



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

AUG 27 2013

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 2013 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) 2013, which includes data from SFY 2013 and provides comparisons to SFY 2012.

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

Sincerely,

Clarence H. Carter  
Director

Enclosure

cc: President Andy Biggs, Arizona State Senate  
Speaker Andy Tobin, Arizona State House of Representatives  
Joan Clark, 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 2013 Annual Welfare Reform Report

Janice K. Brewer, Governor  
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# Table of Contents

Section	Page
I. Introduction.....	1
II. Department Overview.....	1
III. Overview and Scope of Arizona’s Temporary Assistance for Needy Families Block Grant.....	3
IV. Department Transformation.....	4
V. Economic Conditions.....	5
VI. Program Updates.....	7
Appendix One: Cash Assistance Program .....	16
Appendix Two: Work Activities through the Jobs program.....	17
Appendix Three: Self-Sufficiency Assistance .....	18
Appendix Four: Child Care.....	19
Appendix Five: Child Welfare Programs .....	20
Appendix Six: TANF-Related Programs and Services.....	21

## **I. Introduction**

The Arizona Department of Economic Security (DES) is pleased to report on the status of the 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 seven separate state entities, followed by an eighth 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 five goals:

1. Strengthen individuals and families
2. Increase self-sufficiency
3. Collaborate with communities to increase capacity
4. Improve accountability through active performance-monitoring and increased transparency
5. Improve outcomes for Arizonans by creating a person-centered human services system

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.

- Value Our Team Members
- Person/Family-Centric
- Community Engagement
- Optimum Interconnectivity
- Accountability

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 40 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 through a network of contracted community-based providers. DES works collaboratively with the communities it serves, local and national advocacy organizations, other state agencies, federal agencies that oversee 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 DES, 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 escaping the hardships of poverty.

While delivering Department programs and services in an efficient and effective manner, the Department focus is changing. Discussed in detail within this report, Department management and staff are moving from the historic program-centric service delivery model toward implementing a new model using a person-centric approach in delivering safety net services.

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 and 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 administering Arizona's state-operated 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, staff use the following programs as tools 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 administering family assistance programs, including the Cash Assistance program;
- The Division of Employment and Rehabilitation Services (DERS), which is responsible for administering the Jobs program under TANF and for administering child care subsidies;
- The Division of Child Support Services (DCSS), which is responsible for administering 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 DCSS for child support services. Families experiencing homelessness or domestic violence situations that are preventing them from

reaching their highest level of self-sufficiency 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 model has the Department operating vital programs for socially and economically challenged Arizonans effectively and efficiently, but with the ultimate goal being to move as many Arizonans from safety net programs to a self-sufficient life.

In SFY 2013, the Department began refining its business flow, which guides the development of a participant assessment and an Individual Development Plan. This information, combined with data from DES systems and a survey being developed by Arizona State University, will be synthesized to provide case coordinators a holistic picture of the individual applying for DES benefits and his/her household in order to work with the individual to improve self-sufficiency outcomes.

The Department began to put in place the infrastructure to support a service delivery pilot to test the model. Three demonstration sites have been identified in Phoenix, Tucson, and Prescott Valley. Development of staff training has begun, and the pilot is scheduled for implementation in September 2013.

##### ***Departmental Accountability***

The agency faces a range of challenges as it strives to deliver critical protective and assistance services to millions of Arizonans and manage multiple priorities against the backdrop of economic uncertainty and decreases in funding. In addition, being a large human services agency composed of more than 40 different programs and with more than 9,000 employees and thousands of contractors, the agency recognizes the need to ensure accountability of its employees, contractors and providers; to prevent, mitigate, investigate, and prosecute fraud, waste and abuse; and to improve its utilization of resources. From an operations perspective, these programs also translate to numerous interdependent processes spanning program and functional areas, and to a complex matrix of risks facing the agency.

Given these challenges, the agency established the Office of Accountability in SFY 2012 to monitor compliance with requirements at all levels of the Department; ensure customers obtain the benefits, goods, and services they are eligible to receive; provide objective, reliable data and analysis to inform management decisions; and identify opportunities for improvement and innovation, driving continual improvement of DES programs, functions, and processes. The office is composed of a number of accountability and enforcement functions, such as audit, investigation, licensing and regulation, quality monitoring, and appellate services. It has also recently assumed responsibility for the administrative and analytical support of Human Rights Committees, a third-party oversight body in charge of reviewing potential human rights violations for the agency's developmentally disabled customers.

Under the leadership of the Chief Accountability Officer, the office has been working aggressively in reviewing and assessing the efficiency and effectiveness of the agency's programs and operations and in the redesign and improvement of key processes. As an example, in the past year, the office initiated a review of, and improvements to, the public assistance benefit fraud and overpayment welfare prosecution process—which involves six programmatic and functional areas in the agency—to achieve greater levels of efficiency. The office has also enhanced the communication and strengthened partnerships among its audit function and with the Department's program areas to improve internal controls, contract language, triggers for detecting improper payments to contractors, and accountability of contractors in the delivery of services. In addition, the office also completed an agencywide assessment of, and developed recommendations for, the refinement, creation, alignment, or integration of performance management and accountability functions.

To promote a more coordinated approach and realize meaningful results in its work, the office has established and refined partnerships and engaged multiple entities within and outside the Department. By involving employees at all levels in the Department, other government agencies, and stakeholder groups, the office aims to foster shared ownership and promote a culture of accountability and transparency in the agency's operations.

The office is also currently engaged in automating its workflows, data collection, assessment, and reporting to enable it to effectively manage and assess enterprise risks and report compliance with internal controls and regulatory requirements. In addition, the office continues to strive for excellence in the quality, accuracy, and timeliness of its work.

## **V. Economic 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 affected 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 is living below the federal poverty level. In 2013, the federal poverty level for a family of four is \$23,550 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.

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 SFY 2007 to SFY 2013, Arizonans enrolled in 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.

Over the last year, the Department has also experienced rapid growth in the number of reports of child abuse and neglect. In SFY 2013, the number of reports of abuse and neglect grew by 16 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 CPS. In SFY 2013, 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 14,000 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 SFY 2012 to SFY 2013, the number of reports of vulnerable adult abuse, neglect, or financial exploitation to Adult Protective Services (APS) increased by 27 percent. While the Department did anticipate caseload growth in APS in SFY 2013, the rate of growth has exceeded expectations, thereby stressing staffing and APS infrastructure. As a result, the Department has updated its projected caseload growth for SFY 2013 and believes that the growth will continue in 2014.

Arizona has also seen an increase in the number of individuals seeking assistance in finding employment. Owing 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 2012, there was a monthly average of 16,762 individuals registered in the automated system. As of June 2013, there was a monthly average of 18,469 individuals registered in the automated system. This reflects a ten percent increase in the number of individuals seeking assistance finding jobs.

## **VI. Program Updates**

Beginning in SFY 2010 the Department began making several significant changes to its programs serving persons moving from dependence to their highest level of self-sufficiency. Some of these changes reduced services while others shifted how services were provided. 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 2013.
- 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 2013, 4,856 families that were receiving Cash Assistance benefits 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. An additional 359 families reached the federal 60-month lifetime limit of receipt of benefits. A total of 2,909 families qualified for a family hardship extension.

The Department continues to focus 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 are sent to those who would be affected to inform them of the change. The Department renewed contracts 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 2013, 3,321 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 means-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.

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.

### ***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. An eligible household is restricted to only one Grant Diversion

payment in a 12-month period. In SFY 2013, 8,991 families received Grant Diversion benefits.

The program is administered by the Division of Benefits and Medical Eligibility (DBME). 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, 88 percent of families that have received the Grant Diversion option have not returned for additional cash assistance within six months of receiving this 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 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 uses a "work first" model that provides individuals with immediate employment and support services with an emphasis on promoting self-sufficiency. Most participants are immediately engaged in MAXAcademy, a two-week job readiness workshop to ensure participants are prepared for work right away. The workshops include Resume Instruction and Resume Lab, Interviewing Skills, Applying Online, Social Media, Job Clubs, and a series of soft skills workshops including financial literacy. All workshops are designed to promote positive self-image and build the skills necessary to assist individuals seeking and obtaining gainful employment.

The Jobs program in Maricopa County partners with various community agencies to assist in the delivery of these workshops. These partners include Arizona Women's Education and Employment, World Hunger Education and Training, and Money Management International.

Additional partnerships for the Jobs program in Maricopa County that provide services needed for participant success include:

- Dress for Success Phoenix. This organization provides interview clothing to women seeking employment. It also 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, including the Firestar Employment Coalition, which involves organizations such as Friendly House, Goodwill, and the City of Phoenix, and the East Valley Employer Outreach coalition, which includes a variety of community partners and agencies such as Mesa Community College, the DES Employment Administration, Maricopa County Workforce Connections, multiple employers, and the Arizona Fatherhood Network, a group composed of representatives from the DCSS and other community organizations. The Jobs program is also an active member of the Human Capital Collaborative Group, which comprises city, state, county, for-profit, and nonprofit organizations throughout Maricopa County.

The Jobs program in Mohave County partners with the Mohave County One-Stop centers/Workforce Investment Act (WIA) programs to help program participants become self-sufficient. A recent example was a job fair with the new 99 Cent Store that was doing on-the-spot interviews for open positions. Case managers referred participants for consideration. Four participants were hired and another participant is awaiting re-hire approval. Case managers also refer participants to the One-Stop centers for consideration for the Certified Nursing Assistant Program. The One-Stop centers also offer a work experience program, which has resulted in placement and subsequent hire of Jobs program participants. The Jobs program also works with Goodwill Industries to provide participants with work experience opportunities and placement with private employers.

In Yuma County, the Jobs program works closely with the Yuma Private Industry Council (YPIC) which provides assistance for participants in creating resumes, on-the-job training, referrals to job openings, and certifications in care giving, administration, and medical field occupations. The Jobs program also works with the Goodwill Career Center sharing job leads, upcoming job fair information, job development and computer/customer service training. The Jobs program has developed a number of work experience provider sites. These sites provide Jobs program participants with job training and experience and assist them in building skills to increase their employability. Many result in employment. For example, the Jobs program places program participants at the Somerton and San Luis Senior Centers as volunteers to learn basic job skills. Two participants have been hired and continue to work for the Senior Center. The number of individuals served by the Jobs program, as compared to SFY 2012, decreased by seven percent. However, SFY 2013 saw a one percent increase in the number of participants

placed in work activities. Fifty-seven percent of the individuals who found employment were eligible for employer-provided health care benefits, and the average hourly wage increased by \$0.64. Appendix Two and Appendix Three highlight employment-related services provided and outcomes achieved during SFY 2013.

### *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 2013, and as of June 2013 there were 6,372 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, more than 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 14,000 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.

### ***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. A new model for in-home contracted services 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 for in-home services was implemented in SFY 2013. In-home services includes:

- Intensive Family Preservation, which provides crisis-oriented activities when conditions represent a threat to a child's safety or place a child at significant risk of out-of-home placement because of abuse or neglect. This service is designed to allow a child to safely remain in the home.
- Moderate Level Family Preservation, which provides services when conditions represent less of a safety threat but a high-to-moderate risk of abuse or neglect. This service is also designed to allow a child to safely remain in the home.
- Family Support, which provides short-term family-supportive intervention services when conditions represent potential or low risk of abuse or neglect.
- Clinical Family Assessment, which provides an assessment to identify the nature of a family's problems and the treatment needs and services that will best address those problems.
- Family Reunification and Placement Services, which safely expedite the return of a child who is in out-of-home placement or in voluntary foster care to their family.

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 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;
- Ninety percent of families that successfully completed services will have no new CPS reports made within six months of closure; and
- Ninety percent of families that successfully completed services will not have a child placed in custody within six months of closure.
- Ninety percent of families referred for Intensive or Moderate Family Preservation or the Reunification in-home services have signed the initial interim plan and agreed to services.
- Ninety percent of families referred who have agreed to Intensive, Moderate, Family Support, or Reunification in-home services have shown overall improvement in the pretest and posttest.
- Eighty-two percent of cases referred to Reunification services return to their home within thirty days of the Order for Change of Physical Custody or, if in voluntary foster care, from the time of referral.
- Eighty-five percent of children referred for Reunification services shall be safe and stabilized in the identified placement at the end of 120 days from the time of referral.

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.

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

***Child Welfare: Arizona Families F.I.R.S.T. (AFF)***

The purpose of the Arizona Families F.I.R.S.T. (Families in Recovery Succeeding Together; AFF) program is to provide specialized substance abuse treatment services to individuals, parents, caregivers, and families whose substance abuse is a barrier to



strengthening, stabilizing, preserving and reunifying with their families and to promote self-sufficiency in the workplace.

The essential elements of the AFF program are:

- Service Coordination, which is provided to the family from the initial referral to the completion of Recovery Maintenance Services for all referred clients.
- Child and Family Education and Treatment, which serves to educate all family members on the effects of substance abuse on the entire family. The service engages children and family members in treatment and enhances their understanding of the recovery process whenever it is safe and appropriate to do so.
- Culturally Appropriate Faith-Based Services, which support the cultural and spiritual needs of the family. When appropriate, spiritual support of the family shall be provided to assist in the recovery process, including linkages to supportive services in the community.

A new contract model was developed by DCYF to improve engagement and re-engagement activities with specific timelines and expectations. The new model also requires a focus on recovery maintenance and contingency management, which are best practice models in the substance abuse field. This new focus includes the use of peer recovery coaches. The division has found that they reduce the time from referral to first contact to a clinical assessment. The division has also found that those parents who were assigned a peer recovery coach remained in treatment for a longer period of time than those parents who did not receive a recovery coach. The new model was initiated in the spring of 2013.

Data on substance abuse treatment services is highlighted 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 the federal poverty level or 150 percent of the federal poverty level 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, rent payments, and other special services appropriate for securing and maintaining employment. In addition, during SFY 2013, changes were made to the Emergency Shelter Grant, which provided additional funding for Rapid Re-Housing and Homeless Prevention activities. Beginning in October 2012, the Homeless Coordination Office targeted that funding to activities in the outside of Phoenix and Tucson and successfully housed or prevented the loss of housing for 128 households through June 2013.

The Department also contracts for residential services for domestic violence victims, their children, and for homeless families. Services include emergency shelter for up to 120 days, transitional housing, services such as counseling, and supports such as case management, transportation, child care, and life skills training. 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 2013 are highlighted in Appendix Six.

**Appendix One: Cash Assistance Program**

**SFY 2013 vs. SFY 2012**

	<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>2013</b>	16,827	38,353	\$ 3,487,653	\$ 207.27	\$ 90.94	\$ 41,851,841	470	9,654	7,173	12.66	7.61
<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>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>2013</b>	2,725	139	\$ 6,768	4,519	94.89%	359	4,856	2,909	3,321
<b>2012</b>	2,309	121	\$ 5,994	5,026	96.38%	359	9,353	5,917	6,240

**Appendix Two: Work Activities through the Jobs program**

**SFY 2013 vs. SFY 2012**

	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>2013</b>	189	3	27,471	16,582	67	2,792	172	1,835
<b>2012</b>	226	15	29,463	16,424	93	2,932	178	2,050

	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>2013</b>	7,098	\$ 9.93	4,024	4,548	17.47	66.0	86.06
<b>2012</b>	6,628	\$ 9.29	3,747	3,927	12.52	18.0	86.93

	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>2013</b>	12,061	9,404	880	363	50.0	0.4	13.0	37.0
<b>2012</b>	11,371	10,426	2,718	411	30.0	0.3	11.0	56.0

### Appendix Three: Self-Sufficiency Assistance

#### SFY 2013 vs. SFY 2012

	<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 That Received a Grant Diversion Payment</b>
<b>2013</b>	9,097	847	0	0	494	\$ 131,595.00	429	47,296	8,991
<b>2012</b>	8,089	2,523	0	0	470	\$ 83,445.72	359	47,859	16,599

## Appendix Four: Child Care

### SFY 2013 vs. SFY 2012

	<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>2013</b>	28,973	25,696	6,290	5,716	\$ 347.32	\$ 107.07	\$ 5.75	390	144
<b>2012</b>	30,960	27,851	6,965	6,359	\$ 345.88	\$ 115.60	\$ 6.95	410	204

	<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>2013</b>	357	6,328	3	145	1,744	5,050	14,647	21,485	1,579**
<b>2012</b>	423	8,821*	1	155	1,782	6,439	12,647	19,346	642

\* The SFY 2012 figure has been updated to reflect the final number of referrals received for child care. This replaces the estimated number in the 2012 report.

\*\* SFY 2013 data includes Technical Assistance provided by the Arizona Self Study Program (ASSP), which was not recorded in the SFY 2012 total. Without including the ASSP assistance, the SFY 2013 total would be 758.

## Appendix Five: Child Welfare Programs

### SFY 2013 vs. SFY 2012

<b>Arizona Families First (AFF) Program*</b>			
	<b>Number of Individuals Referred for Screenings for Substance Abuse Treatment</b>	<b>Number of Clients Who Received AFF Services</b>	<b>Average Length of Treatment (Days)</b>
<b>2013</b>	4,602	2,855	**
<b>2012</b>	6,154	5,011	145

	<b>Child Maltreatment Reports Received</b>	<b>Average Monthly Number of Families Receiving Comprehensive In-home Services</b>	<b>Average Monthly Number of Children Receiving Subsidized Guardianship</b>
<b>2013</b>	44,104	5,334	2,480
<b>2012</b>	40,524	5,506	2,454

\* The 2012 figures shown here are actuals from the Annual Evaluation Report SFY 2012. The figures used last year were estimates; as actual figures were not yet available. The 2013 figures shown are estimates for the same reason.

\*\* This figure is not yet available at the time of printing.

## Appendix Six: TANF-Related Programs and Services

### SFY 2013 vs. SFY 2012

	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>2013</b>	161*	1,714*	5*	13,373**	6,616	341	129,881	1,954	4,021	1,848
<b>2012</b>	142	2,083	2	13,188	9,569	473	195,373	3,578	5,119	2,494

	Non-Marital Births
<b>2013</b>	38,086
<b>2012</b>	38,034***

\* The numbers for Crisis Assistance services for SFY 2013 are an estimate based on actual data from July 2012 through May 2013 and the monthly average for June 2013.

\*\* The number for Homeless Emergency Shelter for SFY 2013 is an estimate based on data through March 2013 and the last quarter of SFY 2012.

\*\*\* This number has been revised from last year's report and now reflects data for all SFY 2012.



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