD) as a partner in the project. RSA hired a Service Integration coordinator to work with the Family Connections program. Two RSA Vocational Rehabilitation counselors will be dedicated to serve individuals in the Family Connections units in Maricopa County. The service integration coordinator will also be involved in the coordination activities of the foster care projects with DCYF and DDD.

Creation of the DES Customer Service Representative (CSR) position: The CSR provides the first point of contact for families receiving services at designated Department multiservice facilities. The CSR is an integrated position that provides support to all programs within the Department. The CSR works for, and on behalf of, the entire Department by providing a comprehensive triage of individuals at the point of their first contact with the Department. These positions were created to have flexible duties so they can be adapted throughout the state based on the unique differences of each multiservice facility. The goal of the CSR is to improve the customer service the Department provides to families by increasing access to services based on up-front screening, assessment, and referral.

Creation of the TANF Service Coordinator (TSC) position: The TSC provides an integrated holistic approach to addressing barriers to self-sufficiency by coordinating the services of multiple programs both in the Department and outside the Department for families receiving TANF Cash Assistance. The TSC interviews applicants and determines eligibility for Cash Assistance, Food Stamps, and Medical Assistance and conducts the initial strength- and needs-based assessment to connect the family to employment and other self-sufficiency related services as early as possible. When appropriate, the TSC diverts eligible families from long-term receipt of Cash Assistance through the Grant Diversion Program.

Breakthrough Series Collaborative on Service Integration: This collaborative effort involves the use of a continuous quality and systems improvement methodology known as the Breakthrough Series Collaborative (BSC). Small, rapid tests of change are

developed by local teams that improve outcomes for specified target cases. To keep the tests small, the question is asked, "What can you do by next Tuesday?" that will directly improve outcomes for children, adults, and families in their local communities. What is unique about Arizona's implementation of this methodology is that the Department has invited families and community members to be equal partners at the table.

Activities are grounded in a standard, comprehensive Framework for Change that helps guide team members on principles and values for collaboration and improved outcomes. The Framework provides components for strategies to be tried, studied, adjusted, and, if successful, replicated. The BSC methodology bridges the gap between knowledge and practice. Collaboration allows for greater learning and spreading of successful ideas. Rapid Plan-Do-Study-Act (PDSA) cycles are used and are based on the premise that anyone can have and test ideas. Consensus is not needed, and power and influence within the team is equalized. Change happens at all levels. Local, organically grown strategies and improvements create a more sustainable culture for improved outcomes.

The Collaborative is supported by various methods of communication. Teams communicate through "all collaborative conference calls" and through use of an Extranet site in which each team has a unique page to report their progress and chronicle their activities along with the outcomes of their PDSAs. Ideas are "stolen shamelessly," and successes are spread quickly.

Arizona's BSC involves 20 statewide community teams comprising 18 members: six family partners, six community partners, and six agency partners. Two of the 20 teams focus on tribal interactions. Teams meet approximately biweekly and at times that are conducive to family and community partner participation. Teams are chaired by family and community partners serving in leadership roles. Agency staff are informed that all ideas are to be tested provided they are legal and in keeping with the agency's guiding principles.

The BSC lasts for 12 months and consists of three Learning Summits: an initial Learning Summit, a mid-cycle Learning Summit, and a Celebration Summit at the end of the 12 months. The agency has engaged Arizona State University-West to conduct an assessment and evaluation of the BSC and, most importantly, to document the process and the improved outcomes for families.

Advancing the Goals of Service Integration

During state fiscal year (SFY) 2006, the Department continued, initiated, and planned a number of improvements that will result in better outcomes for children and families. The most significant projects are outlined below. Many of the improvements advance more than one of the three goals of the Department's integrated service philosophy:

(1) Promoting economic self-sufficiency;
(2) Reducing the number of children in out-of-home care; and
(3) Reducing the number of children and adults in institutional settings.

Reducing the Cash Assistance Caseload

The Department continued to reduce Arizona's Cash Assistance caseload during SFY 2006. In June 2006, there were 40,630 Cash Assistance cases compared with 44,392 cases in June 2005. This represents a caseload decrease of more than eight percent during SFY 2006. The Cash Assistance caseload began decreasing in November 2003 after reaching a high of 55,495 cases in October 2003. The decline in the caseload reflects the Department's success at placing individuals in work that leads to self-sufficiency.

Workforce Development One-Stop Partners

Arizona was recognized by the U.S. Department of Labor, Employment and Training Administration for being a national innovator for compliance with statutory and regulatory requirements to administer job training and employment programs according to standardized performance measures across the One Stop Partner programs. This was mandated to improve customer service, standardize customer data collection, and to ensure accuracy and timelines of performance results necessary when demonstrating program integrity and value. Arizona's partners worked together integrating program personnel as one team in the development of the training curriculum and the presentation of the training to all participating program staff throughout the state. This was the first time that such a comprehensive training had been attempted and successfully executed on such a large scale.

Workforce Investment Act Incentive Grant

In 2006, Arizona was awarded a Workforce Investment Act (WIA) Title V Incentive Grant for exceeding the performance measures in workforce and education programs under the WIA Program Year for 2004. The partner programs that exceeded program goals to earn these incentive funds were: WIA, Adult Education Services (AES), and Career and Technical Education (CTE). The purpose of the grant is to carry out innovative workforce and education programs consistent with the three major programs involved in exceeding the performance measures. The grant funds of $709,618 were evenly distributed between the three programs (WIA, AES, and CTE), that have implemented a statewide collaborative project called *Enhancing Arizona's Workforce Connections*. This project focuses on activities occurring at the state and local levels to prepare Arizona's job seekers for opportunities in health care disciplines. Activities under this project will continue through June 2008.

Unemployment Insurance Adjudication Training

The U.S. Department of Labor called upon Arizona's Unemployment Insurance Training staff to participate in the development of a National Adjudication online training that could be delivered and accessed over the internet. Upon completion of the development

of the curriculum, a Department of Economic Security trainer continues to perform as the adjunct faculty for the U.S. Department of Labor, taking the lead role in the facilitation of the national training sessions.

Motivational Workshops for Cash Assistance Recipients

Employment Services provided workshops to Cash Assistance recipients to reinforce skills needed to achieve self-sufficiency. Workshop topics include resume preparation, job interviewing skills, and job search techniques. The number of Cash Assistance recipients who attended the motivational workshops in SFY 2006 was 1,261.

Navigator Grant

The Navigator Program secured $1.6 million in funding through June 30, 2007, and continues to make significant systems change with staff and locations. The Rehabilitation Services "Navigators" continue to actively work in One Stop Career Centers on a statewide basis, opening the door for individuals with disabilities. The Navigators work with Centers for Independent Living and many others throughout communities in Arizona to increase assistive technology and resources for individuals with disabilities to access local resources to become employed.

Video Relay Services and Video Remote Interpreting for the Deaf

The Department successfully completed work on a Video Relay Services (VRS) project. This pilot is successfully operating in five Vocational Rehabilitation offices. VRS permits deaf staff to communicate with consumers, vendors, and other stakeholders using American Sign Language, a much more natural communication mode for them. The Rehabilitation Services Administration is committed to moving communication standards for deaf employees and consumers into the 21st century, and plans to expand this VRS project to all other RSA/VR offices throughout the state.

Arizona's Statewide Needs Assessment Project (SNAP)

The Rehabilitation Services Administration (RSA) contracted with the Northern Arizona University's (NAU), Social Research Laboratory (SRL), through an Interagency Service Agreement to conduct a comprehensive statewide assessment of the service needs of individuals with disabilities. The project is the Statewide Needs Assessment Project (SNAP). The purpose of the survey was to determine the employment-related needs of individuals with disabilities who may require Vocational Rehabilitation services in order to seek or maintain employment.

The SNAP employed Random-Digit Dialing and Computer Assisted Telephone Interviewing technology and software to contact households in Arizona that self-identified individuals with a disability. Surveys were completed on 406 Arizona residents, selected at random, who met the criteria above to be included in the survey. Findings suggest that RSA should outreach to individuals with physical disabilities to

more equitably serve them and, in addition, RSA should outreach to individuals age 50 or older.

Respondents were asked about needs in six major service areas: work tolerance, work skills, mobility, self-care, interpersonal skills, and communication. The two areas with the highest percentage of respondents indicating that they needed help were work tolerance (58 percent) and work skills (57 percent). RSA assessed specific needs within these major categories. These results will enable RSA to structure services and allocate resources to meet the employment-related needs of individuals with disabilities in the state.

The RSA also partnered with the Navajo Nation Vocational Rehabilitation Program using the same methodology, survey, and contractor to randomly survey American Indians living in Northern Arizona. This is one of the first collaborative efforts between the state and a tribal entity working together to satisfy federal requirements related to the federal Vocational Rehabilitation Program.

Automated Process for Telephone Assistance

The Department is working with the City of Phoenix Human Services Department to enroll customers who are categorically eligible for the Qwest Lifeline Telephone Assistance Program through an automated process. The Qwest Lifeline Program provides eligible low-income households with an $8.10 discount on their telephone bill every month. Households who are determined eligible for the Low Income Home Energy Assistance Program (LIHEAP) at the City of Phoenix Family Service Centers are automatically enrolled in the Lifeline Program with no additional actions required by the client. The funds to provide the discount are derived from Universal Service Charge funds obtained from the federal government. This brings additional funding to the state to further support services available to low-income households.

Homeless Evaluation Project

The Department collaborated with the Arizona Department of Housing, and all three Homeless Continua of Care, to participate in the Arizona Homeless Evaluation Project. The project has four goals:

- Support activities that make a real difference in lives of homeless people;
- Evaluate the effectiveness of homeless projects;
- Implement method of understanding, what works and what doesn't; and
- Identify best practices.

The Arizona Homeless Evaluation project involves self-sufficiency matrix data, Homeless Management Information System (HMIS) data, and a statistical analysis of data. The self-sufficiency matrix is a case management tool used to collect data upon entry and exit of a program. It measures client stability and self-sufficiency by using a five-point scale for each of 17 domains, including income, employment, housing, childcare, and education. The HMIS collects primarily demographic information and length of stay in a given program. The Department funds the data analysis. Equations

are used to determine the predictors of change in client independence, dysfunction, level of difficulty of clients served, and total self-sufficiency for any participating agency.

The information is used to create profiles to identify agency strengths, opportunities for agency improvement, and objective feedback as to how agencies might become more effective with their homeless clients. The first analysis was completed for data collected from October 2005 to June 2006.

Reducing the Number of Children in Out-of-Home Care

Strengthening Families: A Blueprint for Realigning Arizona's Child Welfare System

In September 2005, the Division of Children, Youth and Families published *Strengthening Families: A Blueprint for Realigning Arizona's Child Welfare System*. The *Blueprint* was created as a more detailed, second step to the strategies outlined in the 2003 report from the Governor's Commission on Child Protective Services Reform. The Blueprint outlines key strategies to achieve the goals of:

- Enhancing parents' ability to create safe, stable, and nurturing home environments;
- Strengthening families so children can remain safely in their homes;
- Finding more permanent homes more quickly for children entering foster care; and
- Placing children in foster care in the least restrictive, most family-like setting possible.

In the past state fiscal year, significant progress has been made in decreasing the number of children who came into the state's care because of abuse and neglect, and reducing the number of children, particularly young children, placed in group homes and shelters. The number of children placed in:

- Shelters and group homes decreased by almost 16 percent;
- Group homes, ages six years old or younger, decreased by almost 62 percent;
- Shelters, ages three years old or younger, decreased by 55 percent;
- Kinship foster care increased from 30 to 33 percent of the foster care population; and
- Family-like settings increased 5.5 percent.

Blueprint strategies continued to be implemented throughout the state to improve outcomes for children and their families.

Foster and Adoptive Home Recruitment, Study, and Supervision

In SFY 2006, the Division of Children, Youth, and Families planned for building system capacity to place children in family-like settings as the first placement option. Children placed in out-of-home care should continue to live, to the greatest extent possible, in their own neighborhoods with their siblings. Family based care is the most appropriate and healthy setting for children who cannot remain safely at home. Resource families,

including kinship caregivers, foster and adoptive parents, and non-related families with whom a child has a significant relationship, provide this type of family care.

In October 2006, DCYF awarded new foster and adoptive home recruitment, study, and supervision contracts statewide. The new service employs Family to Family, and Family Group Decision Making approaches for child-specific recruitment, and targeted recruitment efforts based on local community needs. A major focus of this new service is the recruitment of families willing and able to care for sibling groups and the recruitment expectation that families will accept children into their care 24 hours a day, seven days a week.

Resource parents are expected to serve as the child's primary caregiver and be available to provide direct services that include: transporting the child to appointments and visitation, sharing in parenting with the birth family when appropriate, attending team decision making and other case plan staffing meetings, and participating in Foster Care Review Board and court hearings. The resource family, with the support of the contractor, must assist in the transition of children to a permanent placement, develop and maintain life books, and connect to birth parents, siblings, kin, and other significant adults in the child's life, as appropriate.

Comprehensive In-Home Services

In January 2006, the Division of Children, Youth, and Families implemented a comprehensive integrated services model for flexible in-home services through collaborative partnerships among Child Protective Services, community social service agencies, family support programs, and other organizations. Services are accessible, family-centered, and culturally responsive. This new model enhances the array of in-home services available for families by efficiently coordinating services between community partners, while ensuring that the appropriate intensity of services is provided. In addition to providing families with better wraparound services, this new service requires that the providers access Title XIX benefits for Medicaid eligible families, when appropriate.

DCYF also continued to implement specialized in-home services case management units and placed in-home case management specialists in other ongoing case management units in rural areas throughout the state. These in-home case management specialists support the delivery of the integrated services model and other in-home support services.

Responding to Arizona's Methamphetamine Crisis

In response to the growth of methamphetamine-involved families served by CPS in Arizona, the Division of Children, Youth, and Families convened a panel of experts in September 2005, from substance abuse treatment organizations, behavioral health agencies, universities, and others to improve the system's response to families impacted by methamphetamine, in order to ensure child safety and improve well being. This collaboration resulted in improvements to the CPS Specialist training curriculum and the development of tools to help case managers better identify substance-related issues and engage families in training and support services. Training provided by experts in the field was held statewide for more than 1,000 CPS staff and other stakeholders. This

training increased awareness of the impact of methamphetamine use and increased participants' skills in engaging and providing services to families.

Enhancing the Knowledge and Skills of Resource Families

The Division of Children, Youth, and Families continued, through the training of service providers, to provide quality training to both prospective and current resource families through the consistent use of the Partnering for Safety and Permanency Model Approach to Partnerships in Parenting (PS-MAPP) training curriculum. PS-MAPP is designed to provide resource families with much of the knowledge and skills necessary to meet the needs of children placed in their homes, and to provide a focus on maintaining contacts between a child's birth parents and resource parents. Within the past year, a core group of approximately 300 certified leaders was established through these efforts. In addition to the full PS-MAPP curriculum, a Mini-PS-MAPP curriculum was implemented for current foster parents, case managers, the courts, and child welfare professionals from other agencies and divisions. Mini-PS-MAPP training has been provided to approximately 600 child welfare professionals and current foster parents.

Family to Family

The Division of Children, Youth, and Families continued to implement Family to Family strategies throughout Maricopa County. A key Family to Family strategy, Team Decision Making (TDM), was implemented for all anticipated or initial removals of children from their homes. By April 30, 2006, 1,670 children had been the subject of a TDM meeting. Of these, 55 percent (922 children) remained with their family, and dependency petitions were filed in regard to 31 percent, 519, of these children.

At a national leadership conference in May 2006, the Annie E. Casey Foundation announced that Arizona was selected as a regional anchor site for the group's Family to Family initiative. The Casey Foundation selected 15 sites in 10 states nationwide to be anchor sites. DCYF remains fully committed to rolling out Family to Family statewide. While Arizona is focusing attention on development of Family to Family in Maricopa County, other districts are gaining an understanding of the Family to Family approach and are developing systems to support future roll out, such as capacity for self-evaluation and designation of district recruitment liaisons.

Grandparent Kinship Care Support

In SFY 2006, the Division of Aging and Adult Services (DAAS) planned for a Grandparent Kinship Care Support program and received an appropriation of $1,000,000 for distribution to the Area Agencies on Aging for the program. Kinship care is the provision of full-time nurturing and protection of children by adults other than parents who have a family relationship bond with the children. Most of the time, this nurturing and protection is provided by grandparents when birth families are separated by circumstances such as substance abuse, incarceration, death, mental and physical illness, AIDS, or child abuse and neglect. Grandparents responsible for raising a grandchild or grandchildren in their home may receive the following transitional supports:

- One-time transitional assistance not to exceed $300 per child to help cover the cost of additional beds and furniture and other necessary expenses related to transitioning the child into the home.
- Clothing and personal allowance of $75 per month per child (examples: toiletries, food, school supplies).

Although income is not a disqualifying factor, priority is given to grandparents with legal guardianship who are caring for their grandchild or grandchildren and have the greatest social and economic need and/or those residing in a rural or geographically isolated area.

This new service is delivered as an additional component to the Family Caregiver Program, thus placing direct administration of the service in the hands of the Area Agencies on Aging. The Area Agencies on Aging were mandated to secure multiple partners within their service areas to provide outreach and referral related to the new service and DAAS provided a list of partners that could provide referrals and ancillary services such as legal assistance for grandparents to pursue guardianship of the grandchildren for which they have become responsible. New referral partners will be critical for the Area Agencies on Aging because almost 75 percent of grandparents raising grandchildren are under the age of 60, which is not their typical client population.

Arizona Early Intervention Program

The Arizona Early Intervention Program (AzEIP) implemented a monitoring and quality improvement system to improve experiences and outcomes for families using a comprehensive, coordinated, interagency monitoring system that takes a multi-faceted approach to improving both compliance and program performance through direct linkages between monitoring and technical assistance systems. AzEIP is working in partnership with families, providers, and other state agencies to define and implement an interagency infrastructure and program practices, that improve family outcomes. AzEIP established an Interagency Agreement, which clarifies the roles and responsibilities for general supervision and aspects of program implementation of the AzEIP participating agencies. As part of an effort to contribute to the expansion of early intervention professional resources for children and their families, AzEIP established a "Recruitment Procedure" to disseminate and share early intervention job postings and related items of interest, in an effort to support and expand the early intervention community.

Educational and Training Vouchers for Youth

Laws 2006, Chapter 338, amended A.R.S. § 8-521, to establish an educational case management unit consisting of two case managers to develop and coordinate educational case management plans for youth in the Independent Living Program. The legislation further specified that the purpose of the educational case management unit is to help youth graduate from high school; pass the Arizona Instrument to Measure Standards (AIMS) test, apply for postsecondary financial assistance, and apply for post-secondary education.

The Educational Training Voucher (ETV) portion of the Educational Case Management Unit serves current wards of the juvenile court in foster care or young adults who have

not attained age 21, but have previously been in state or tribal foster care at age 16 or older. Federal guidelines specify if a youth is making satisfactory progress in their education when the youth attains age 21, he or she may continue to apply for program funds up until their 23rd birthday.

During calendar year 2006 (September 21, 2006 through December 31, 2006), the Educational Case Management Unit provided Education and Training Vouchers to 63 youth statewide.

Although many current and former foster youth are experiencing great success in their lives, according to recent publications, youth aging out of foster care are more likely than their peers of the same age to commit a crime, experience poverty, or become homeless. The Educational Case Management Unit can play an essential role in reversing this trend for youth in Arizona. With a proactive service approach for youth in early adolescence, the bar will be raised for opportunities in both academic and vocational achievement.

Reducing the Number of Children and Adults in Institutional Settings

Arizona Planning Grant Project

The Arizona Planning Grant Project allows the Division of Aging and Adult Services and the Area Agencies on Aging to move toward a coordinated, systematic, and consistent planning process to ensure that the plans developed for the compliance of Older Americans Act (OAA) requirements also reflect the comprehensive planning efforts of state units on aging and Area Agencies on Aging. The Arizona Planning Grant Project is a three-year grant which began in October 2005. The grant award is for $40,000, with state matching funds of $13,334, for a total of $53,334. Funding is provided through the U.S. Department of Health and Human Services, Administration on Aging.

The Division of Aging and Adult Services, in collaboration with the Area Agencies on Aging, will build on the strengths of its existing planning process to achieve the following goal and objectives:

- Goal – Design a coordinated, systematic, and consistent planning process for state and Area Plans on Aging. The design will include the following elements: inclusion of performance outcome measures in planning processes; incorporation of the Administration on Aging Strategic Action Plan goals into planning processes; coordination of state and Area Agency on Aging planning activities; incorporation of program development initiatives within the planning process; and incorporation of internet technology systems management into the planning process.

- Objective 1 – Improve consistency and coordination in the planning process, ensuring that plans developed for the compliance of Older Americans Act requirements are also reflective of the comprehensive planning efforts of the state and Area Agencies on Aging.

- Objective 2 – Use the designed state and Area Plans as strategic documents to strengthen organizational capacity of service systems to meet current and future service needs.

Expected outcomes include: improved coordination in the planning process for state and area plans; improved consistency in the planning process for state and area plans; enhanced collective strength of collaborative partners to effectively plan for the future; empowerment of the management team to attain heightened performance; positive impact on decision making; positive responses to meetings, technical assistance and materials provided; high level of state and Area Agency knowledge of the planning process, and effective integration with program development initiatives. The product to be developed will include a report to replicate the planning process.

Fiscal Intermediary

The Division of Developmental Disabilities administers the largest fiscal intermediary program for individuals with disabilities in the country. The program provides an avenue for consumers to hire their choice of independent providers for home and community-based services. The role of the fiscal intermediary is to assist consumers and families in managing authorizations of services and payments to caregivers that provide home-based services. The fiscal intermediary program supports nearly 3,000 consumers and over 3,000 independent providers.

Grant Awards from the Centers for Medicare and Medicaid Services

The Division of Developmental Disabilities was awarded a Real Choice System Change Grant for Community Living, Community Integrated Personal Assistance Services and Supports in SFY 2004. Although the grant ended in 2006, the grant funded the development of, and sustains three Human Service Cooperatives that provide services to approximately 50 consumers. Owned by individuals and families, the cooperatives continue to provide an alternative to traditional service delivery by increasing consumer control and choice.

The Division of Developmental Disabilities was awarded a three-year Real Choice Systems Change Grant in SFY 2004 for the Consumer Driven Quality Improvement System Project, named "EAzI" (Empowering Arizona's Individuals with Developmental Disabilities). This grant was awarded to improve the division's home-based services by developing a new way to gather information about the quality of services. The project trains individuals with disabilities and families to interview other individuals and families about the quality of services they receive in their homes. Information received through consumer-to-consumer interviews provides the division with recommendations to better understand and improve its service delivery system.

Child Care Quality Set Aside Activities

The federal Child Care and Development Fund (CCDF) helps families receiving public assistance, families transitioning from public assistance or who are low income, by paying a portion of their child care costs, allowing parents or caretakers to engage in employment or employment-related activities. It also assists those who need child care as a result of special circumstances, such as CPS involvement. As the lead agency to administer the CCDF in Arizona, the Department uses specifically designated CCDF funds to improve the quality, availability, and affordability of child care.

In order to meet federal requirements, the State Legislature appropriates funding to allow the Department to support activities that are designed to improve the quality, availability, and affordability of child care. The Department uses these funds to contract with community-based organizations. The services delivered through these contracts improve child care in Arizona, and they are also important components of making Governor Napolitano's School Readiness Action Plan, which supports the learning and development of Arizona's youngest children, a reality.

The following activities, primarily delivered through community-based organizations, are designed to improve the quality of child care:

Provider Quality Incentive Payments: The Enhanced Rate for Accredited Program allows eligible low-income families to enroll their children in programs providing higher quality of care by paying accredited providers ten percent over their contracted rate. As of June 30, 2006, 4.5 percent (138) of licensed center and certified family child care providers who are contracted with the Department are accredited and eligible for the enhanced rates. This represents an increase of 21 percent from the previous fiscal year. The total is comprised of 106 licensed centers and 32 certified family child care providers. Approximately 2,601 eligible children per month benefit from receiving care in accredited programs, a 13 percent increase from last fiscal year when there were 2,299 eligible children per month in accredited programs.

Child Care Resource and Referral System: As required by A.R.S. § 41-1967, community-based contractors provide services to families who need assistance locating child care. The Child Care Resource and Referral System provides training and technical assistance to child care providers and matches parents seeking child care to all forms of state-approved child care. In SFY 2006, there were 20,365 calls for assistance in searching for child care providers, an increase of ten percent over SFY 2005. In addition, an estimated 33,000 users received internet referrals using the CCR&R Web site at www.azchildcare.org in SFY 2006.

Child Care Provider Registry for Unregulated Providers: A.R.S. § 41-1967.01 requires the Department's contracted Child Care Resource and Referral (CCR&R) system to list unregulated child care providers only if they meet certain minimal standards, such as Child Protective Service and criminal history background checks.   As of June 30, 2006, 607 providers met the standards and were listed on the CCR&R Registry.

Program Improvement Project: The Arizona Self-Study Project (ASSP) provides technical assistance and resources to assist child care providers to improve the child care program they offer to children and families and to pursue national accreditation. There are 150 child care providers enrolled in the project on an annual basis. Twenty-one programs were accredited in SFY 2006.

Opportunities for Child Care Provider Training: Available training includes specialized topics such as infant/toddler care, and inclusion of children with special needs as well as more general coursework. Some classes are available for college credit. In SFY 2006, over 24,708 individuals participated in training courses. The number of participants benefiting from trainings increased from 22,581 in SFY 2005 due to an increased level of trainings being offered by the agencies that are contracted to provide the service as well as increased marketing efforts relating to the availability of trainings. In addition to the trainings, contracted agencies provided additional specific technical assistance to 869 child care providers who requested targeted assistance to address specific needs of their programs.

Professional Development Registry: The Statewide Child Care and Early Education Development System (S*CCEEDS) documents and tracks the education and work experience of child care practitioners using a career ladder system. As of June 30, 2006, 4,734 practitioners were registered, an increase of three percent over June 30, 2005; 638 trainers were registered, an increase of two percent from June 30, 2005; and, 1,960 trainings were registered, an increase of 48 percent from the previous year.

During SFY 2006, the Department initiated and maintained the following projects to assist communities in addressing the need for an adequate supply of quality child care through community-based contracts:

Entry Level Training: The Child Care Professional Training project provided a 60-hour employment preparation training to individuals interested in the field of child care. In SFY 2006, child care programs benefited from 462 individuals participating in this basic training course, an increase of 27 percent from SFY 2005.

Recruiting Providers: Home recruitment services recruit and provide orientation and training to individuals interested in becoming Department-certified family child care providers. As a result of increased recruitment efforts, 342 new certified child care homes became available in SFY 2006. Family child care is often the only option in certain areas of the state and is also the primary option when care is needed for atypical schedules (e.g. weekends and night time).

Assisting Jobs Families in Finding Care: Federal TANF requirements prohibit the state from sanctioning a parent if the parent is unable to engage in work program activities due to the inability to obtain child care. The Department assists families who are having difficulty in finding care. In SFY 2006, of the 15,310 referrals received for child care services for Jobs Program participants, there were only eight instances when child care was determined to be unavailable (a 99.95 percent success rate). In SFY 2005, there were 15,943 referrals and 11 instances when child care was unavailable (a 99.93 percent success rate).

Health-e-Arizona/AzSECURE/TIPS

The Department's Family Assistance Administration, in collaboration with the Arizona Health Care Cost Containment System (AHCCCS) and El Rio Federally Qualified Health Centers (FQHC's), developed Health-e-Arizona (H-e-A), a Web-based enrollment application for Medical Assistance, Food Stamps, and Cash Assistance. This online application was implemented in 2004 with Medical Assistance, and enhanced in 2006 to integrate the Food Stamp and Cash Assistance applications.

This Internet-based application process is available at 65 health centers throughout Arizona, two hospitals in Pima County, and six community-based organizations participating in the Arizona Serving Eligible Customers and Utilizing Resources Efficiently (AzSECURE) Program. In addition, an electronic interface between H-e-A and the Department's AZTECS eligibility system was implemented in 2006 to eliminate duplicate data entry processes.

The number of applications submitted through H-e-A from the implementation date of July 2004 through October 2006 totaled 66,987. The primary cost savings are for the applicant. The new H-e-A system has made the application process easier for the public and has proven to be more efficient, as more reliable information is collected for eligibility determination. This has resulted in a significantly higher application approval rate than using paper. As more Department programs are integrated into the H-e-A process as the IT systems interfaces are expanded, and as the system rolls out to more user organizations, the Department will begin to realize more significant levels of cost avoidance through the reduction of manual worker effort and reduced paper management.

Document Management Systems

The Division of Benefits and Medical Eligibility, Family Assistance Administration, piloted a Document Management System (DMS) in 2005 and fully implemented DMS in eastern Maricopa County in 2006. DMS allows the imaging and storage of case information on electronic media to be easily accessed and viewed by many workers simultaneously. This has eliminated duplication of manual effort, data redundancy, and administrative overhead costs associated with the collection, reproduction, review, processing, filing, retrieval, and archiving of hard copy case file documentation.

To date, over eight million pages of case files across nine FAA local offices have been imaged and are available for immediate viewing by appropriate staff. The Department has requested funding in fiscal year 2008 to roll out the system to additional Maricopa County offices and the remainder of the state.

Family Assistance Administration Communication Center

Over a period of six months, the Family Assistance Administration developed and implemented the Maricopa County Centralized Communication Center and an associated Interactive Voice Response (IVR) System, which became operational in September 2006. Staff dedicated to processing changes were relocated to the Centralized Communication Center from offices throughout Maricopa County and

specialize in processing changes through telephone calls with clients and third party validation sources.

The telephone system has interactive voice response capabilities. This capability will allow clients to access case information using voice activation of specific data, 24 hours per day, seven days per week, 365 days per year, and/or speak with agents (Monday through Friday from 7a.m. to 5p.m., excluding holidays) if they choose while using the IVR system. The FAA Customer Service was also relocated to this center to respond to client inquiries and requests for case information that is not provided by the IVR.

Arizona's 2-1-1 Online

The Department played a crucial role in the development and implementation of the Basic Services component within Phase I of the Arizona 211 Online Project. Through coordination with the Government Information Technology Agency (GITA) and AHCCCS, the Basic Services module allows the citizens of Arizona to obtain considerable information about human services offered in Arizona and service providers in their local communities that can provide them with immediate assistance.

Online Debtor Payment System

The Division of Business and Finance, Office of Accounts Receivable and Collections (OARC), in partnership with Arizona@YourService IBM staff, implemented the Department's Online Debtor Payment System. OARC now accepts payments on the internet at http://az.gov/webapp/desops/. Individuals with Department debts in OARC can view their monthly statement of account, make payments, and print a receipt at this web site. The minimum payment accepted is $10 and any of four major credit cards or a VISA debit card can be used to make a payment. There is no charge to the individual for using this payment method, and it is secure and easy to use. The feedback from the online survey has been 100 percent "very satisfied."

Payment Processing Tech Offices

The Rehabilitation Services Administration initiated a philosophical change in the way business is done in the Vocational Rehabilitation (VR) offices. The surcharging and payment responsibilities have been shifted from VR Counselors to other para-professionals in order to provide more time for interaction between counselors and individuals needing services. The Tech Office approach created a division of labor that has improved the timely delivery of service, accuracy of recording and reporting of management information, efficient management of fiscal resources, and relationships with vendors.

All RSA offices statewide have been converted to Payment Purchasing Tech (PPT) offices in order to increase RSA's accountability in the payments and purchasing areas. In offices with a single PPT, a pilot is being conducted utilizing document imaging to scan authorizations and invoices in order to increase office efficiency and eliminate any need for travel or faxing of invoices to another office for payment.

RSA Videoconference System

The Rehabilitation Services Administration (RSA) upgraded their videoconferencing network, adding the capability to connect to more outside networks. The videoconferencing network is used for statewide meetings, trainings, and university classes for staff. This results in significant savings in time away from the office, as well as cost savings on per diem and travel. Videoconferencing permits many consumers and stakeholders an opportunity to participate in the Governor's councils' meetings and enables local community perspectives to be more easily brought into the discussion

Improved Information Security

The Department, both as part of a continuing effort to improve information security and in response to the findings of a Performance Audit conducted by the Office of the Arizona Auditor General, implemented a number of initiatives during SFY 2006. These initiatives were designed to:

- Improve controls over data security;
- Improve protection for information in local area networks and computers, particularly against spyware and other malware;
- Improve management of computer program changes; and
- Achieve significant additional progress in disaster recovery planning.

The initiatives addressed each of the 31 specific recommendations in the audit report, of which 27 were implemented completely in SFY 2006. Actions to implement the remaining four are currently in process. The initiatives included actions to strengthen security procedures and related training; to implement new security tools to automate and centrally manage distribution and monitoring of software security patches and anti-virus updates; and to improve and standardize procedures for development and automated testing of computer program changes. Additionally, the Department made significant progress towards implementing background checks for employees in information technology positions and is on schedule to have this program fully implemented in SFY 2007. The Department has also established and implemented processes to ensure that disaster recovery planning is thoroughly updated on a regular basis.

In addition, the Department acquired and installed new information technology equipment that will result in increased staff productivity; implemented solutions to improve information technology services, minimize information technology equipment reliability problems, and reduce or avoid costs; developed over 30 new, and more than 1,100 enhancements to existing automated systems, to better meet the operating needs of the Department; and implemented organization and staffing actions to provide for improved internal and external customer service. Among the equipment acquisitions are a new Z9 IBM mainframe with greatly expanded processing capabilities and improved response times, new Direct Access Storage Devices (DASD), and a new backup system, both of which provide improved processing and disaster recovery capabilities at a lower cost.

Emergency Preparedness

The Department and other state and federal agencies participated in emergency simulation exercises to prepare for a potential disaster involving the Palo Verde Nuclear Plant. The Federal Emergency Management Agency (FEMA) recognized the Department for its preparation and participation in the exercises.

In conjunction with Arizona's emergency prepardedness initiatives, the Department maintains an agency Business Continuity Plan (BCP) to address what the Department will do in the event of a natural, man-made, or technological emergency incident. The Department's BCP contains direction and strategies to protect Department employees and clients in the event of an emergency incident capable of causing significant injuries to staff or customers, or disruptions to normal operations. The Department's BCP includes provisions for potential evacuations, as well as shelter in-place procedures.

Business continuity planning defines three tiers of agency business functions: critical functions (life safety), essential functions (services to the public not deemed critical functions), and administrative functions (internal management and administration). Critical business functions are: Child Protective Services, Adult Protective Services, and services for individuals with developmental disabilities. These critical business functions will be made operational as soon as possible following an emergency incident. The remaining Department programs and services to our external customers (such as child support enforcement, Cash Assistance and Food Stamps, employment services, child care, etc.) are deemed essential business functions, and will be operational as soon as possible following the restoration of the three critical functions. Other Department functions such as personnel, financial services, and other administrative activities necessary to Department operations are termed administrative business functions. These will be operational as soon as possible following restoration of the critical and essential functions.

ORGANIZATION, MANPOWER AND TRAINING

The Department provides protective, social, and community services; employment and economic assistance; and operations through the following organizational structure:

The Division of Children, Youth and Families (DCYF). DCYF provides the following services: child protective, in-home family, intensive in-home family, kinship care, foster care, independent living, adoption, adoption subsidy, subsidized guardianship, and an array of early intervention, prevention, and other services to support children and families.

The Division of Child Support Enforcement (DCSE). DCSE administers Arizona's child support enforcement program. The division provides services that include locating absent parents, establishing legal paternity for children born out of wedlock, and establishing legal obligations to pay child support. The division enforces and collects child support through a variety of administrative and judicial remedies and is responsible for the State Disbursement Unit, which processes and distributes child support payments.

The Division of Benefits and Medical Eligibility (DBME). DBME administers the Temporary Assistance for Needy Families (TANF) Cash Assistance, Food Stamps, and state-funded General Assistance programs. In addition, the division determines eligibility for the state's medical assistance program by the Arizona Health Care Cost Containment System (AHCCCS) as well as Supplemental Security Income through its Disability Determination Services Administration.

The Division of Employment and Rehabilitation Services (DERS). DERS administers Arizona's Unemployment Insurance, Job Service, and Vocational and Independent Living Rehabilitation programs; provides an array of specialized services to individuals who have physical or mental disabilities that constitute barriers to employment or independent living; and provides job-training opportunities through administration of the Workforce Investment Act (WIA), Jobs, and Child Care Assistance programs.

The Division of Developmental Disabilities (DDD). DDD provides services to individuals with developmental disabilities through a 100 percent state-funded program and the Arizona Long Term Care System (ALTCS), which is funded by the Centers for Medicare and Medicaid Services through AHCCCS. Both programs provide home- and community-based services, residential and day programs, children's services, and services to children in foster care. In addition, the ALTCS program provides acute medical care to eligible individuals.

The Division of Aging and Adult Services (DAAS)[1]. DAAS and the Office of Community Services provide and contract for services such as emergency and emergency-related assistance, food distribution information for the hungry, rural food banks, shelter and supportive services to victims of domestic violence, refugee resettlement services, and shelter for the homeless. Adult services programs include Adult Protective Services, the supplemental payments program, home care, congregate and home-delivered meals, case management, long-term care ombudsman program, the State Health Insurance Assistance program, legal assistance, the Senior Community Service Employment program (Title V), the Foster Grandparent program, and the Family Caregiver Support program. The division also oversees Family Connections, a new initiative with multidisciplinary teams that engage families receiving Cash Assistance and at risk of involvement in the child welfare systems in comprehensive integrated services with the goal of assisting the families in achieving self-sufficiency, safety, and overall well-being.

The Division of Employee Services and Support (DESS). DESS provides support services to all employees and programs. The division comprises appellate services, internal audit, special investigations, licensing, risk management, economic research, and volunteer services.

The Division of Business and Finance (DBF). DBF provides office and general business services to the Department, including accounting, collections, procurement, facilities management, purchasing, payroll, printing, records retention, supplies distribution, and mail management. The division is also responsible for the implementation of the federally mandated Health Insurance Portability and Accountability Act (HIPAA). DBF

---

[1] In FY 2006, the Division of Aging and Community Services was renamed to the Division of Aging and Adult Services. Beginning in FY 2007, the Office of Community Services has become the Office of Community Partnerships and Innovative Practices (CPIP).

also provides development and coordination of Department policy, strategic planning, and administrative rules.

The Division of Technology Services (DTS).   DTS provides technical and systems services for the development, maintenance, and enhancement of the Department's information technology infrastructure in compliance with the Government Information Technology Agency (GITA) and Department information technology standards.

The Arizona Early Intervention Program (AzEIP).   AzEIP was established by Executive Order 89-11 and A.R.S. § 8-652, which designated the Department as the lead agency responsible for the administration and supervision of the comprehensive interagency system of early intervention services.   AzEIP is governed by the Individuals with Disabilities Education Act (IDEA), Part C (P. L. 105-97).

The Office of Organization and Management Development (OMD).   OMD delivers training and provides development of organizational capability.   OMD comprises three service units: training delivery, organizational development, and curriculum and standards.

The Human Resources Administration (HRA).   HRA is responsible for the daily administration of all personnel related work activities.   The four major areas in HRA include staffing, employee relations, operations, and administration.

The Financial Services Administration (FSA).   FSA provides business services that facilitate and support the Department's administrative and program divisions.   These services include: funding and financial management, budget services, financial systems management and analysis, coordination of federal reporting and funding issues, liaison with the Joint Legislative Budget Committee and the Office of Strategic Planning and Budget, and contact point for the Cash Management Improvement Act State Treasury Agreement.

Arizona Department of Economic Security
FY 2006

Office of the Attorney General

Governor
Janet Napolitano

Director

Economic Security Advisory Council

Governor's Advisory Councils

Governor's Advisory Council on Aging
Governor's Council on Developmental Disabilities

Office of Equal Opportunity
Office of Communications
Office of Ombudsman
Legislative Services
Intergovernmental Operations
Service Integration

Arizona Early Intervention Program

Deputy Director of Programs

Deputy Director of Division of Children Youth & Families

- Finance & Business Operations Administration
- Program Services Administration
- Program Improvement Administration
- Comprehensive Medical & Dental Program
- Administration for Children, Youth & Families

Deputy Director of Operations and Special Projects

Human Resource Administration

Department of Administration

Division of Child Support Enforcement
- Systems & Automation
- Finance
- Policy & Resources
- Legal Services
- Service Quality Management

Division of Benefits & Medical Eligibility
- Disability Determination
- Family Assistance
- Program Evaluation

Division of Employment & Rehabilitation Services
- Child Care
- Employment
- Rehabilitation Services

Division of Developmental Disabilities
- Business Operations
- Managed Care
- Program Operations

Division of Aging & Adult Services
- Finance & Business Operations
- Community Services
- Aging & Adult

Administration of Financial Services

Division of Business & Finance
- Accounting
- Business System
- Operations Support
- Facilities Management
- Accounts Receivables & Collections
- Procurement
- Policy & Planning
- Best Practices
- HIPAA
- Office of Project Control

Division of Technology Services
- Systems & Programming
- Data Center
- Technical Support
- Customer Service Support Center
- IT Support Services
- Information Security
- E-Government

Division of Employee Services & Support
- Appellate Services
- Audit & Management Services
- Risk Management
- Licensing, Certification & Regulations
- Research
- Special Investigations
- Volunteer Services

Organization & Management Development

Training

Department staff training is conducted in two ways. First, program-specific training is conducted by each program using classroom, computer-based training, and on-the-job training mediums. Corporate training is conducted by the Department's Office of Organization and Management Development in coordination with the Arizona Government University.

In partnership with the Arizona State University School of Social Work, the Division of Children, Youth and Families continues to enhance training opportunities for new and experienced staff to improve outcomes for children and families involved in the Department's programs through the Child Welfare Training Institute (CWTI). CWTI staff have worked collaboratively with staff of the Arizona State University School of Social Work to develop competencies based training curriculum, and to provide ongoing evaluation of courses to assure our curriculum is meeting the needs of our workers. With the assistance of Arizona State University staff the Department is developing web-based learning tools to further improve access to appropriate learning opportunities in cost effective and efficient environments. Staff have continued to work with Arizona State University on the development of a child welfare specialization within the School of Social Work.

Children and Family Services Training Program Fund

Training Program Description

The Division of Children, Youth, and Families' Child Welfare Training Institute (CWTI) offers a comprehensive child welfare training program in support of the state's commitment to providing quality services to Arizona's children and families. Staff development and training opportunities are provided in a variety of ways. A comprehensive Case Manager Core training is provided to newly hired Child Protective Service Specialists. The CWTI also provides Supervisor Core training, Parent Aide Core training, in-service and out-service workshops, specialized trainings, and advanced trainings. The CWTI participates with the districts in rolling out new initiatives, such as the In-Home Interventions trainings provided in early 2006. In order to better support new staff in the field, the CWTI provides regular refresher trainings in the CHILDS computerized case management system, and also in utilization of the *Child Safety Assessment* and the *Strengths and Risk Assessment Tool*. The division encourages staff to attend community workshops and provides opportunities for the pursuit of Bachelor and Master Degrees to further improve the quality and professionalism of services.

Various audiences benefit from the Department's staff development and training program. Newly hired case managers, existing support and professional-level staff, supervisors, and managers all benefit from advanced and specialized trainings. Short-term training for current and prospective foster and adoptive parents and for staff of licensed group homes and shelters is also provided to prepare caregivers to provide support and assistance to foster and adopted children. Case Manager Core training is also shared with our community partners such as Value Options and case managers

from the Navajo and Hopi tribes. The CWTI also provides training in CHILDS for staff from designated provider agencies that have access to this system.

Initial In-Service Case Manager Core Training

Case Manager Core training (initial in-service training) provides a combination of classroom instruction and field practice experience. Case Manager Core training for newly hired investigative and ongoing services CPS Specialists provides learning activities for functions essential to performing job duties. Case Manager Core includes extensive content on agency policies and procedures, the use and benefits of the child welfare statewide information system (CHILDS), and child welfare best practice. The learning activities span approximately twenty-two weeks and include a comprehensive combination of classroom instruction and field experience. The curriculum is delivered using many different media, including lecture, discussion, practical activities, video/slides, Power Point presentations, role modeling, mentoring, and other resource materials.

The first component of Case Manager Core requires the trainees to attend six weeks of classroom training. The initial two weeks of the training focuses on foundational child welfare topics. The remainder of the training uses a pragmatic approach to learning by sequentially following and assessing a current Arizona case. Topics covered throughout the six weeks of classroom training include trauma/self-care, cultural diversity, the effects of child abuse and neglect on child development, centralized hotline (initial receiving and screening of child abuse reports), indicators of child abuse, sexual abuse, family dynamics, interviewing, child safety assessment, strengths and risk assessment, statewide automated child welfare system, legal, behavioral health, child placement, case plans and staffing, substance abuse, and domestic violence. A focus on family-centered practice is woven throughout all topic areas.

During the six-week Core training, trainees are given hands-on experience in assessing child safety, developing safety plans, holding case staffing, interviewing clients, and testifying. Staff from the Comprehensive Medical and Dental Program (CMDP), Arizona's medical and dental program for foster children, provide training on how to more effectively obtain physical and mental health services for children in out-of-home placement. The curriculum is delivered using many different mediums including, but not limited to, lectures, discussions, practical activities, videos/slides, Power Point presentations, role modeling, mentoring, and use of resource materials. The diverse training staff includes division trainers, field training supervisors, community providers, foster youth and alumni, and other child welfare stakeholders.

Case Manager Core training includes comprehensive training on CHILDS, the automated case management information system. This CHILDS training includes hands-on experience in a computer lab, where trainees enter case information into an automated training region. The training also includes "Lab" days for trainees to continue practicing their CHILDS skills in the lab. Trainees are also provided 'stand-alone' CHILDS classes on all aspects of child welfare (investigations, case management, adoption, etc.).

The Case Manager Core training incorporates a practical, hands-on instructional style through Field Training. Field Training exercises facilitate transfer of learning and provide

an opportunity for new case managers to apply the knowledge and skills learned in the classroom. Field Staff Development Training Supervisors, who ensure that the training is methodical and consistent with best practice, supervise all Field Training experience.

Field training experiences facilitate transfer of learning and provide an opportunity for new case managers to apply the knowledge and skills learned in the classroom. The field training experience is supervised by a field staff development training supervisor, who ensures that the training is conducted in a methodical and consistent manner. Field training is organized into three phases, as follows:

- *Pre-core* – The first phase, known as pre-core, occurs between the hire date and the starting date for Case Manager Core training. This two-week period is structured to offer the new CPS Specialist an orientation to the agency and to the work of a CPS Specialist. During this first phase, trainees are introduced to CHILDS and to district and state policies and procedures. If time allows, new case managers also shadow seasoned workers to gain an initial context for their work.

- *Core Training/Field Week* – Core training begins immediately following pre-core training. Core training is a four week course which begins with three weeks of classroom training. After three weeks in class, trainees have a "Field Week" in which they return to their assigned units. At this time, they have further opportunities to shadow other workers and apply their classroom knowledge to practical situations.

- *Post-core* – The third phase of field training begins the day after trainees complete core training and extends to the start of their 22nd work week. During this post-core phase, training is facilitated by both the field training supervisor and unit supervisor to enhance the trainee's skills. The supervisors use a checklist to identify the accomplishment of various learning objectives and to hold trainees accountable for designated activities and competencies. For each trainee, the field training supervisor maintains an employee file that includes performance expectations, assessments, evaluations, communication logs, learning style survey, and any other documentation that supports and measures the trainee's progress.

The field training phase is facilitated by both the field training supervisor and unit supervisor to offer mentoring experiences to further develop the skills of new case managers during their 22-week training phase. Core training programs are continually evaluated and revised. Evaluation forms are completed by the trainees after each class to solicit their suggestions for improving the training content or delivery. Suggestions are considered and appropriate revisions made to the curriculum. A Likert Scale measures the overall satisfaction new CPS Specialists have with the Core training program. Also, in partnership with Arizona's universities, a self-assessment tool was developed to measure the knowledge, skill, and job satisfaction of new CPS Specialists. This assessment is completed by new employees four times during their first year of employment. Results of this assessment tool have been used to make improvements and modifications to the Core training.

Supervisor/Management Training

The Supervisor Core training program occurs intermittently over a one-year time span so that field supervisors can continue to provide supervisory support while they attend the training. A new group of supervisors begins Supervisor Core training every six months. The first three months of Supervisor Core training include training on performance evaluations, ethical issues, and legal leadership. Months four through nine of Supervisor Core training include classroom training in areas such as leadership for high performance, CPS policy, clinical supervision, managing work through others (delegation), and management of conflict and change. Months ten through twelve provide the trainee opportunities to makeup any classes or requirements that were not completed during the initial nine months.

All supervisors are encouraged to have all of the training requirements completed by the end of the twelve month period. As noted later in this report, work is being done to revise the Supervisor Core curriculum. Future curriculum will utilize Arizona Government University curriculum for core leadership classes and will utilize CWTI to provide more hands-on training relative to the daily job needs and activities of new supervisors. Curriculum will also be expanded to include additional training to assist supervisors in the post-core training of newly hired CPS Specialists. These changes were implemented in January 2007.

Workshops and Advanced Training

Workshops and advanced trainings are offered to division staff annually. Topics for the workshops/trainings include: Methamphetamines, Managing Conflict, Gangs, Working with Chemically Dependent Families, Arizona Families F.I.R.S.T. (Substance Abuse Program), and Independent Living/Arizona's Young Adult Program.

The Governor's CPS Reform Plan mandated that CPS staff receive 24 hours of advanced training per year. The division is currently implementing a plan to offer specific advanced training modules to enhance the skills and knowledge of employees at varying levels of experience. Topics for these advanced trainings include: 0-5 Mental Health; Permanency Planning for Adolescents; Trauma and Mental Health Disorders; Stress, Burnout, and Secondary Trauma; Adoptions Advanced Training; Client Engagement for the CPS Professional; Documentation for Investigators and Ongoing Workers; Visitation; and Working with Adolescents in Care. These training modules will be offered statewide at varying intervals to provide continuing education opportunities for all CPS staff.

Annual conferences are provided to management and field staff. These conferences include the:
- Division's Supervisor and Management Forum/Leadership Conference
- Summer Institute, sponsored by the Division of Behavioral Health Services
- Children Need Homes Conference, sponsored by the Arizona Foster Care and Adoption Coalition
- Child Abuse Prevention Conference, sponsored by Prevent Child Abuse of Arizona
- Cultural Diversity Conference, sponsored by the Department of Economic Security

- Inter Tribal Indian Child Welfare Conference, sponsored by the Inter Tribal Council of Arizona, Inc.
- Family Centered Practice Conference, sponsored by Prevent Child Abuse of Arizona

Specialized Training Programs

Childhelp USA also conducts training on Legislative Advocacy, Neuropsychological and Behavioral Reactions to Abuse, Professional Testimony, and a series of classes on medical issues such as head trauma, bruises, burns, abdominal injuries, and fractures. These training programs occur six to nine times each year and are either a half-day or full-day in length. Childhelp USA also partners with the division to facilitate the Advanced Forensic Interviewing 40-hour training.

Community-based volunteers who are members of an Arizona Foster Care Review Board (FCRB) participate in training that provides the volunteers with a foundation of information on child welfare topics, including:
- Family Group Decision Making
- Indian Child Welfare Act
- Advocacy
- Removal Review Process
- Legislative Process
- Dually-adjudicated Children
- Family Drug Court
- Orientation to Child Protective Services
- Family-centered Strength Based Practice
- Medication Nutrient Interactions In Children
- Selected educational programs related to Arizona's abused and neglected children

Parent-Aide / Case-aide Training

Parent Aide Core training is provided for all Parent Aides, Family Support Specialists, and Case Aides. This training provides the knowledge and skills necessary for working within the child welfare system. The training consists of eight classes, two to three days in length, completed over a four-month time span. Both community trainers and internal staff development personnel within the training unit and/or field units conduct this training. Trainers use various presentation methods, including lecture, group exercise, role play, Power Point, audio, and video.

Training Collaboration with the Arizona Office of the Attorney General

The division partners with the Arizona Office of the Attorney General to enhance training on legal aspects of child welfare and the intersection of legal issues and social work practices. Assistant Attorneys General provide training to staff in case manager core, supervisor core, and other specialized training. To ensure that the attorneys representing the child welfare agency are informed about agency policy, best practices, and relevant social work issues, the Assistant Attorneys General also participate in relevant training.

Outcome Evaluation

The CWTI uses the following methods to evaluate the effectiveness of its training program:

- Evaluations are used to measure performance in many of the workshops and conferences held throughout the state.
- Evaluation forms are completed by trainees after each case manager core class to solicit their suggestions for improving the training content or delivery. Suggestions are considered and appropriate revisions are made to the curriculum. A Likert Scale measures the overall satisfaction new case managers have with the core training program.
- In partnership with Arizona's universities, a self-assessment tool is used to measure the knowledge, skill, and job satisfaction of new case managers. This assessment is completed by new employees four times during their first year of employment.
- The division's case record review process measures strengths and areas needing improvement within its child welfare program. The review instrument is based on the federal Child and Family Services Review and includes a random selection and review of cases within each of the division's geographic districts. The case record review process assists the CWTI in determining the effectiveness of training and in identifying areas requiring additional training.
- Field supervisors provide clinical supervision for all cases involved in the division's child welfare system. This supervision includes assessment of staff's specific training needs. Feedback is provided to the CWTI through such mechanisms as the Continuous Quality Improvement Process and the Training Advisory Committee.

The CWTI also participates in statewide program managers' meetings to discuss issues pertinent to training and solicit feedback from the program managers. The feedback includes identification of strengths, gaps, and training needs for field staff, and it assists in planning for partnership in provision of training to new case managers and supervisors.

The results of the various outcome evaluation tools are used by the Department to continuously update and improve the training material and service delivery methodology.

ECONOMIC CONDITIONS AND OUTLOOK[2]

Arizona is now the fastest growing state in population according to U.S. Census Bureau data released in late 2006. Arizona's economy is forecast to add nearly 228,000 nonfarm jobs during 2006–07. In comparison to 2005, job growth is projected to be moderate in 2006 and then continue to slow in 2007 as a result of rising interest rates and energy prices. Nonfarm job growth was revised upward to an annual rate of 5.3 percent in 2005. Current projections have an annual rate of 4.9 percent in 2006 with a modest deceleration to 4.0 percent in 2007.

---

[2] Department of Economic Security Research Administration "Forecast Update 2006-2007" press release, dated August 2006, see also http://www.workforce.az.gov/?PAGEID=67&SUBID=174.

Meanwhile, according to Global Insight in the *August 2006 US Economic Outlook*, the national economy is forecast to add 3.3 million nonfarm jobs over the same period. Global Insight's forecast shows the national economy with annual growth rates of 1.4 percent in 2006 and 1.1 percent in 2007.

Growth in Arizona's manufacturing industry is expected to accelerate gradually over the forecast period as a result of increasing consumer demand and business spending from an improving economy. In addition, defense spending is expected to bolster employment in Arizona's factories to produce equipment and supplies for ongoing operations in Afghanistan and Iraq. An increase of almost 6,400 new jobs is anticipated in Arizona's fabrication plants during the forecast period. The largest gains are expected in the manufacturing sectors that create products for local use, especially for residential, commercial, and industrial real estate development; however, the weakest gains are projected for the computer and electronics sector because of continued difficulties of excess capacity and foreign competition.

Natural resources and mining growth is derived from rising demand and higher prices for locally produced minerals. For the forecast period, an increase of 2,600 jobs is expected.

Job growth in construction will continue as a result of local and regional development. Overall growth in Arizona and the Southwest is expected to remain relatively high during the forecast period; however, rising interest rates, coupled with higher energy and materials costs, will serve to temper growth. An increase of more than 40,000 new jobs is forecast in construction. Nonetheless, relatively strong gains are forecast in the building and heavy construction projects sectors because of increasing demand for improved and expanded infrastructure to support population growth. The largest and most rapid gains are anticipated in specialty trades.

Trade, transportation, and utilities job growth is forecast to slow over the forecast period as rising energy prices and interest rates claim a larger share of disposable consumer income. This industry group is forecast to increase by more than 39,000 jobs during the two-year period of 2006–07.

Despite a previously anticipated recovery in the information industry, the current forecast has this major industry group having continued job losses for 2006–07. Employment reductions are projected to total 1,100 as a result of continued automation, consolidation, and outsourcing.

As a result of an expanding local economy, the financial activities industry is projected to have healthy growth; however, rising interest rates, higher energy prices, and consumer debt levels have the potential to eventually slow the rapid rate of expansion. An increase of almost 16,000 jobs is forecast in the financial activities industry.

Professional and business services is forecast to add more than 58,000 jobs. The largest increases are expected to occur in employment services, followed by the professional, technical, and scientific services sectors.

Educational and health services is forecast to have an increase of almost 23,000 jobs over the two-year period. Growth in educational services is expected to slow because of a decrease in the rate of expansion in the school-age population. Expansion in social

assistance and health care is expected to slow because of limited resources and rising costs.

Leisure and hospitality is expected to add more than 20,000 jobs as a result of an improving economy with better prospects for tourism. With a cheaper dollar relative to foreign currencies, tourism is forecast to benefit as foreign tourists take advantage of more favorable exchange rates, while domestic travelers and vacationers opt to explore Arizona's local regions.
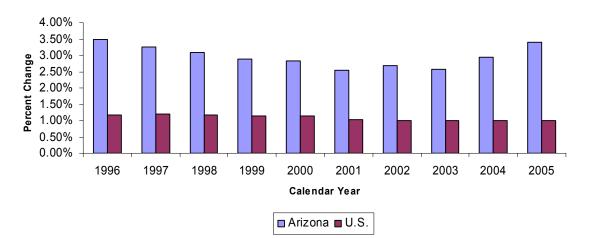
Other services will follow the overall trend of the economy. An increase of more than 7,000 jobs is forecast for the 2006–07 period.

Statistics

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Population
For the Calendar Years Ended December 31
(2005 is the most recent data available)

Year	Arizona Population	United States Population	Percentage Change in Arizona Population	Percentage Change in U.S. Population
1996	4,586,940	269,394,284	3.5%	1.2%
1997	4,736,990	272,646,925	3.3%	1.2%
1998	4,883,342	275,854,104	3.1%	1.2%
1999	5,023,823	279,040,168	2.9%	1.2%
2000	5,165,944	282,192,162	2.8%	1.1%
2001	5,296,845	285,102,075	2.5%	1.0%
2002	5,439,091	287,941,220	2.7%	1.0%
2003	5,579,222	290,788,976	2.6%	1.0%
2004	5,743,834	293,655,404	3.0%	1.0%
2005	6,044,985	296,410,404	3.4%	1.0%

Source: Arizona data provided by the Population Statistics Unit, Arizona Department of Economic Security Research Administration. U.S. data provided by the Bureau of Economic Analysis (BEA)
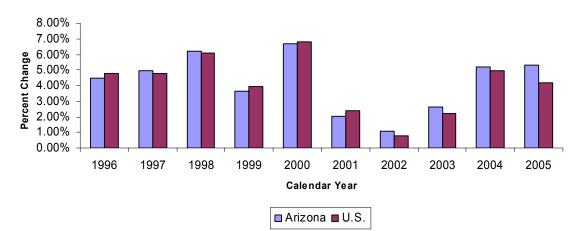
Population Growth

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Per Capita Income
For the Calendar Years Ended December 31
(2005 is the most recent data available)

Year	Arizona Per Capita Income	U.S. Per Capita Income	Percentage Change in Arizona Per Capita Income	Percentage Change in U.S. Per Capita Income
1996	20,823	24,175	4.5%	4.8%
1997	21,861	25,334	5.0%	4.8%
1998	23,216	26,883	6.2%	6.1%
1999	24,057	27,939	3.6%	3.9%
2000	25,660	29,845	6.7%	6.8%
2001	26,219	30,574	2.2%	2.4%
2002	26,507	30,810	1.1%	0.8%
2003	27,044	31,463	2.0%	2.1%
2004	28,644	33,090	5.9%	5.2%
2005	30,157	34,495	5.3%	4.2%

Source: Arizona and U.S. data provided by the Bureau of Economic Analysis.

Note: The information contained in the sources used for this table is revised on a continuing basis and, accordingly, the amounts in the above table have been revised. Therefore, amounts presented may not match the amounts reported for prior years.
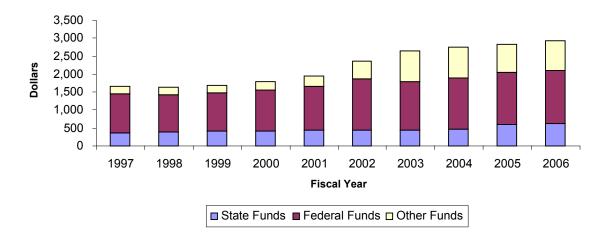
Change in Per Capita Income

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Expenditures by Funding Source
(Governmental Funds and Unemployment Insurance Benefits)
For the Fiscal Years Ended June 30

Year	State Funds	Health and Welfare Federal Funds	Other Funds	Total Funds
1997	370,757,400	1,072,660,950	216,699,361	1,660,117,711
1998	400,340,700	1,018,548,228	202,518,001	1,621,406,929
1999	425,235,500	1,045,925,462	220,049,050	1,691,210,012
2000	422,155,816	1,134,907,352	241,950,698	1,799,013,866
2001	442,940,537	1,215,771,799	278,444,218	1,937,156,554
2002	449,946,977	1,406,217,101	511,087,455	2,367,251,533
2003	434,725,701	1,350,528,136	856,181,840	2,641,435,677
2004	472,442,402	1,420,389,817	846,938,314	2,739,770,533
2005	595,906,541	1,461,830,185	778,674,563	2,836,411,289
2006	626,707,813	1,543,938,187	771,890,762	2,942,536,762

Source: The Arizona Department of Economic Security, Audited Comprehensive Annual Financial Report 1996, 1997, 1998, 1999, 2000, and 2001; and Audited Financial Statements 2002, 2003, 2004, 2005, and 2006.

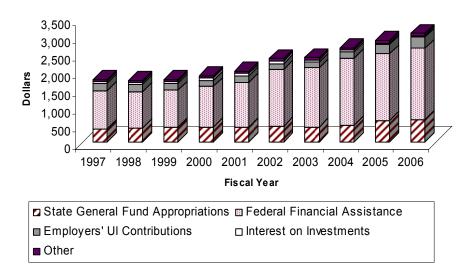Note: The Federal Funds amounts include amounts for food stamp benefits distributed.

Expenditures by Funding Source (in millions)

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Revenues by Funding Source
(Governmental Funds and Unemployment Insurance Benefits)
For the Fiscal Years Ended June 30

Year	State General Fund Appropriation	Federal Financial Assistance	Employers UI Contributions	Interest on Investments	Other	Total
1997	373,669,400	1,078,901,892	225,101,956	43,414,155	47,406,581	1,768,493,984
1998	409,640,900	1,016,492,399	223,517,434	51,591,704	49,907,366	1,751,149,803
1999	425,530,200	1,045,521,174	191,326,704	58,281,429	56,212,888	1,776,872,395
2000	434,171,319	1,143,846,770	177,603,712	64,010,350	57,845,055	1,877,477,206
2001	434,834,859	1,267,241,399	175,736,341	69,609,832	61,579,318	2,009,001,749
2002	463,456,900	1,604,700,337	162,157,379	66,619,568	76,573,245	2,373,507,429
2003	422,581,074	1,683,066,873	160,962,888	58,776,481	72,830,370	2,398,217,686
2004	484,037,500	1,893,683,834	194,894,098	46,839,769	51,605,255	2,671,060,456
2005	606,123,799	1,892,812,895	267,264,774	41,401,296	77,732,065	2,885,334,829
2006	632,655,200	2,030,183,141	311,448,934	40,801,691	67,787,346	3,082,876,312

Source: The Arizona Department of Economic Security. Audited Comprehensive Annual Financial Report, 1995, 1996, 1997, 1998, 1999, 2000, and 2001; and Audited Financial Statements, 2002, 2003, 2004, 2005, and 2006.

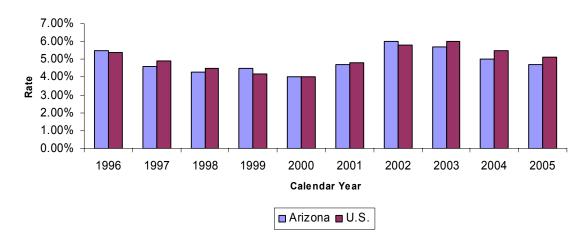Note: The Federal Financial Assistance amounts include amounts for food stamp benefits distributed.

Revenues by Funding Source (in millions)

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Unemployment
For the Calendar Years Ended December 31
(2005 is the most recent data available)

Year	Number of Unemployed - Arizona	Number of Unemployed - U.S.	Unemployment Rate - Arizona	Unemployment Rate - U.S.
1996	125,901	7,236,000	5.5%	5.4%
1997	105,833	6,739,000	4.6%	4.9%
1998	103,497	6,210,000	4.3%	4.5%
1999	110,924	5,880,000	4.5%	4.2%
2000	100,817	5,692,000	4.0%	4.0%
2001	120,751	6,801,000	4.7%	4.8%
2002	159,042	8,378,000	6.0%	5.8%
2003	153,765	8,774,000	5.7%	6.0%
2004	137,471	8,149,000	5.0%	5.5%
2005	133,900	7,591,000	4.7%	5.1%

Source: Arizona data provided by the Arizona Department of Economic Security, Research Administration.
U.S. data provided by the U.S. Department of Labor, Bureau of Labor Statistics.

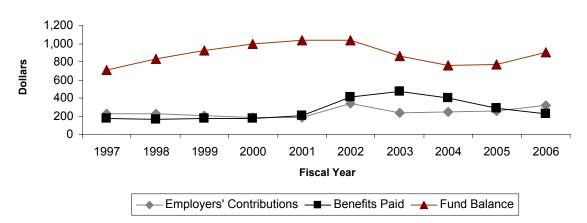Note: Unemployment rates are seasonally adjusted.

Unemployment Rate

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Unemployment Insurance Financial Transaction Summary
For the Fiscal Years Ended June 30

Year	Total Employer Contributions	Total Benefits Paid	Fund Balance
1997	227,644,491	172,336,147	711,845,399
1998	228,236,334	159,930,580	831,262,488
1999	200,221,238	169,265,609	919,819,409
2000	188,348,457	177,980,914	993,052,630
2001	182,095,014	202,900,332	1,038,116,687
2002	338,555,460	407,021,875	1,033,275,970
2003	237,542,722	467,411,646	860,871,706
2004	247,481,831	394,987,858	759,016,265
2005	261,480,966	287,693,670	772,158,698
2006	317,941,840	224,142,148	902,130,314

Source: The Arizona Department of Economic Security, Unemployment Insurance Financial Transaction Summary Report.
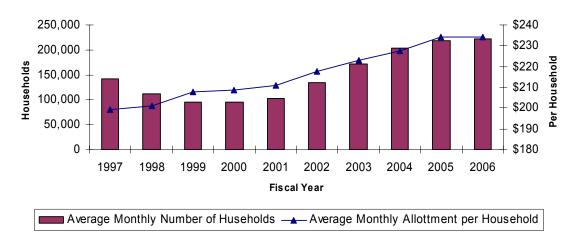
Note: The total benefits paid amount for all fiscal years has been adjusted to include interstate benefits.

Unemployment Insurance Contribution to Benefits and Fund Balance
(In millions)

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Food Stamps Benefit Participants
For the Fiscal Years Ended June 30

Year	Average Monthly Number of Households	Average Monthly Number of Persons	Average Monthly Allotment Per Household	Average Monthly Allotment Per Person	Average Monthly Benefits Distributed
1997	141,981	385,061	199.34	73.50	$28,302,483
1998	112,345	311,142	201.11	72.61	22,593,553
1999	95,938	260,736	207.73	76.43	19,929,511
2000	95,238	257,989	208.83	77.09	19,889,001
2001	102,307	277,192	211.04	77.89	21,590,998
2002	134,135	355,722	217.64	82.07	29,193,426
2003	171,247	442,320	223.06	86.36	38,198,140
2004	204,010	521,992	227.63	88.96	46,438,594
2005	217,983	546,369	234.06	93.38	51,021,394
2006	221,944	546,524	234.30	95.15	52,001,162

Source: The Arizona Department of Economic Security, Family Assistance Administration.
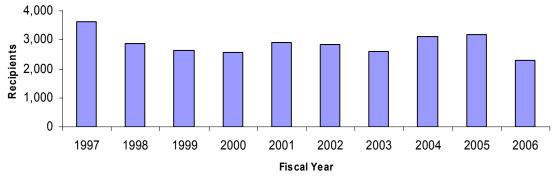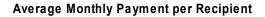
Food Stamps Benefit Participation

39

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
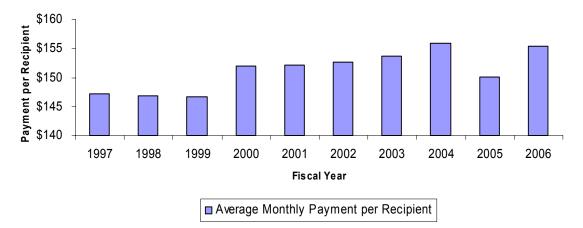**General Assistance**
For the Fiscal Years Ended June 30

Year	Average Monthly Number of Recipients	Average Monthly Payment Per Recipient	Average Monthly Payments
1997	3,631	147.25	534,679
1998	2,883	146.87	423,430
1999	2,627	146.67	385,315
2000	2,566	151.93	389,855
2001	2,912	152.13	443,007
2002	2,847	152.67	537,348
2003	2,615	153.74	453,103
2004	3,125	155.87	485,900
2005	3,186	150.07	478,188
2006	2,289	155.47	352,987

Source: The Arizona Department of Economic Security, Family Assistance Administration.
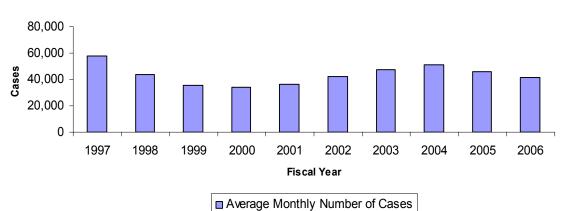
Average Number of Recipients

Average Monthly Payment per Recipient

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Temporary Assistance for Needy Families Cash Assistance
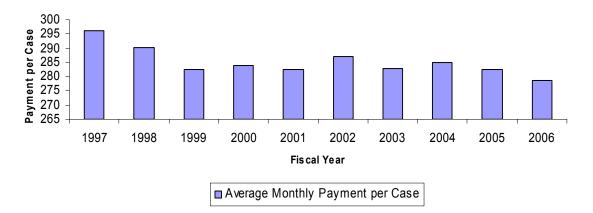**For the Fiscal Years Ended June 30**

Year	Average Monthly Number of Cases	Average Monthly Number of Recipients	Average Monthly Payment Per Case	Average Monthly Payment Per Recipient	Average Monthly Payments
1997	57,526	155,037	296.30	109.94	17,045,065
1998	43,601	119,011	290.35	106.37	12,659,966
1999	35,730	95,556	282.66	105.69	10,099,685
2000	34,211	89,770	283.82	108.16	9,709,791
2001	36,146	93,857	282.66	108.86	10,216,987
2002	42,102	109,547	286.99	110.30	12,082,660
2003	47,298	121,193	282.76	110.35	13,373,618
2004	51,318	122,577	284.92	119.28	14,621,497
2005	45,742	105,517	282.38	122.41	12,916,521
2006	41,580	93,553	278.60	123.82	11,584,130

Source: The Arizona Department of Economic Security, Family Assistance Administration.
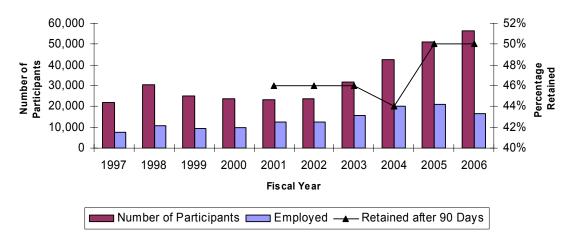
Cash Assistance Cases

Average Monthly Payment per Case

Total Cash Assistance Cases by Month for SFY 2006

Cases

44,000
43,000
42,000
41,000
40,000
39,000
38,000
37,000
36,000

Jul-05 Aug-05 Sep-05 Oct-05 Nov-05 Dec-05 Jan-06 Feb-06 Mar-06 Apr-06 May-06 Jun-06

Month / Year

☐ Total TANF Cases

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Jobs Program
Comparison of Participants and Participants Employed

Year	Number of Participants	Total Employed	Percentage Retained Employment For at Least 90 Days
1997	21,734	7,433	57%
1998	30,520	10,930	N/A
1999	25,209	9,604	N/A
2000	23,802	9,950	N/A
2001	23,290	12,405	46%
2002	23,818	12,513	46%
2003	32,008	15,490	46%
2004	42,565	20,185	44%
2005	51,130	20,940	50%
2006	56,393	16,426	50%

Source: The Arizona Department of Economic Security, Employment Administration.

Note: The Jobs Program started in fiscal year 1991. In fiscal year 1998 and the first half of 1999, percentage retained after 90 days was not tracked as a performance measure.
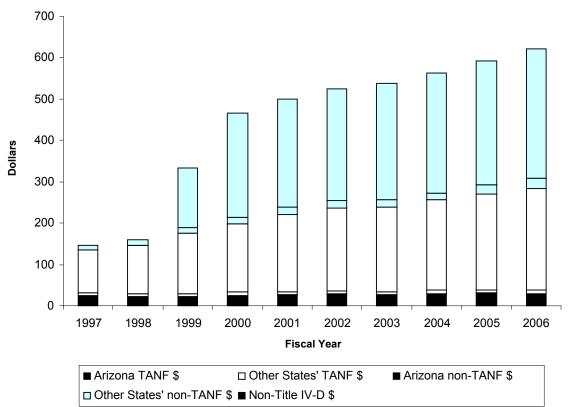
Jobs Program Participants Employed to the Percentage Retained

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Child Support Enforcement Collections
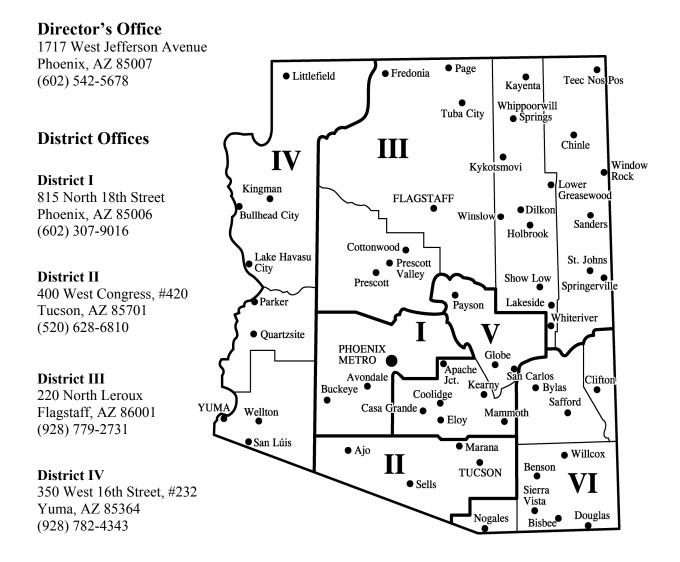**For the Fiscal Years Ended June 30**

Year	TANF Collected for Arizona	TANF Collected for Other States	Non-TANF Collected for Arizona	Non-TANF Collected for Other States	Non-IV-D Collected	Total Collections
1997	25,075,000	6,187,200	103,245,200	12,632,300	-	147,139,700
1998	21,938,000	7,205,600	117,104,400	13,532,600	-	159,780,600
1999	22,739,900	7,326,300	145,367,800	13,791,700	143,074,200	332,299,900
2000	25,100,000	8,212,400	165,356,200	16,248,800	251,380,400	466,297,800
2001	26,106,500	8,538,800	186,167,200	17,225,100	262,336,000	500,373,600
2002	28,407,500	8,193,600	199,834,500	17,659,300	270,510,400	524,605,300
2003	26,262,600	8,267,100	204,043,700	17,981,500	281,660,900	538,215,800
2004	29,889,000	8,061,600	217,531,600	17,989,100	290,084,200	563,555,500
2005	30,662,600	8,211,600	231,762,600	21,264,400	300,827,700	592,728,900
2006	29,474,800	8,487,900	246,437,800	22,883,800	312,881,500	620,165,800

Source: The Arizona Department of Economic Security, Division of Child Support Enforcement.

Child Support Enforcement Collections   (in millions)

Legend:
■ Arizona TANF $ □ Other States' TANF $ ■ Arizona non-TANF $
□ Other States' non-TANF $ ■ Non-Title IV-D $

44

DES Service Delivery Presence by District

Director's Office
1717 West Jefferson Avenue
Phoenix, AZ 85007
(602) 542-5678

District Offices

District I
815 North 18th Street
Phoenix, AZ 85006
(602) 307-9016

District II
400 West Congress, #420
Tucson, AZ 85701
(520) 628-6810

District III
220 North Leroux
Flagstaff, AZ 86001
(928) 779-2731

District IV
350 West 16th Street, #232
Yuma, AZ 85364
(928) 782-4343

District V
2510 North Trekell Road
Casa Grande, AZ 85222
(520) 836-2351

District VI
209 Bisbee Road
Bisbee, AZ 85603
(520) 432-5703

Littlefield • Fredonia • Page • Kayenta • Teec Nos Pos

IV — Kingman, Bullhead City, Lake Havasu City, Parker, Quartzsite

III — FLAGSTAFF, Tuba City, Whippoorwill Springs, Kykotsmovi, Cottonwood, Prescott Valley, Prescott

Chinle • Window Rock • Lower Greasewood • Winslow • Dilkon • Sanders • Holbrook • St. Johns • Show Low • Springerville • Lakeside • Whiteriver

I — PHOENIX METRO, Avondale, Buckeye, Apache Jct.

V — Payson, Globe, Kearny, San Carlos, Bylas, Safford, Clifton, Mammoth

Coolidge, Casa Grande, Eloy

YUMA, Wellton, San Lúis

II — Ajo, Sells, Marana, TUCSON

VI — Willcox, Benson, Sierra Vista, Nogales, Bisbee, Douglas

45

Read this report on
DES Web Site – www.azdes.gov
Or call 602-542-3882 for more information

**Arizona Department of
Economic Security**