



SFY 2014-2018

## FIVE-YEAR STRATEGIC PLAN

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



**GOALS:**

STRENGTHEN  
INDIVIDUALS  
AND FAMILIES

INCREASE  
SELF-SUFFICIENCY

COLLABORATE WITH  
COMMUNITIES TO  
INCREASE CAPACITY

IMPROVE ACCOUNT-  
ABILITY THROUGH  
ACTIVE PERFOR-  
MANCE MONITOR-  
ING AND INCREASED  
TRANSPARENCY

IMPROVE OUTCOMES  
FOR ARIZONANS BY  
CREATING A PERSON  
CENTERED HUMAN  
SERVICES SYSTEM



CLARENCE H. CARTER,  
DIRECTOR



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

December 7, 2012

Dear Arizonans:

It is my pleasure to share with you the Arizona Department of Economic Security's Five-Year Strategic Plan for fiscal years 2014-2018. In this plan, the Department presents goals and strategies to address challenges and opportunities as we work to promote the safety, well-being and self-sufficiency of all Arizonans.

The Department is engaged in ongoing work to protect and aid vulnerable individuals and families. Simultaneously, the Department is working to fundamentally improve the human service delivery construct. We see a compelling need to move beyond an aggregation of programs operated in silos without effective mechanisms to ensure that efforts are coordinated across programs to effectively address issues impeding self-sufficiency for individuals and families. We envision a construct that will enable individuals and families to gain the tools they need to increase their freedom by achieving their greatest level of self-sufficiency. We are calling the community to join in this historic effort. Our objective is to join with partners at the community, state and national level to leverage our collective resources and passion to create an integrated, person-centric system so that all Arizonans can become their highest functioning selves.

I hope that you will find that the plan paints a clear picture of the critical work to be carried out by the Department over the next five years. I invite you to join with us to create and implement a higher functioning system that will enable struggling individuals and families to achieve their version of the American dream.

Sincerely,

Clarence H. Carter  
Director

# Arizona Department of Economic Security

## FIVE-YEAR STRATEGIC PLAN

### SFY 2014-2018

#### **Mission:**

To promote the safety, well-being and self-sufficiency of children, adults, and families.

#### **Description:**

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

Together, DES' programs enhance the safety, well-being and self-sufficiency of Arizonans. Some of these programs include: child protective services; children's services to provide families the tools they need to care for their children; child care assistance for working parents; adult protective services; domestic violence shelter and supports; early intervention services for infants and toddlers at risk of developmental delays; home and community-based services for individuals with developmental disabilities and the aged; independent living programs for both seniors and young adults; unemployment insurance; employment assistance including vocational rehabilitation and job training; nutrition assistance; child support enforcement and medical assistance eligibility.

The Department is working to move beyond simply delivering services to partnering with our community to help individuals and families gain the tools they need to increase their independence by becoming self-sufficient. As a result, DES recognizes the interconnectedness and interdependence between its services and community resources. Therefore, the Department works closely with a network of faith-and community-based partners, other state agencies, local governments, Tribal Nations, as well as federal agencies that oversee Department programs, in the delivery of services to the people of Arizona.

## **Department Strategic Issues:**

### **Issue 1: Economic and Social Conditions**

While Arizona's economy has improved in the wake of the Great Recession, the recovery has been slow and Arizona and the nation continue to be impacted by national and global economic uncertainty. As a result, Arizona continues to see a substantial increase in poverty. According to the U.S. Census Bureau's 2011 Current Population Survey, Annual Social and Economic supplement, 17.2 percent of Arizonans live in poverty, up from 14.3 percent in 2007, and 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 per year. In addition to the impact of economic conditions, social conditions in the state also affect the need for Department services. As more people have children later in life, for example, a growing segment of the population is raising children while simultaneously caring for aging parents.

As a result, DES continues to see a high demand for human services. Families are seeking assistance to meet basic needs such as housing, food, and health care, where in many cases they had not previously. As one example of the rising demand for Department services, from fiscal year 2007 to fiscal year 2012, Arizonans enrolled in the Supplemental Nutrition Assistance Program (SNAP) increased by 109 percent, from 537,000 to over 1.1 million, or over 17 percent of the state's population. Recently, economic conditions have begun to stabilize, and after reaching a peak in October 2011, demand in Arizona for SNAP has leveled off, though enrollment remains above that of any prior year.

Over the last year, the Department has also experienced rapid growth in the number of reports of child abuse and neglect. In fiscal year 2012, the number of reports of abuse and neglect grew by 17 percent. This increase is likely caused by a variety of factors, among them rising poverty and increased attention paid to child abuse cases in local media.

The rising number of reports of alleged child abuse and neglect, in turn, creates an increase in the number of investigations needed by Child Protective Services (CPS). In fiscal year 2012, nearly 40,000 investigations were conducted. While the proportion of investigations that result in a child being placed in foster care is virtually unchanged, the increase in investigations has driven an 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, resulting in the increased use of more expensive and less preferred congregate care settings.

In addition to the growth in child welfare, the Department has seen caseloads grow in a variety of programs. From fiscal year 2011 to fiscal year 2012, the number of reports of elder abuse, neglect, or financial exploitation to Adult Protective Services increased by 28 percent. The

Department does not anticipate that this level of growth will continue in fiscal years 2013 and 2014, though 10 to 15 percent growth is likely.

The average monthly Arizona Long Term Care System members with developmental disabilities are projected to increase 4.5 percent in fiscal year 2014 to about 26,300. This growth is consistent with the rate experienced in recent years, though historic growth has been closer to 6.0 percent.

Arizona has also seen an increase in the number of individuals seeking assistance in finding employment. Due to impacts from the economy, more people have registered in the Department's automated labor exchange system, AZJobConnection ([www.azjobconnection.gov](http://www.azjobconnection.gov)). During calendar year 2010, there was a monthly average of 14,046 individuals registered in the automated system. As of August 2012, there was a monthly average of 16,762 individuals registered in the automated system. This reflects a 19 percent increase in the number of individuals seeking assistance finding jobs.

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

**Building on the support systems in families and communities, the Department strives to ensure that children grow up in nurturing environments and that individuals, children and families experience conditions that allow them to achieve an increased quality of life in a safe setting.**

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

**The Department provides services to individuals and families to meet their basic needs and seeks a construct in which this assistance, along with any necessary employment-supports, serves as a bridge to increased self-sufficiency and maximum independence.**

#### ***Strategies:***

- 1. Assist older and at-risk adults, individuals with disabilities, and youth aging out of foster care to live independently.*

DES provides a wide range of support for independent living. Arizona's Developmental Disabilities program is consistently ranked as one of the best in the nation for assisting people to reside in the least restrictive environment possible. In addition, 22 percent of children 17 or older and 50 percent of children 18 or older who have been removed from their homes live independently.

At the same time, unprecedented growth in the number of reports of elder abuse has strained the Adult Protective Services (APS) system. In fiscal year 2012 reports of elder abuse or exploitation increased 28 percent. As a result, the Department has requested funding for 31 additional investigators to allow DES to protect older Arizonans.

- 2. Enhance child protection staffing and reduce caseloads to manageable levels for CPS staff to address child safety, and ensure permanency and well-being.*

The Department continues to engage in a comprehensive analysis and process improvement of the child welfare system. This process began by engaging the agency's best staff in streamlining the process for the investigation of allegations of child abuse and neglect. The new process improves child safety by removing redundancies, thereby allowing investigations to be completed more quickly. When all of the team's recommendations are implemented, the revamped process will reduce the time to complete and document the investigation from 178 to 203 days to 40 days and allow the Department to utilize approximately 200,000 hours of work more effectively each year.

Secondly, as recommended by the Arizona Child Safety Task Force, the Department is establishing a unit comprised of former law enforcement officers who will bring a law enforcement perspective for consultation and support to child abuse investigations.

Finally, while process improvement has increased efficiency, it cannot fully compensate for the dramatic growth in workload. For example, at the beginning of FY 2012, the average caseload for a child protective service worker was 62 percent above the Arizona caseload standard. It currently stands at 86 percent above the standard. As a result, the Department has requested an additional 200 staff. In addition, the Department has enhanced its recruiting, onboarding, and training for CPS specialists and supervisors to increase hiring and reduce turnover.

- 3. Safely reduce both the number of children entering the foster care system and the number of children who remain in the foster care system by developing safe alternatives, including timely permanency.*

In the six month period ending March 2012, DES finalized a record number of 1,224 adoptions, a 14 percent increase over the prior six months. As a result, adoption subsidy payments, which help adoptive parents of special needs children afford the services they require, increased 10 percent in fiscal year 2012. For fiscal year 2014, the Department has requested funding to keep pace with the continued growth in adoption.

- 4. Safely reduce the number of children in congregate care and place children in family-like settings (kinship care and family foster homes).*

The Department is engaged in many initiatives to increase the capacity of available family foster homes and place children in other family-like settings. In order to best utilize available resources to target areas where family foster homes are necessary and potentially available, the Department is implementing several strategies. Demographic data on current foster families has been utilized to analyze foster care recruitment success by demographic market segment. This analysis has identified the market segments most likely to become foster parents, allowing the Department and foster care agencies to target their outreach to those most likely to respond. Geographic information systems software is being used to combine foster home capacity data with child removal data to create maps illustrating where the need for foster homes is greatest. Additionally, the Department has dramatically expanded its partnership with faith and community-based groups to recruit foster families. This has resulted in outreach and events sponsored by the Republic Media Group's *A Season for Sharing*, the Arizona Diamondbacks, the Rotary Club, and nearly two dozen churches and faith-based organizations across the state. To assist their efforts, the Department has engaged a private marketing company that has volunteered, on a pro bono basis, to develop recruiting materials for use by community-based groups. The Department is partnering with foster care agencies and applicants to identify and eliminate barriers to qualified applicants in the licensing process. For example, based on applicant feedback, a training course has been developed that, while providing the same training, allows applicants to complete the course in six weeks rather than ten weeks. Lastly, an expedited training program for families who wish to be relicensed after having left the foster care system has been created.

The Department is also working to increase foster family retention. Retention solutions include the creation of a toll-free Foster Parent support telephone line, development of "mentor families" to provide support to new foster families, and events to recognize current Foster Parents and recruit new families. Additionally, increased staffing to handle the workload will allow CPS to better support foster families by more frequently visiting children in foster care and reduce the number of families exiting the foster care system.

5. *Provide core safety net services to stabilize families as a first step toward enabling them to achieve maximum employability and self-sufficiency.*

The Department's Temporary Assistance for Needy Families (TANF) Cash Assistance program lifetime benefit limit has been reduced from 60 to 24 months in recent years. The program provides a minimal payment to families with children and, with a requirement that adult recipients participate in work-related activities; helps sustain families as they progress toward employability and self-sufficiency.

Another crucial element in helping families achieve self-sufficiency is the child care subsidy program, which helps cover the cost of child care to enable parents to work to provide for their families. The Department currently has a waiting list of almost 7,000 children who are unable to receive child care services as there are not sufficient resources to provide services to all those who qualify.

6. *Provide employment-related services and assistance supports to vulnerable populations, such as older adults, individuals with disabilities, refugees, economically disadvantaged youth and adults, veterans, and youth who have aged out of foster care.*

The Department partners with local entities to operate the Workforce Investment Act (WIA) program, funded through the federal WIA grant, which provides services to youth and adults, in addition to programs targeted toward dislocated workers, to help them become job-ready and to find employment. In addition, the Department operates the Employment Service program to assist individuals who are unemployed, underemployed, or seeking better employment opportunities.

Utilizing federal funding through the U.S. Department of Labor, the Department provides employment services to U.S. armed forces veterans. The veterans' programs that are available through DES are known as the Local Veterans' Employment Representatives and the Disabled Veterans Outreach Program.

The Department's Unemployment Insurance (UI) Program provides a measure of security through financial assistance to the individual worker when unemployment occurs. The UI Program pays benefits to individuals who become unemployed through no fault of their own. Benefits are funded through unemployment insurance taxes paid by employers which enable individuals to receive benefits while seeking other employment. The UI Program experienced a 308 percent increase in claimants between 2007 and 2010.

The Department operates employment and independent living programs to assist in removing barriers for seniors, refugees, and individuals with disabilities. In addition, the Department assists clients with developmental disabilities in obtaining employment when it is the most beneficial path for the client.

7. *Reduce the number of families on Cash Assistance by increasing self-sufficiency through increased employment placements.*

The Department oversees the Jobs program, which assists current and former TANF Cash Assistance recipients in preparing to enter the workforce and in finding employment. Despite reductions in the number of eligible families receiving cash assistance, in fiscal year 2012, over 5,300 clients in the Department's Jobs program were placed in new employment positions, an increase from 4,600 in the prior year.

8. *Make child support a reliable source of income for the families we serve.*

The Department has excelled in making child support collections a reliable source of income for custodial parents. DES has maintained the level of Title IV-D-related child support collections at \$360 million annually over the last three fiscal years while increasing program cost-effectiveness. The Department is working to make child support a reliable source of income to increase the self-sufficiency of Arizona families. To improve this work going forward, the Department is focusing on consistently securing monthly child support payments while the child is still a minor.

## **Issue 2: Collaboration with Community and Faith-Based Partners**

The Department believes that making Arizona stronger by ensuring the safety, well-being and self-sufficiency of children, adults, and families is the responsibility of all Arizonans. While DES and other public entities have important roles to play, individuals, communities, and faith-based organizations have equally important roles. As a result, in addition to providing the services that the Department administers, it is important that DES partner with individuals, communities, and organizations to leverage the full range of supports and assistance Arizona has to offer on behalf of the vulnerable and those in need.

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

**The Department seeks significantly expanded, focused partnerships that build the capacity of communities and maximize the impact of shared resources to strengthen individuals and increase their self-sufficiency.**

#### ***Strategies:***

1. *Work in partnership with Tribal Nations to strengthen individuals and families.*

The Department has a strong commitment to ongoing collaboration with Arizona Tribal Nations. The agency has intergovernmental agreements with many Arizona Tribal Nations to provide services to tribal members, including services for the aging, family support services, IT hosting and support services for child support, substance abuse treatment, and child care services. In addition, according to the amount appropriated each year by the Legislature, the Department provides funds for Temporary Assistance for Needy Families (TANF) maintenance of effort to tribes that operate their own TANF programs.

2. *Increase collaboration with community partners and stakeholders to provide core safety net services.*

The Department has a new initiative to identify community talent that can connect community resources to work in partnership with the Department to address customer needs. These Community Liaisons are experts in the need area being addressed and in creating community connections. One early example is connecting community resources in support of supervised visitation for Child Protective Service (CPS) cases. Community resources have adopted 27 rooms that provide an appropriate setting for regular supervised visitations between the child and parents. These visitations further the goal of successful family reunification.

DES has also joined with national and local entities to hold large-scale, one-day events that connect families in need with clothing, food, medical attention, and other resources. In August 2011, DES helped the Convoy of Hope serve over 10,000 people at 10 events in four counties. HopeFest Tucson, held in Kino Veterans Memorial Stadium on October 22, 2011, served approximately 18,000 people. HopeFest Phoenix, held at Chase Field on April 14, 2012 reached an estimated 15,000 people.

- 3. Engage Faith-based Organizations as partners to promote the safety, well-being, and self-sufficiency of individuals and families.*

The ArizonaSERVES initiative, with the assistance of DES, is helping to connect more faith-based and nonprofit organizations to the needs of Arizona's most vulnerable citizens. Building on previous success, increased community effort is being applied to grow the capacity for foster and adopted care for children and also to support local child protective service staff with family reunification efforts.

- 4. Work closely with the business community to identify opportunities for employing at-risk individuals.*

The Department continues to strengthen its relationship with the Arizona Commerce Authority and is working collaboratively to identify job opportunities for low-income Arizonans. This important work will provide the Commerce Authority with information regarding the unique employment needs of this vulnerable segment of the Arizona workforce.

In addition, the Department provides many employment services to both employees and employers, including recruitment, screening, and referral of qualified job applicants, as well as job fairs, workshops and seminars to assist employers in identifying work opportunities for individuals receiving Department services. Over the past year, the Department hosted or participated in 65 job fairs, including 15 'Hire Vets First' Job Fairs serving over 10,000 veterans, and 10 Yellow Ribbon events serving over 2,500 returning Arizona National Guard Service members.

### **Issue 3: Accountability, Transparency, and Funding**

The agency has been working aggressively to improve the accountability and transparency of its programs. As part of the Department's CPS improvement plan, DES began hosting presentations of the semi-annual report on child welfare to stakeholders and the media. In addition, beginning in fiscal year 2012, the Department established a new Office of Accountability, headed by a Chief Accountability Officer. This office reports to the Director and consolidates a number of accountability functions to monitor compliance with requirements at all levels of the Department; ensures that consumers obtain the benefits, goods and services they are 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.

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. 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 (ARRA). As the additional funding from ARRA has expired, however, federal support for human services programs is returning to a more historic level. In order to maintain existing service levels, the state backfilled many of the declining federal funds with appropriations from the state General Fund in the budgets for fiscal years 2011 and 2012. In addition to those temporary changes to federal support, however, in recent years Congress has been exploring ways to reduce federal spending, and has been unable to pass a new federal budget. As a result, there is a significant risk of further reductions, and the need to backfill declining federal funding in order to maintain existing service levels will continue into fiscal year 2014.

One of the primary sources of declining federal support in the past two years has been the Temporary Assistance to Needy Families (TANF) program. From TANF's inception through fiscal year 2011, in addition to the base block grant, Arizona received supplemental TANF funds intended for states with growing populations. This population supplemental expired after 2011 however, and in the fiscal year 2013 state budget, a portion of the reduction was backfilled with a one-time, non-General Fund balance in other state funds. These funds were also appropriated to fund ongoing caseload growth in some programs in fiscal year 2013. The Department remains hopeful that the availability of other TANF-related federal funds will offset much of the need to backfill the one-time appropriation and lost population supplemental, and at this time anticipates a General Fund backfill need of about \$9.6 million in fiscal year 2014. There is a risk, of course, that not all of the federal funds currently anticipated to be available to the Department will materialize, which could increase the General Fund backfill need to as much as \$63 million.

In addition to the state funding need created by declining federal support, the populations eligible to be served by the Department's programs continue to grow as noted in Strategic Issue 1, caseloads in many programs, including ALTCS, Adult Protective Services, and in particular child welfare are rising and are straining the Department's ability to continue to provide services across the Department at current levels.

#### **Goal 4: Improve Accountability through Active Performance Monitoring and Increased Transparency**

**The Department is holding itself accountable by examining its processes, exploring ways to improve, and by sharing information with stakeholders and the public as openly as possible.**

##### *Strategies:*

1. *Create an Office of Accountability to ensure consistent compliance with all federal and state regulations and requirements and develop and implement best practices across the Department's programs.*

In fiscal year 2012, the Department created and staffed the Office of Accountability. This office has conducted a broad evaluation of all of the Department's programs and services and continues work on evaluating and integrating synergies across the Department. This important work will allow the Department to understand and meet performance measures from our funding agencies and improve outcomes and services for consumers.

2. *Improve documentation and awareness of Department processes.*

The Department is working with consultants and stakeholders to ensure that its field processes are accurately documented, and is examining those processes to find improvements and efficiencies.

3. *Pursue funding to offset the loss of enhanced federal funds.*

In order to continue to provide existing services, the Department has requested approximately \$81 million from the state General Fund in fiscal year 2014 to fund the growth in caseloads as well as for the backfill of federal and one-time funds discussed above.

## **Issue 4: Person-Centric Human Services**

The Department has a history of innovation and efficiency in the delivery of human services and must continue to find innovative ways to provide high quality services in a timely and cost-effective manner. The Department is ensuring that services continue while incorporating inventive and efficient business strategies to serve Arizona's most vulnerable populations.

On a corporate level, the Department is engaged in a transformation from the administration of an aggregation of siloed programs to becoming a person-centered engine for human well-being in Arizona. This person-centric approach provides the enabling conditions for persons to move through the service system and achieve maximum independence and self-sufficiency.

Also in support of the Department's transformation to a person-centric, integrated engine for human well-being, the Department has formed a new Transformation Core Team. This team of 50 members was selected from all levels, grades, and positions, and from every corner of the state. Team members serve voluntarily and activities are conducted in addition to regular responsibilities. This team applies diverse skills and experiences to communicate key issues and improve the Department's top-down communications methods for keeping DES staff informed about serving consumers in important transformative, person-centric ways. Examples of issues being addressed include reducing consumer's wait times, engaging staff in accountability, monitoring consumer's outcomes, and shifting focus from crisis to a strategic approach that spotlights customer service and quality assurance.

The Department is engaged in a historic collaboration with the Arizona Commerce Authority, the Arizona Department of Education, and the Local Workforce Investment System to develop a model to grow the capacity of DES consumers through the application of person-centric principles in order to reduce dependency. This Demonstration Pilot Project will align the customer-focused work of DES with the Arizona Commerce Authority's Strategic Plan to create 75,000 jobs over a five-year period. The initiative will focus on a small number of DES consumers to determine what it takes to understand their full range of needs from a human service standpoint. Services of the partnering agencies will be coordinated to facilitate the transition of a small number of current consumers of Arizona's safety net programs into gainful employment. If successful, the Demonstration Pilot Project may inform a completely different operating construct not only for DES, but for all of our partners and collaborators in strengthening Arizona.

As the Department manages through a rapidly changing environment, including such factors as fewer federal dollars, the changing nature of the workforce, and changes in technology, and as it intensifies its focus on its transformation to a holistic organization that delivers services designed to build the capacity of customers to become their highest functioning selves, the Department is also working to strengthen its workforce. Given the challenges facing the workforce, the

Department must provide resources and supports to the maximum extent possible to ensure that staff can continue working hard for the families and individuals DES serves.

### **Goal 5: Improve Outcomes for Arizonans by Creating a Person Centered Human Services System**

**The Department is working aggressively to create an efficient, effective and innovative human services system that is person-centered and creates the enabling conditions for individuals and families to achieve their desired outcomes.**

#### ***Strategies:***

1. *Lead a coordinated, integrated and comprehensive public and private effort to grow the capacity of socially and economically challenged Arizonans to achieve their highest functioning self and reduce dependency on public supports.*

As described previously, the Department is actively pursuing partnerships with other agencies and community organizations that have responsibility for the care and well-being of Arizonans. It is going to require collaboration at all levels of human service to ensure that the most vulnerable citizens in Arizona have every opportunity to achieve their highest functioning self.

2. *Create and implement comprehensive approaches to meet the needs of individuals and families seeking or receiving services by transforming the Department construct to a person-centric, integrated, and connected engine for human well-being.*

The Department is currently in the process of creating and rolling-out a Demonstration Project to show the increased efficiency and effectiveness—for both the utilization of state resources as well as for the people who utilize the Department’s services—of an outcome-based, person-centric human services delivery system. This integrated approach of case coordination will allow the Department to test and implement best practices within the delivery of human services and inform the system on the best way to move individuals to a higher level of self-sufficiency as quickly and effectively as possible.

## RESOURCE ASSUMPTIONS SUMMARIES

### Agency Funding Total for All Funds

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

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
FTE	8,968.0	9,297.6	9,344.0	9,391.0	9,438.0	9,485.0
General Funds	612,296.2	697,425.9	732,300.0	768,900.0	807,300.0	847,700.0
Other Appropriated Funds	507,362.7	499,362.9	524,300.0	550,500.0	578,000.0	606,900.0
Other Non-Appropriated Funds	855,796.1	736,503.1	773,300.0	812,000.0	852,600.0	895,200.0
Federal Non-Appropriated Funds	3,007,186.8	2,934,766.7	3,008,100.0	3,083,300.0	3,160,400.0	3,239,400.0
<b>Aggregate Agency Level Total</b>	<b>4,982,641.8</b>	<b>4,868,058.6</b>	<b>5,038,000.0</b>	<b>5,214,700.0</b>	<b>5,398,300.0</b>	<b>5,589,200.0</b>

Funding Amounts in Thousands

Equal Opportunity Employer/Program • Under Titles VI and VII of the Civil Rights Act of 1964 (Title VI & VII), and the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Title II of the Genetic Information Nondiscrimination Act (GINA) of 2008; the Department prohibits discrimination in admissions, programs, services, activities, or employment based on race, color, religion, sex, national origin, age, disability, genetics and retaliation. The Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service or activity. For example, this means if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible. To request this document in alternative format or for further information about this policy, 602-542-3882; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request.



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

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