



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

AUG 27 2012

The Honorable Janice K. Brewer  
Governor of Arizona  
1700 West Washington  
Phoenix, Arizona 85007

Dear Governor Brewer:

I am pleased to submit the Arizona Department of Economic Security's *State Fiscal Year 2012 Annual Welfare Reform Report*, as required by Laws 1997, Chapter 300, Section 76. The report highlights the issues and accomplishments of Arizona's welfare programs during state fiscal year (SFY) 2012, which includes data from SFY 2012 and provides comparisons to SFY 2011.

If you have any questions, please contact me at (602) 542-5757.

Sincerely,

Clarence H. Carter  
Director

Enclosure

cc: President Steve Pierce, Arizona State Senate  
Speaker Andy Tobin, Arizona State House of Representatives  
Janet Fisher, Acting Director, Arizona State Library, Archives and Public Records



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# DEPARTMENT OF ECONOMIC SECURITY

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*Your Partner For A Stronger Arizona*

## State Fiscal Year 2012 Annual Welfare Reform Report

Janice K. Brewer, Governor  
Clarence H. Carter, Director

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## **I. Introduction**

The Arizona Department of Economic Security (DES) is pleased to report on the status of implementation of services and supports to help individuals and families achieve economic mobility and stability. This report is in compliance with Laws 1997, Chapter 300, Section 76:

By September 1 of each year, the department of economic security shall submit a report to the president of the senate, speaker of the house of representatives and governor regarding welfare reform implementation. The report shall include information on outcome measures such as length of employment, amount of earned income, hourly wage, hours worked per week, total family income, health coverage, use of child care, issues concerning welfare reform in rural areas, housing, number of out-of-wedlock births, length of deferral for victims of domestic violence, level of participation in job training, education for the transition to self-sufficiency and number of substantiated cases of child abuse and neglect. The information shall be for the most current year and the previous year and shall be compiled in a manner and form that allow an assessment of the effectiveness of welfare reform in this state, including areas in which temporary assistance for needy families is being operated by the Arizona works agency pursuant to title 46, chapter 2, article 9, Arizona Revised Statutes, as added by this act.

## **II. Department Overview**

The Arizona State Legislature established the Department of Economic Security in 1972 by consolidating the authority, power, and duties of five separate state agencies, followed by a sixth in 1974 (A.R.S. § 41-1954). The intent of the 1972 legislation and subsequent amendments was to provide an integrated approach to human services.

The DES Vision is that *every child, adult, and family in the State of Arizona will be safe and economically secure*. In order for this vision to be realized, DES has established four goals:

1. Strengthen individuals and families.
2. Increase self-sufficiency.
3. Collaborate with communities to increase capacity.
4. Increase efficiency and effectiveness through innovation and accountability.

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

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

The mission of DES is best achieved through the holistic delivery of human services across programs. The Department's 9,000-plus employees in more than 50 programs and services work together to help many of Arizona's vulnerable citizens, including low-income working families, abused and neglected children, individuals with developmental disabilities, senior citizens, victims of domestic violence, and those seeking basic supports (food, utility, and shelter). These programs and services are delivered through DES offices and staff statewide and also through a network of contracted community-based providers. DES works collaboratively with the communities it serves, local and national advocacy organizations, other state agencies, the federal agencies that oversee the DES programs, the courts, and Native American tribes in the delivery of services to the citizens of Arizona.

The Department provides services to more than one million Arizonans every year. Together, the Department's programs affect the safety, well-being, and self-sufficiency of Arizona's children, adults, and families. Within the Department of Economic Security, the Temporary Assistance for Needy Families (TANF) block grant is integral to helping families gain the skills they need to remove barriers that currently prevent them from reaching their highest possible level of self-sufficiency and permanently escape the hardships of poverty.

While some situations warrant more intensive and longer-term involvement between DES and families because of multiple barriers to self-sufficiency, the Department's primary focus is to provide short-term, less intrusive services and supports that help individuals and families succeed.

One example of the Department's efforts to provide supports for achieving the person's highest level of self-sufficiency is the provision of temporary financial help to needy families through the Cash Assistance program. This program opens the door for additional services designed to support families as they move toward their highest level of self-sufficiency. The Supplemental Nutrition Assistance Program (SNAP) as well as child support services and programs such as the Jobs program and the Child Care program provide the needed services to assist families as they move toward employment. Other programs utilizing TANF funds such as children services, homeless and domestic violence services provide support to families that are experiencing a major life crisis. These programs work together to coordinate other supportive services that promote the safety, well-being, and self-sufficiency of children, adults, and families.

### **III. Overview and Scope of Arizona's Temporary Assistance for Needy Families Block Grant**

The Arizona Department of Economic Security is responsible for the administration of Arizona's state-operated Temporary Assistance for Needy Families (TANF) block grant in accordance with Title IV-A of the Social Security Act as amended by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and reauthorized in February 2006 under the Deficit Reduction Act of 2005. DES is the designated state Title IV-A agency. TANF funds, combined with state general funds, are used to administer many of the programs highlighted in this report.

Within the organizational structure of DES, the following programs work in concert to assist families as they move from dependence on federal and state assistance programs toward economic self-sufficiency:

- The Division of Benefits and Medical Eligibility (DBME), which is responsible for the administration of family assistance programs, including the Cash Assistance program;
- The Division of Employment and Rehabilitation Services (DERS), which is responsible for the administration of the Jobs program under TANF and for the administration of child care subsidies;
- The Division of Child Support Enforcement (DCSE), which is responsible for the administration of child support establishment and enforcement activities;
- The Division of Children, Youth and Families (DCYF), which is responsible for TANF-funded services and Child Protective Services (CPS), foster care and adoption services, kinship care, and family preservation and family support programs; and
- The Division of Aging and Adult Services (DAAS), which is responsible for coordinating and contracting for crisis services such as utility shutoff and eviction prevention services and emergency services such as homeless and domestic violence shelters and services.

The Family Assistance Administration (FAA) within DBME determines eligibility for the Cash Assistance program based on TANF laws, state laws and rules, federal regulations, and DES policies. Staff in FAA consider the family's income, resources, and other factors to determine eligibility. FAA refers work-eligible individuals to the Employment Administration's Jobs program within DERS for participation in work activities. These individuals are also referred to the Child Care Administration (CCA), also within DERS, to obtain associated child care services and to DCSE for child support enforcement services. Families experiencing homelessness or domestic violence situations may also receive services to address these issues.

## **IV. Department Transformation**

### ***Person-Centric Model***

SFY 2012 saw the beginning of the Department's transformation into a "person-centric" model that focusses its energies not only on meeting the unique needs of individual customers but also on growing that consumer beyond the safety net.

This is a new model for social services—not only in Arizona, but in America. The person-centric model moves away from simply administering single-purpose programs and moves toward an integrated system focused on intentionally moving everyone through and out of the safety net system. This new vision is that while the Department operates vital programs for socially and economically challenged Arizonans effectively and efficiently, the ultimate goal is that as many Arizonans as possible are able to live a self-sufficient life and pursue their own vision of the American dream.

### ***Process Management Re-engineering Case Flow Model***

In 2010, DES launched the Process Management Re-engineering Case Flow model, which aligns with the ongoing work of the person-centric transformation. This model debuted in two of the main DES offices and was implemented in the 60 remaining statewide offices by the end of January 2012. The goal of this new process was to streamline the most important eligibility practices and processes when completing the initial application and interviews with customers, verification of their applications, making eligibility decisions, and conducting maintenance and re-certification activities.

The Department's goal for meeting the needs of Arizonans when they come for help is to determine their eligibility for services the first time they visit our offices. This will eliminate the need for multiple visits, will provide customers with temporary assistance during a difficult time, and will assist them with regaining their self-sufficiency. Prior to implementing the new process management model, a customer could visit our offices an average of three to five times before being determined eligible for services. This often delayed a family from receiving critical benefits and added to the growing case load numbers, which placed added pressure on Department staff. With the new process management system, no appointments are needed. First-time interviews and processing are now standard procedure.

In the event that a second or third visit is necessary, the Department streamlined the process by implementing a Web-based consumer tracking tool to change the way customers are greeted, how cases are assigned to staff, and how the work of DES staff is monitored to ensure consistency in the delivery of services. In addition, customers now can access and avail themselves of Department services by telephone or by Web applications.

This process improvement has raised the level of quality and timeliness that DES gives to its customers. It has also helped significantly reduce the number of errors during the

application process, thereby reducing the need for multiple visits to Department offices. Process Management has been a key initiative in meeting the high demand for services during a time of great need for Arizona residents.

### ***Office of Accountability***

An important part of the vision to transform DES is to bring together the disparate mechanisms that review and improve the performance of the agency. As with much of the design of the agency, the performance mechanisms have perennially been housed in the individual administrations and programs. This construct is inefficient because it does not allow for a bird's eye view of overall performance, and it does not enable leveraging performance data or personnel resources.

To this end, the Department has developed the Office of Accountability. The purpose of the Office of Accountability is to help improve the performance and ensure the accountability of DES programs for the benefit of Arizonans.

The Office is structured to facilitate an agencywide approach to planning and action that monitors compliance with requirements at all levels of DES; ensures that consumers obtain the benefits, goods, and services they're eligible to receive; provides objective, reliable data and analysis to inform management decisions; and identifies opportunities for improvement and innovation, driving continual improvement of DES programs, functions, and processes.

In particular, the Office is responsible for:

- Conducting quality reviews of the Department's work and auditing the management of contracts held between DES and its thousands of providers and vendors;
- Developing an agencywide approach to risk management and the early warning and prevention of quality issues;
- Collecting, analyzing, and reporting performance data and information and establishing performance measures based on desired outcomes;
- Developing methods to mitigate and prevent fraud, waste, and abuse; and
- Enabling the Department's workforce to conduct continual improvement activities for the work that it performs.

### ***Child Protective Services Investigative Pilot Program Statewide Rollout***

In our never-ending efforts to improve Arizona's child safety system, we are pleased to announce the expansion of a much anticipated process improvement. The new process will dramatically enhance the effectiveness of the documentation of the investigation of allegations of child abuse and neglect statewide.

In April 2011, a team of DES's most experienced child welfare staff reviewed every step of the process involved in the investigation of an allegation of child abuse and neglect from the time the CPS Hotline assigns the case to a CPS office through closure of the initial investigation. The review showed that the current process, when laid end to end, can take a CPS worker anywhere from 178 to 203 days to complete an investigation. With the primary goal being the safety of the child, the team analyzed every step of the process to remove redundancies and steps that did not add core value. The team's recommendations presented a revamped process that, in totality, would shrink the time to complete and document the investigation from 178 to 203 days down to 40 days and eliminate nearly 200,000 hours of work. The new documentation process will add time and capacity to the stressed CPS labor force.

In January 2012, the Department began piloting the revamped process in three offices. The reviews have been stellar. With the road test completed, DES began the statewide expansion in June 2012, with full implementation in all CPS offices by the end of November 2012.

## **V. Economic Conditions**

At the same time as the Department is moving forward with fundamental changes to the way services are delivered to clients, several funding issues stand as obstacles that must be resolved. Over the past eight years, the percentage and amount of the federal contribution to Arizona's human services programs has grown, with a large spike after the passage of the American Recovery and Reinvestment Act of 2009. In more recent years, however, Congress has begun to explore ways to reduce federal spending, which has led to cuts to funding that supports state human services programs. In order to maintain existing service levels, the state has backfilled those declining federal funds with available state funds, and this need will continue into fiscal year 2014.

Following the recent unparalleled economic downturn, improvements have been visible in segments of the economy. Arizona and the nation continue to be affected by national and global economic uncertainty. The impact is reflected in continued relatively high demand for certain human services. After reaching peak levels, demand in Arizona for the Supplemental Nutrition Assistance Program has leveled off. The Department continues in its commitment to meeting essential human needs and to growing the capacity of Arizonans toward maximum self-reliance regardless of the economic environment.

The economic circumstances of individual families drive the need for many of the Department's services. According to the U.S. Census Bureau's 2010 American Community Survey, more than 17 percent of Arizonans live in poverty, and nearly one in four children in Arizona are living below the federal poverty level. In 2012, the federal poverty level for a family of four is \$23,050.

## **VI. Program Updates**

During SFY 2012, the Department made several significant changes to its programs that served persons moving from dependence to their highest level of self-sufficiency. Some of these changes reduced services while others shifted how services were provided in order to be more efficient and effective. In some examples, these changes built upon innovation begun in previous years. Others were initiated this year. Many of the innovations were collaborative efforts with our community partners. Listed below are highlights of the programs changes.

### ***Cash Assistance***

Pursuant to state law, the Department has implemented significant programmatic modifications to the Cash Assistance program in the last several years.

- In March 2009, the Department implemented a 20 percent Cash Assistance benefit payment reduction to all recipient families. This reduction continued throughout SFY 2012.
- The Department has imposed an additional time limit for receipt of Cash Assistance in Arizona. Originally, families with an adult recipient of Cash Assistance were subject only to a 60-month lifetime limit of receipt of benefits from any state. In SFY 2011, the Department added a 36-month lifetime limit of receipt of benefits in Arizona for all Cash Assistance cases except cases in which cash benefits are provided only for a child who is in the legal custody of DES and placed in unlicensed foster care. Effective August 2011, the Department further reduced the lifetime limit for receipt of benefits to 24 months.

In SFY 2012, 12,672 families that were receiving Cash Assistance were notified that their eligibility would be terminated because of the 24-month time limit unless they requested and were approved for a hardship extension. A total of 2,209 families qualified for a family hardship extension.

The Department has focused intensely on assisting those who would be directly affected upon implementation of the lifetime limit changes and potentially lose their Cash Assistance benefits. Mailers and telephone auto-dialer messages were sent to those who would be affected to inform them of the change. The Department renewed contacts with community partners, including city and county governments and private temporary employment agencies, in order to maximize the opportunity for employment placement prior to the effective date of the time limit reduction. In addition, this targeted population was offered structured job search and work experience activities.

- During SFY 2011, the definition of a family was modified to include a dependent child, the parents of the child that reside with the child and all nonparent relatives and their spouses that also reside with the child. To be considered needy, a family's

countable income after application of appropriate disregards cannot exceed 100 percent of the federal poverty level or 130 percent of the federal poverty level if assistance is requested by a nonparent caretaker relative for only the dependent child. Prior to implementation of this change, families that were caring for relative children were eligible to receive assistance to care for those children regardless of the relative caretaker's income situation. In SFY 2012, 6,240 Cash Assistance cases were closed or found ineligible at application as a result of the family's income exceeding the new needy family income limits.

- Prior to the enactment of the mean-testing arrangements included in Laws 2010, 7th Special Session, Chapter 11, many children in the Permanent Guardianship program were determined eligible for Cash Assistance. When received, the Cash Assistance payment offset the subsidy amount funded from the DCYF Permanent Guardianship appropriation. Because of changes to the eligibility requirements in the Cash Assistance program, in many cases this offset is no longer available for the Permanent Guardianship program. The Cash Assistance program funding was reduced for the children removed from service because of the new means-testing requirement, and the full subsidy is now covered by the Permanent Guardianship program.
- The Department eliminated Cash Assistance benefits for women in their third trimester of pregnancy with no other dependent children. Effective June 16, 2010, only families with an eligible dependent child are potentially eligible for Cash Assistance. Benefits to women in their third trimester of pregnancy with no other dependent children were eliminated.

These changes, combined with the continuing operation of an enhanced Department Grant Diversion program for the year, continue to contribute to the decreases in Cash Assistance program participants reflected in Appendix One.

### ***Streamlining Interaction between the Department and Its Customers***

The Department is streamlining the eligibility process for several of its programs to make it more efficient for applicants. One key component of this streamlining process is the expansion of the use of the online Health-e-Arizona (HEA) application for the Cash Assistance program, the Supplemental Nutrition Assistance Program (SNAP), and Medicaid, for which the Department determines eligibility. Throughout SFY 2012, 566,912 applications were submitted using HEA. During SFY 2012, the use of the HEA application decreased slightly from the previous fiscal year. The number of HEA applications has stabilized over the past year because of the comfort level of families willing to use an online application process and the interview necessary to complete the adjudication process. This innovation continues to be useful in rural areas because it allows families to submit their application for services without traveling to a Department office.

Surveys of customers who have used HEA show that the majority of people completed the Internet application in their home and that the next highest percentage of customers

completed their application in a friend's or relative's home. The Department also partners with faith-based and community organizations located in rural communities by providing training in the use of the HEA electronic application process, which allows these organizations to assist mutual clients in applying for FAA assistance programs.

In addition to the expansion of automation at the point of application, Department programs have implemented Web sites that clients can use to check the status of their cases, to check their benefit balances, and to read notices from their case managers. In August 2010, FAA implemented the My Family Benefits (MFB) Web site. This site allows participants to create a personal and secure account that will allow them to perform or complete the following program-related functions online:

- View scheduled appointment information.
- View the status of an application, program benefit and eligibility status.
- Report family changes online or download forms needed to report changes using a fax machine.
- Respond to the opportunity to register to vote.
- View a history of Change Reports submitted through MFB.
- View a help screen for answers to participant's questions.
- Complete a survey about the participant's experience using MFB.

The Department also has an Interactive Voice Response (IVR) telephone system for applicant and recipient use. The IVR provides many of the same services that are available through the online My Family Benefits. In addition, the IVR allows users to move from Department services to connect directly with other state agencies such as the Arizona Health Care Cost Containment System (AHCCCS). During SFY 2012, over 2,220,000 people accessed the IVR.

Together, these innovations ensure that participants have a means to gather information about their cases 24 hours a day without the need for Department staff to gather the information for them. This is particularly useful for residents in rural communities where accessing Department offices and staff could otherwise be difficult.

To further assist persons living in rural areas, the Department also provides eligibility services for many of its programs at itinerant locations in rural communities to assist individuals who lack transportation or have other barriers that prevent them from travelling to a DES office.

### ***Grant Diversion***

The Grant Diversion program is an alternative to the traditional TANF Cash Assistance program in Arizona. Grant Diversion is first and foremost a program that promotes long-term self-sufficiency through employment. Grant Diversion allows persons with no long-term barriers to employment and who may have financial need in excess of the potential cash assistance benefit amount to qualify for short-term financial assistance. Grant Diversion recipients may receive employment services and onetime financial support in excess of the Cash Assistance program benefit amount in order to resolve issues such as eviction, car repair, or utility bills while securing employment.

Participation in the Grant Diversion program in lieu of the Cash Assistance program is voluntary for the applicant. Applicants who are potentially eligible for at least one dollar of cash assistance and did not participate in the Cash Assistance program in the month of application or the Grant Diversion program in the month before the application month may be eligible to receive Grant Diversion program benefits. Nonparent relatives applying for the Cash Assistance program for the needs of a child only are not eligible to receive the Grant Diversion option. Grant Diversion program recipients are awarded a payment of three times the full monthly amount they would receive under the Cash Assistance program.

In SFY 2012, 16,599 families received Grant Diversion benefits. This represents a decrease of about 25 percent from SFY 2011. The decrease may be attributed to a change in policy begun in December 2011 that allows one Grant Diversion benefit payment per household in any 12-month period.

The program is administered by the Division of Benefits and Medical Eligibility. Applicants, who are considered job-ready, are given the opportunity to consult with employment specialists to assist them in securing employment. The program is showing remarkable success. Over the past 18 months, 80 percent of families that have received the Grant Diversion option have not returned for additional cash assistance.

### ***Work Activities***

The Jobs Program is Arizona's mandatory employment and training program for work-eligible individuals in households receiving Cash Assistance benefits. The program engages individuals in a variety of work-related activities to improve their employability skills and offers supportive and some specialized services to remove barriers to employment. The Jobs Program case management and employment services are operated by two private vendors: MAXIMUS Human Services Inc., which serves Maricopa County, and Arbor/ResCare Workforce Services, which serves participants throughout the remaining counties in Arizona.

The Jobs Program had success in teaming up with its community partners to provide employment services to those in need throughout Arizona. In Maricopa County, the Department, with county and city workforce agencies, periodically hosts job fairs and on-site recruitments. The fairs and on-site recruitments provide a connection for job hunters

and talent seekers. Employers are able to collect applications, conduct on-site interviews, and even make job offers.

The Jobs Program in Maricopa County also partners with Arizona Women's Education and Employment (AWEE), an organization that provides case management and support services, career services, client-training workshops, and educational guidance. AWEE provides a variety of job readiness workshops, all intended to promote positive self-image and build the skills necessary to assist individuals in seeking gainful employment.

Additional partnerships for the Jobs Program in Maricopa County include:

- Dress for Success Phoenix. This organization provides interview clothing to women seeking employment. In addition, this organization provides a postemployment professional women's group geared toward helping women with job retention and career advancement.
- Fresh Start Community Services. This organization provides interview clothing to men seeking employment through the Suit Up for Life Program. The Breaking Barriers Program provides one-on-one case management along with a series of workshops specifically targeted for Jobs Program participants with barriers to employment, such as criminal backgrounds.

In addition, the Jobs Program staff in Maricopa County actively participates in the community with a variety of employment-focused community groups. Examples of such groups include the Firestar Employment Coalition, which involves organizations such as Friendly House, Goodwill, and the City of Phoenix; the Opportunities Industrialization Center (OIC) Employment Coalition, which involves the Arizona OIC and various community employers; and the Human Capital Collaborative Group, which comprises city, state, county, for-profit, and nonprofit organizations throughout Maricopa County.

The Jobs Program in Mohave County works with Goodwill Industries to provide participants with work experience opportunities with private employers. Many of these opportunities result in offers of employment to program participants. In addition, referrals also go to the Goodwill Call Center Training where there is an 85 percent placement rate upon completion. The Jobs Program in Mohave County also works with the Garden Care Center where participants receive work experience as well as education leading to a Certified Nursing Assistant license, with many becoming employed.

In Cochise County, the Jobs Program collaborates with La Solana Health Care/Nursing, which provides volunteer positions in which participants gain customer service, care giving, food service, and clerical experience useful in health-related occupations. The Douglas Food Bank in Cochise County provides volunteer opportunities through which participants gain customer service, retail, and clerical experience to increase their marketability for employment. The same partnership exists in Coconino County with the St. Mary's Food Bank.

In Gila County, the Jobs Program participates in monthly meetings for the Continuum of Care Coalition, where faith-based and community organizations meet to discuss services and needs as well as identify potential needs of Gila County residents.

The number of individuals served by the Jobs Program, as compared to SFY 2011, decreased by 6 percent. However, SFY 2012 saw a 5 percent increase in the number of participants placed in work activities. Eight percent of the individuals who found employment were eligible for employer-provided health care benefits, and the average hourly wage increased by \$.04. Appendix Two and Appendix Three highlight employment-related services provided and outcomes achieved during SFY 2012.

### ***Child Care***

In response to budget deficits, the Child Care Administration imposed a waiting list in February 2009 that restricted child care services to only those currently receiving child care assistance and to those referred for services as a result of Child Protective Services intervention or to enable TANF-related families to engage in work preparation or job search activities or transition to employment from Cash Assistance. This waiting list remained in effect throughout SFY 2012, and as of June 2012 there were 6,856 children on the waiting list. Child care services are highlighted in Appendix Four.

### ***Child Welfare: Out-of-Home Care***

Maltreatment of children is always of substantial concern, oftentimes brought on by multiple risk factors, including poverty and substance abuse, thus establishing critical needs for protective, remedial, preventive, and intervention services for children and families.

The number of reports of alleged child abuse and neglect has increased significantly, which in turn creates an increase in the number of investigations of child abuse and neglect. The Department has seen CPS reports requiring investigation increase by over 15 percent to nearly 40,000 per year. This increase is driving a related increase in the number of children that must be placed in out-of-home care. This number has topped 13,000 children for the first time and has saturated the Department's capacity to place children in family foster homes. Instead, the Department is forced to rely on more expensive and less preferred congregate care settings.

The Department is taking a multi-pronged approach to increase the capacity of available family foster homes and place children in other family-like settings. First, it is looking at more effective techniques to recruit family foster parents in the geographic and demographic areas most needed. Second, the Department is streamlining the licensing and training of foster parents to prepare them to provide service to children faster. Finally, the Department is focusing on ways that peer foster parent support can be enhanced.

To meet these needs, the Department must have well-trained and motivated staff. With high turnover rates and increasing workloads as detailed above, recruiting and sustaining a well-qualified, motivated workforce can be challenging. The average caseload for child protective service workers now exceeds 180 percent of the national standard. The Department is actively developing and implementing strategies that will provide more support to caseworkers in meeting the needs of the children and families they serve, including rapid process improvements across the system and enhancements to the recruiting, onboarding, training, and continuous development of CPS specialists and supervisors.

Data on out-of-home services is available in Appendix Five.

### ***Child Welfare: In-Home Care***

Arizona's in-home services for families involved with the child welfare system seek to prevent further child abuse and neglect through the provision of services to help stabilize family life and preserve the family unit. Families that benefit from in-home services are often identified by the presence of unresolved problems, including existing or imminent child abuse, neglect, or dependency, as well as a home situation that presents actual and potential risk to the physical or emotional well-being of a child. Child welfare staff are able to use in-home services to support the delivery of integrated services and other in-home supports.

In-home services are provided both voluntarily and by order of the court. They are provided through contracted providers throughout the state. Although the actual design of services varies by region, in-home services include intensive and moderate-level family support and reunification services, which are provided based on the needs of the child and family. The contracted intervention provides an array of in-home services such as parenting skills training, counseling, self-help, and skill-building activities. This integrated services model is provided through collaborative partnerships between CPS; community social service agencies; other DES programs; or other state agencies, including behavioral health services, family support programs, and other community and faith-based organizations.

The contracted in-home providers are responsible for achieving the following performance measures:

- Ninety percent of families receiving in-home services will not have a report of abuse or neglect during program participation;
- Ninety percent of families will not have a child enter into the Department's custody during program participation;
- Eighty percent of families that successfully completed services will have no new CPS reports made within six months of closure; and

- Eighty-five percent of families that successfully completed services will not have a child placed in custody within six months of closure.

In-home service outcomes are exceeding these performance goals. In Calendar Year (CY) 2011, 96.4 percent of families receiving in-home services did not have a new CPS report during program participation, and 96.1 percent of families did not have a child enter the Department's custody. From January through September 2011, 93.2 percent of families that received in-home services did not have a new report within six months of service closure, and 96.2 percent did not have a child placed in custody within six months. The average monthly number of families receiving in-home services increased by over 3 percent to 5,506 from SFY 2011 to SFY 2012.

The information from the data reports and other quality assurance measures, including family client and CPS satisfaction surveys and on-site quality reviews with each of the providers, continues to be used to identify enhancements to the in-home model and service array. A new in-home contract model has been developed that includes more clearly defined time frames for initial contact and service duration and expectations for frequency and type of provider contact. The redesigned program also allows and encourages peer mentoring by parents who have successfully completed CPS services and achieved reunification. The new model includes the following service levels or types:

- The Intensive level contains intensive crisis-oriented service activities with families whose children are at significant or high risk of out-of-home placement because of abuse and/or neglect. Families without court involvement or those with a court-ordered in-home dependency or intervention may be referred to this level of service.
- The Reunification and Placement Stabilization level is a level of intensive supportive service activities to: 1) expedite the return of child(ren) within 30 days of referral who are in out-of-home placement back to their family, 2) assist in placement transition of child(ren) moving to a kinship placement, and 3) assist in stabilization of child(ren) who are at risk of disrupting their current out-of-home placement and being placed in a more restrictive placement. Families served may be those with an open CPS case with court involvement or families whose children are in voluntary foster care.
- The Moderate level includes supportive service activities with families whose children are at high to moderate risk of abuse and/or neglect. Families served may have open CPS cases with no court involvement to allow children to safely remain in their own home.
- The Family Support level provides short-term supportive service activities with families when there is potential or low risk of abuse and/or neglect. Families served may have an open CPS case with no court involvement, closed CPS case, or be a community-based family that is self-referred.

- The Clinical Family Assessment level includes an assessment conducted by a master’s level clinician that consists of a record review and an interview with the child(ren) and family to assist in identifying the family functioning level, protective factors, and any service needs to address the identified areas of focus. Families with any type of CPS case can be referred to this level of service.

In SFY 2012, a freeze on enrollment in the AHCCCS Care program (also known as “Childless Adults”) was implemented. This freeze directly affected many parents served by DCYF. The removal of a child or children may result in a change in eligibility, which means that many parents lost their AHCCCS benefits, eliminating their access to medical and behavioral health services.

Data on in-home services is listed in Appendix Five.

### *Crisis Services*

Short-Term Crisis Services provides help to households experiencing an emergent need that cannot be met with their own income and resources. Households must have income less than 125 percent of poverty or 150 percent of poverty if there is an elderly or disabled member in the household. Help provided can include emergency shelter, case management, eviction prevention or move-in assistance, utility deposits or payments, and other special services as appropriate to secure and maintain employment.

The Department also contracts for emergency shelter and transitional housing for domestic violence victims, their children, and for homeless families. Services include emergency shelter for up to 120 days, counseling, and supports such as case management, transportation, child care, and life skills training. The minor children may be temporarily absent from the parent or relative for no more than 180 days from the time of access to the services.

Crisis services provided during SFY 2012 are highlighted in Appendix Six.

## Appendix One: Cash Assistance Program

### SFY 2012 vs. SFY 2011\*

	<b>Total Cash Assistance Cases (Average Month)</b>	<b>Total Cash Assistance Recipients (Average Month)</b>	<b>Total Cash Assistance Payments (Average Month)</b>	<b>Total Cash Assistance Payments (Average Per Case)</b>	<b>Total Cash Assistance Payments (Average Per Recipient)</b>	<b>Total Cash Assistance Payments</b>	<b>Two-Parent Cases</b>	<b>Adult Cash Assistance Cases</b>	<b>Cases with no Adult Included</b>	<b>Average Length of Time on Cash Assistance (Months)</b>	<b>Average Length of Time on Cash Assistance for Adults (Months)</b>
<b>2012</b>	17,310	39,194	\$ 3,615,885	\$ 208.89	\$ 92.26	\$ 43,390,619	466	7,039	10,271	13.48	8.30
<b>2011</b>	19,827	44,842	\$ 4,211,688	\$ 212.42	\$ 93.92	\$ 50,540,257	607	8,278	11,549	15.66	10.29

	<b>Cash Assistance Cases Closed Due to Sanctions</b>	<b>Minor Parents Ineligible for Cash Assistance (Due to Minor Parent Provisions)</b>	<b>Cash Assistance Benefits Not Issued (Due to unwed minor parent policy)</b>	<b>Number of Cash Assistance Cases with Benefit Cap Children</b>	<b>Payment Accuracy</b>	<b>Number of Cases That Reached the Federal Time Limit</b>	<b>Number of Cases That Reached the State Time Limit</b>	<b>Number of Cases That Received Benefits Past State Time Limit Due to Hardship Extension</b>	<b>Number of Cases Ineligible Due to Needy Family Income Restrictions</b>
<b>2012</b>	2,309	121	\$ 5,994	5,026	96.38%	359	9,353	5,917	6,240
<b>2011</b>	2,047	82	\$ 4,011	6,223	97.72%	643	14,282	5,302	6,903

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

## Appendix Two: Work Activities through the Jobs Program

SFY 2012 vs. SFY 2011\*

	Cash Assistance Recipients Waiting to Be Served as of June 30	Waiting Time (Days) After Becoming Eligible for Cash Assistance	Total Cash Assistance Recipients Served by Jobs Program	Total Cash Assistance Recipients Placed in Work Activities through Jobs	Number of Participants Deferred from Participation			
					Reason for Deferral			
					Domestic Violence	Caretaker of a Child Under Age One	Caretaker of a Family Member in Medical Need	Temporarily Unable to Work due to Physical or Mental Impairment
<b>2012</b>	226	15	29,463	16,424	93	2,932	178	2,050
<b>2011</b>	210	3	31,380	15,766	82	2,581	327	1,420

	Unsubsidized Employment			Adult Cash Assistance Cases Closed due to Earned Income	Percent of Total Adult Cash Assistance Cases Closed Due to Earned Income	Job Retention Rate Over 90 Days (Percent)	Persons Placed in Employment Who Did Not Return to Cash Assistance (Percent)
	Total Jobs Program Participants Who Found Employment	Average Hourly Wage	Persons Placed in Employment with Health Care Provided				
<b>2012</b>	6,628	\$ 9.29	3,747	3,927	12.52	18.0	86.93
<b>2011</b>	7,015	\$ 9.24	3,422	4,772	9.78	40.0	85.63

	Participants in Types of Work Activities				Unsubsidized Employment (percent)			
	Number of Participants in Job Search / Readiness Activity	Number of Participants in All Work Experience Activity	Number of Participants in Short-Term Work-Related Training Activity	Number of Participants in High School/GED Activity	Administrative / Office Support	Communications	Sales	Services and Agriculture Industry
<b>2012</b>	11,371	10,426	2,718	411	30.0	0.3	11.0	56.0
<b>2011</b>	6,585	5,399	3,511	271	16.8	0.6	11.3	64.0

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

### Appendix Three: Self-Sufficiency Assistance

**SFY 2012 vs. SFY 2011\***

	<b>Work Related Transportation Assistance</b>	<b>Number of Individuals Who Participated in Vocational Education Activities</b>	<b>Number of Individuals Who Participated in Post-Employment Educational Training</b>	<b>Number of Individuals Who Engaged in Postsecondary Education</b>	<b>Number of Individuals Who Had Shelter/Utility Assistance Allowance Paid for by Jobs</b>	<b>Total Fair Labor Standards Act (FLSA) Supplemental Payments Issued</b>	<b>Number of Individuals Who Received FLSA</b>	<b>Number of Individuals Receiving Transitional Medical Services (Avg. Monthly)</b>	<b>Number of Families Who Received a Grant Diversion Payment</b>
<b>2012</b>	8,089	2,523	0	0	470	\$ 83,445.72	359	47,859	16,599
<b>2011</b>	9,156	2,976	0	0	502	\$ 77,510.17	375	44,469	22,196

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

## Appendix Four: Child Care

**SFY 2012 vs. SFY 2011\***

	<b>Total Children Authorized for Subsidized Child Care</b>	<b>Monthly Average of Children Receiving Subsidized Child Care (Monthly)</b>	<b>Total Number of Children Authorized to Receive Transitional Child Care</b>	<b>Monthly Average of Transitional Child Care Caseloads</b>	<b>Child Care Subsidies - Average Reimbursement</b>	<b>Total Amount Expended - Child Care Subsidies (Million)</b>	<b>Total Amount Child Care Co-Payments (Million)</b>	<b>Number of Individuals Who Participated in Employment Preparation Training</b>	<b>Number of New Certified Child Care Homes</b>
<b>2012</b>	30,960	27,851	6,965	6,359	\$ 345.88	\$ 115.60	\$ 6.95	410	204
<b>2011</b>	34,047	29,559	6,836	6,069	\$ 345.43	\$ 122.60	\$ 8.20	463	216

	<b>Number of Child Care Providers Listed on CCR&amp;R Registry</b>	<b>Number of Referrals Received for Child Care Services</b>	<b>Number of Instances When Child Care Services Not Available</b>	<b>Number of Providers Accredited and Eligible for the Enhanced Payment Rates</b>	<b>Approximate Number of Children Per Month Receiving Child Care in Accredited Programs</b>	<b>Child Care Provider Referrals - Number of Calls</b>	<b>Child Care Provider Referrals - Families Served via Internet</b>	<b>Number of Individuals Who Participated in Child Care Provider Training</b>	<b>Number of Child Care Providers Who Received Special Technical Assistance Training</b>
<b>2012</b>	423	8,780	1	155	1,782	6,439	12,647	19,346	642
<b>2011</b>	499	9,544	2	156	1,794	6,700	11,264	18,689	803

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

## Appendix Five: Child Welfare Programs

### SFY 2012 vs. SFY 2011\*

Arizona Families First (AFF) Program			
	Number of Individuals Referred for Screenings for Substance Abuse Treatment	Number of Clients Who Received AFF Services	Average Length of Treatment (Days)
<b>2012</b>	6,108	4,404	88.0
<b>2011</b>	4,954	2,801	89.7

Please note: The 2011 figures shown here are actuals. Those used last year were estimates; as actual figures were not yet available/too close to end of fiscal year. The 2012 figures shown are estimates for the same reason.

	Child Maltreatment Reports Received	Average Monthly Number of Families Receiving Comprehensive In-home Services	Average Monthly Number of Children Receiving Subsidized Guardianship
<b>2012</b>	40,524	5,506	2,448**
<b>2011</b>	34,904	5,332	2,439***

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

\*\*Through May 31, 2012.

\*\*\*Numbers have been updated from the SFY 2011 report to reflect final SFY 2011 data.

## Appendix Six: TANF-Related Programs and Services

SFY 2012 vs. SFY 2011\*

	Crisis Assistance			Homeless Emergency Shelter	Domestic Violence Emergency and Transitional Shelter			Legal Services for Domestic Violence Victims		
	Number of Households Participating (Utility Assistance)	Number of Households Participating (Eviction Prevention)	Number of Households Participating (Special Needs)	Number of Persons Receiving Homeless Emergency Shelter Services	Number of Women and Children Receiving Shelter Services (Crisis Shelters)	Number of Women and Children Receiving Shelter Services (Transitional Shelters)	Counseling Hours in Shelter	Number of Victims Receiving Services in Self-Help Clinics	Number of Victims Receiving Services from Attorney or Paralegal	Number of Victims Receiving Services from Lay and Legal Advocates
<b>2012</b>	142	2,083	2	6,906	9,569	473	195,373	3,578	5,119	2,494
<b>2011</b>	184	2,270	2	14,724	9,809	487	157,615	2,831	4,416	2,005

	Non-Marital Births
<b>2012</b>	29,235**
<b>2011</b>	38,054

\*Numbers reflect data for the entire state for the full state fiscal year, except as noted.

\*\*This number reflects data through March 2012, the most recent information available from the Arizona Department of Health Services.

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