Arizona

Department of Economic Security

Annual Report

SFY 2006 - 2007

Governor
Janet Napolitano
_____

DES Director
Tracy L. Wareing

MISSION

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

VISION

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

GUIDING PRINCIPLES

Systems of care must:

- Be customer- and family-driven
- Be effectively integrated
- Protect the rights of families and individuals
- Allow smooth transitions between programs
- Build community capacity to serve families and individuals
- Emphasize prevention and early intervention
- Respect customers, partners, and fellow employees

Services must be:

- Evaluated for outcomes
- Coordinated across systems
- Personalized to meet the needs of families and individuals
- Accessible, accountable, and comprehensive
- Culturally and linguistically appropriate and respectful
- Strength-based and delivered in the least intrusive manner

Leaders must:

- Value our employees
- Lead by example
- Partner with communities
- Be inclusive in decision making
- Ensure staff are trained and supported to do their job

MAY 1 4 2008

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

Dear Governor Napolitano:

The Arizona Department of Economic Security's Annual Report for the period July 1, 2006, through June 30, 2007, is enclosed. This report is submitted pursuant to A.R.S. § 41-1960, which requires the Department to make an annual report of Arizona's economic security needs and resources; the use, training, and placement of manpower; and recommendations for the forthcoming fiscal year for the state's development of relevant programs.

This report highlights the Department's accomplishments to enhance the safety and self-sufficiency of vulnerable individuals in our state. During state fiscal year 2007, the Department continued existing initiatives and initiated new improvements to help strengthen individuals and families, increase self-sufficiency, and develop the capacity of communities.

The Department is committed to continue to build on the successes highlighted in this report to achieve our mission to promote the safety, well-being, and self-sufficiency of Arizona's children, adults, and families.

Sincerely,

Tracy L. Wareing
Director

Enclosure

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DEPARTMENT OVERVIEW

The Department of Economic Security (DES) is an integrated human service agency that provides critical protective and assistance services to Arizona's children, adults, and families. The DES Vision—*Every child, adult and family in the State of Arizona will be safe and economically secure*—and Mission—*to promote the safety, well-being, and self-sufficiency of children, adults, and families*—are exemplified through the work of DES in more than 50 programs and services that work together to help Arizona's most vulnerable citizens. These programs and services are delivered through DES offices and staff statewide and also through a network of community-based providers under contract with DES.

DES has approximately 10,471 full-time equivalent (FTE) positions and has 224 offices throughout the state, including 180 direct-service offices, 17 residential and medical facilities, and 27 administrative and training offices. Six district offices are located in Phoenix, Tucson, Flagstaff, Yuma, Casa Grande, and Bisbee.

The Department has more than 14,500 contracts and agreements with nonprofit, for-profit, and other community partners to provide services to Arizonans across the human service delivery continuum, including: home- and community-based services for the elderly and individuals with developmental disabilities; shelter for victims of domestic violence and the homeless; employment services; programs designed to prevent entry into the child welfare system as well as in-home and out-of-home services for children who are in the system; education and training for low-income families; and child care.

SERVICE INTEGRATION AND COLLABORATION

The intent of the 1972 legislation that established the Department of Economic Security was to provide an integrated approach to human services. This legislation recognized that vulnerable individuals—including low-income working families, abused and neglected children, individuals with developmental disabilities, the elderly, and victims of domestic violence—often face multiple challenges.

Locating the various programs and services that address those challenges—such as family assistance, child support, employment, rehabilitation, developmental disabilities, and child and adult protection—in one agency is the most efficient and effective way to help families gain the tools they need to permanently escape the hardships of poverty, family violence, and other barriers that currently prevent them from being safe and self-sufficient.

The Department's focus on prevention and early intervention and its coordination with its community provider networks to find and secure necessary services help prevent problems from escalating into situations that may require more intensive and expensive services.

Department effectiveness and efficiency are both measured by the outcomes achieved by the families DES serves and are based on three overarching, interrelated goals:

- Strengthen Individuals and Families;
- Increase Self-Sufficiency; and

- Develop the Capacity of Communities.

DES' integrated approach to doing business and its collaboration with families, community partners, and other government entities provides greater accountability across the agency and generates a more efficient and comprehensive way of delivering services.

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

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

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

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

MAJOR ACCOMPLISHMENTS

During state fiscal year (SFY) 2007, the Department continued, initiated, and planned a number of improvements that will result in better outcomes for children and families. The most significant projects are outlined below. The accomplishments helped the Department achieve outcomes related to three interrelated goals: (1) Strengthen individuals and families; (2) Increase self-sufficiency; and (3) Develop the capacity of communities. Many of the improvements directly advance one or more of the three goals of the Department. Equally important are the additional accomplishments that serve as a support to the Department in its overall effort to provide quality services and improve efficiency. Listed are highlights of the Department's accomplishments:

Goal One - Strengthen Individuals and Families

Family Connections

The Department continues to build on its initial successes by enhancing initiatives begun in previous years. One of these initiatives, Family Connections, begun in January 2005, continues to serve individuals and families by providing services in an integrated and community-focused manner.

The purpose of Family Connections is to engage families that are receiving TANF Cash Assistance and are at risk of involvement in the child welfare system in comprehensive integrated services with the goal of assisting the families in achieving self-sufficiency, safety, and overall well-being.

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

During SFY 2007, ten Family Connections teams were operating in Arizona. The teams continue to be multidisciplinary, composed of a team lead, child welfare specialists, a TANF specialist, Jobs employment staff, case aids, and domestic violence advocates. The Maricopa County teams are sharing a Rehabilitation Services Administration (RSA) staff person who completes individual assessments with family members and determines eligibility for rehabilitation services and/or benefits.

By working collaboratively, Family Connections teams seek to meet the diverse needs of families and not solely focus on the diagnosis and treatment of individual factors adversely affecting families. Family opinions are essential to the empowerment process and significantly contribute to a plan that builds on what is successful about the family and its neighborhood.

Innovative approaches are applied to develop the capacity of the family to access and navigate services from a wide variety of community providers. Further, Family Connections carefully coordinates those services to prevent duplication and ensures not only that identified needs are being met, but that any future needs can be met by the family's engaging the needed resources on their own.

Family Connections sees interdependence with one's community as a strength and will strategically connect families with the community and faith resources as determined appropriate and beneficial to the family's overall functioning. Family Connections will discuss options with the family and when appropriate will directly contact a referral site and schedule an appointment for the family.

Family Connections staff are responsible for coordinated case management of families facing extreme difficulties, but they are also responsible for community outreach and resource development. This requires that they are out in the community attending planning and advocacy meetings, identifying viable resources, and assisting communities in developing new resources where gaps exist. Staff at all levels are involved with presenting the concepts of Family Connections to community providers, conference attendees, schools, courts, and other resources within the social services system.

Participation in Family Connections continues to be voluntary. Team members engage families in their homes, work, or wherever the family feels most comfortable, and work with them to develop goals of self-sufficiency, child safety, and well-being. Resources necessary to achieve stability and self-sufficiency are identified and coordinated through a team lead member. Resources include those available through the family, family

support networks, the Department, other state agencies, and community- and faith-based organizations.

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

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

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

In SFY 2007, the Division decreased the number of children in out-of-home care by 158 children or 1.6 percent. Significant progress was made in reducing the number of children placed in congregate care. The number of children placed in:

- Shelters and group homes decreased by 100 children or 6.8 percent;
- Group homes for children aged six years or younger decreased to 14 children, a decrease of four children or 22.2 percent; and
- Shelters for children aged three years or younger decreased to 36 children, a decrease of eight children or 18.2 percent.

Placing children in family-like settings continues to be the primary option for children who cannot remain with their parents. The number of children placed in family-like settings remained relatively stable at 78.2 percent in SFY 2007.

The Division continues to strengthen families through embedding several multifaceted and overarching continuous-improvement strategies throughout the state that are producing positive change in multiple systemic factors and performance measures.

Family to Family

Arizona is working to embed the Family to Family initiative into Arizona's child welfare practice. This nationwide child welfare initiative, designed by the Annie E. Casey Foundation, provides principles, strategies, goals, and tools to achieve better outcomes for children and families. Using the Family to Family strategies, the Division is striving to achieve the following outcomes:

- Reduce the number and rate of children placed away from their birth families;
- Among children coming into foster care, increase the proportion who are

placed in their own neighborhoods or communities;

- Reduce the number of children served in institutional and group care and shift resources from group and institutional care to kinship care, family foster care, and family-centered services;
- Decrease lengths of stay of children in placement;
- Increase the number and rate of children reunified with their birth families;
- Decrease the number and rate of children re-entering placement;
- Reduce the number of different placements children in care experience;
- Increase the number and rate of brothers and sisters placed together; and
- Reduce disparities associated with race/ethnicity, gender, or age in each of these outcomes.

Family to Family defines six goals and four strategies to achieve the child and family outcomes. The four core strategies that are the hallmark of Family to Family include:

1. *Recruitment, Development, and Support of Resource Families* – Finding and maintaining kinship and foster families that can support children and families in their own neighborhoods.
2. *Building Community Partnerships* – Establishing relationships with a wide range of community partners in neighborhoods where referral rates to the child welfare system are high and collaborating to create an environment that supports families involved in the child welfare system.
3. *Team Decision Making (TDM)* – Involving resource families, youth, parents, community partners, and case managers in all placement decisions to ensure a network of support for the children and for the adults who care for them.
4. *Self-Evaluation* – Collecting and using data about the child and family outcomes to find out where there is progress and where there needs to be change.

The Division participated in site visits by representatives from the Annie E. Casey Foundation in July 2004 to assess Arizona's readiness to become a Family to Family site. Implementation began in Maricopa County and considerable progress has been made to implement all four strategies at that site. In late 2006, Maricopa County was selected as a Family to Family Anchor Site for calendar year 2007. As a result, Arizona will receive more intensive technical assistance to further embed the strategies into practice.

Since 2005, the other Division districts have gained an understanding of the Family to Family approach and developed systems and resources to support the Family to Family rollout. The program managers from all Division districts have been attending quarterly Family to Family meetings to identify progress and next steps. An initial Family to Family strategic planning meeting on the statewide rollout was held in April 2007, followed by a statewide convening in September 2007. Technical assistance was provided at this meeting by the Annie E. Casey Foundation to help the districts form initial plans for rolling out all four Family to Family strategies in their counties. A statewide Family to Family Oversight Committee has also been formed and its first meeting was held in April 2007. This committee of Division staff, youth, parents, resource parents, juvenile court representatives, faith-based leaders, and other community partners monitors progress and makes recommendations about implementing Family to Family.

Progress toward implementing each of the four strategies in the past fiscal year is described below:

- *Recruitment, Development, and Support of Resource Families* – This strategy provides the framework for finding relatives and families for placement of children coming into care. Division district recruitment liaisons developed Community Recruitment Councils and are actively engaging their communities in efforts to recruit new foster and adoptive families. The Community Recruitment Councils enlist foster and adoptive parents, foster youth, foster alumni, local contract agency staff, faith-based and business partners, and any other community members with an interest in this initiative.

  To support Division efforts, a Family to Family Conference hosted by Representative Leah Landrum-Taylor, Arizona Children's Association, and the City of Phoenix, was held in October 2006. Guest speakers included Father George Clements, Founder of One Church One Child; Tim Briceland-Betts of Child Welfare League of America (CWLA); and local dignitaries. Invited guests included faith-based organizations from across the state, Home Recruitment Study and Supervision contract providers, and state staff. The afternoon session was devoted to districts informing the faith organizations about their needs and requesting assistance with the recruitment and retention of resource families.

- *Building Community Partnerships* – With training and technical assistance on community partnership development provided by the Annie E. Casey Foundation, assistant program managers (APMs) in District I developed 11 Community Strategy Committees. The committees engage community partners and strengthen relationships within targeted areas to effect change in the nine Family to Family outcomes. Contract providers, schools, faith-based organizations, parents, resource families, and others attend the community meetings conducted by the field APMs. Six community specialist positions have been hired to assist the partnerships. Each Community Strategy Committee prioritizes the Family to Family outcomes they want to impact. For example, the Phoenix North Central Committee is developing a community resource book to give to families in crisis to prevent removal, and the Phoenix South Mountain section is working to increase community partner participation in Team Decision Making (TDM). All teams have been provided data on TDM occurrence and resource family availability in their zip codes, and an orientation and training on TDMs was delivered to District I community partners in late April 2007. Between January and March 2007, seven sections began holding Community Strategy Committee meetings. Other districts remain in the planning stages around this strategy.

- *Team Decision Making* – Team Decision Making meetings provide a forum for family, friends, natural supports, Division staff, and community providers to discuss the strengths and needs of the family and to identify the best placement for the child that will keep him or her safe and connected to the family and community. These meetings are facilitated by trained staff who ensure that the family's voice is heard and respected, including the family's cultural perspective and identification of significant relationships in the child's life. TDM meetings provide an opportunity to develop a plan for achieving the Family to Family outcomes on a child-by-child basis.

The TDM facilitator guides the team to identify opportunities and resources to prevent removal and re-entry in foster care, or to quickly reunify with birth family if removal is necessary. The team explores resources to place children in their home communities, with siblings, and in family versus group care settings; and to support placement stability to prevent moves. Achievement of the Family to Family and other Division outcomes is highly interrelated on an individual and aggregate level. For example, prevention of entry or re-entry into foster care and early reunification will reduce the number of sibling groups needing non-related foster homes, giving the Division more flexibility to manage its foster family resources so that homes are available for sibling groups when needed. In turn, with fewer sibling groups in out-of-home care and fewer sibling groups placed separately, the Division will experience less strain on its transportation and visit supervision resources, and will be able to provide more frequent visitation with parents and siblings placed separately.

TDM facilitators began to hold meetings in District I in June 2005. TDM meetings started at the Phoenix office with the highest number of removals and are now being held throughout District I whenever a child is removed or removal is considered. By the end of 2007, TDM meetings in District I will also be held whenever a placement change is considered, including reunification with a birth parent. Implementation of TDM meetings for initial removals has also begun in District II, and all other districts have begun their initial planning for implementation. A total of 23 TDM facilitators are actively holding meetings in Districts I and II. The number of TDM meetings held in District I increased from 659 in the quarter ending December 2006 to 728 in the quarter ending March 2007. Roughly 50 percent in each quarter were held prior to the child being removed. The team recommended in-home services for about half of the children. Data indicates that the mother attends in more than 75 percent of TDM meetings, and the father attends in 38–39 percent. An involved youth attends in just fewer than 60 percent of TDM meetings.

- *Self-evaluation* – With technical assistance from the Annie E. Casey Foundation, District I has developed a self-evaluation team. This team monitors and analyzes outcome data to evaluate progress toward the Family to Family goals. Data available to the team includes out-of-home episode and placement event data from the University of Chicago's Chapin Hall web site. Information on the use of this data, particularly the benefits of entry cohort data analysis, was presented to District I and Division management. The Division hired a data analyst to support the use of this data, and Division staff have attended training provided by Chapin Hall. The Team Decision Making database is also functional, tracking all TDM meetings, their outcomes, participation by case role (for example, mother and father), and the parents' feelings about the process. The Division is encouraging the application of self-evaluation data in day-to-day management to achieve outcomes. Arizona's Family to Family Manager and District I APMs have been meeting periodically to discuss data in relationship to their daily work, disproportionality, and Family to Family outcomes.

Family-Centered Practice

Engagement of family members in the continual evaluation of the family's strengths and risks is the most effective method of identifying services that meet the family's unique needs, produce desired behavioral changes, and achieve desired outcomes. Concerted efforts to embed this and other family-centered practice principles throughout the Division gained momentum in 2001 and continue to this day. Family-centered practice principles and techniques are trained to new staff, continuously emphasized to existing staff, and embedded throughout the Division's philosophy, policies, programs, and activities. Recent efforts include providing tools, programs, and skills to gain more consistent application of family-centered practice in the day-to-day work of all field staff. For example:

- The newly integrated Child Safety Assessment (CSA), Strengths and Risk Assessment (SRA), and case planning process; Team Decision Making meetings; and Family Group Decision Making meetings are some of the opportunities in which the Division applies family-centered practice principles to engage the birth family in identifying strengths, needs, goals, and services.

- A two-day statewide training to all in-home services CPS specialists on engaging families to enhance child well-being and safety began in January 2006, and occurred again in Phoenix in December 2006. The concepts from this training have been integrated into the core training provided to all new CPS specialists, and the entire core training now focuses on family-centered practice and engagement of family in case planning. Family-centered best practice tips were added to the state policy manual and became available to staff in July 2006. Many of these focus on areas evaluated during the federal Child and Family Services Review (CFSR).

- In conjunction with the Family to Family initiative, the Division is promoting shared birth and resource family parenting of children in out-of-home care. Requirements are defined in the foster and adoptive home recruitment, study and supervision contracts, and trained through the *Permanence and Safety – Model Approaches to Partnerships in Parenting* (*PS-MAPP)* training. In addition, District I began conducting "Ice Breaker" meetings in the summer of 2007. The Ice Breaker meeting is an opportunity to build a bridge between the child's family and the resource family providing temporary care for the child. Whenever possible, the Ice Breaker meeting occurs within three days of placement with a resource family unless the placement will last less than two weeks or there are concerns for the safety of the participants. A meeting should also be held when a child is moved from one resource family to another, in which case the meeting can include both sets of resource parents and the birth parents. During the Ice Breaker meeting, the birth and resource parents are introduced. Guided by a *Transition Questions Guide*, the birth parents educate the resource parents about the child's likes, dislikes, bed and play habits, etc. Agreement is reached on the visitation schedule, phone schedule, and other forms of communication between visits. The meeting is expected to ease the transition for all parties and reduce placement disruptions.

Integrated Child Safety Assessment, Strengths and Risks Assessment, and Behavior-Based Case Planning

The Department has been receiving assistance from the National Resource Center for Child Protective Services and the National Resource Center for Family-Centered Practice and Permanency Planning to improve the practice integration of the safety assessment, risk assessment, and case-planning processes and tools, their implementation in the field, related documentation, critical decision making, and clinical supervision.

The Child Safety Assessment (CSA) and Strengths and Risk Assessment (SRA) require a substantially different approach to working with families, including differences in the style and depth of assessment. The necessary shifts in practice and agency culture have required ongoing and persistent attention. The second phase of the comprehensive assessment and case-planning project began with a thorough evaluation that included review of policies, procedures, and case records; a statewide survey of CPS Supervisors and line staff; staff focus groups; observation of training delivered in two sites; and a comprehensive review of relevant training curriculum. The evaluation concluded that further work was needed to ensure that staff conduct thorough assessments, apply sound decision making, and develop case plans with explicit links to the family's identified safety threats and risks.

To address this need, the Division developed an integrated CSA/SRA case-planning and clinical supervision process. Documentation requirements and online instructions have been added to prompt comprehensive information collection and recording and application of concepts inherent to the safety assessment and critical decision-making processes, such as "The Six Fundamental Questions" and the "Safety Threshold" analysis. The process is organized in a logical sequential flow that builds upon information collected and decisions made. Documentation is by area of family or individual functioning and key decisions, rather than the date and time of the interview or other event. The CPS specialist and supervisor can, therefore, review at once all information pertinent to a potential safety threat or risk factor, evaluate whether the information is thorough, and determine the level of risk and necessity of intervention.

The Division's new case-planning process shifts practice from compliance-based to behavior-based case planning. Family members are assisted in identifying strengths that will help them to achieve the goals in their case plan, behaviors that need to change to reduce or eliminate the identified risks and threats to child safety, and services and supports to achieve the behavioral changes. The resultant family intervention plan can be reviewed and modified between formal case plan staffings to avoid ineffective and wasteful service provision and improve outcomes for families. In addition to the family intervention plan, each case plan for a child in out-of-home care has a health care plan, an educational plan, and an out-of-home characteristics section that identifies federally required information such as whether the child is placed in close proximity to his or her home. If applicable, the case plan also includes a visitation plan, supports for the out-of-home caregiver, independent living services for children aged 16 or older, and actions to pursue a concurrent permanency goal. The case plan concludes with space to record participant attendance, approval, and signatures.

Supervisors use the integrated tool to guide clinical supervision conferences and document the results. The improved process integrates clinical supervision

requirements at critical decision points throughout the life of the case. During clinical supervisory discussions, the supervisor refers to the information gathered and documented by the worker. The new process replaces existing clinical supervision forms and guides the supervisor to review and discuss information with the worker at specific points during the life of a case.

Training on the integrated process occurred statewide from February through May 2007. Statewide implementation was complete by June 1, 2007. Random case reviews are being conducted regularly to ensure best practice application, identify promising practices, correct practice deficits, identify training needs, and provide on-site technical assistance.

In-Home Services

By the end of FY 2007, the Department was providing in-home services for more than 15,000 children in families involved in the child welfare system or at risk of becoming involved, a significant increase from the beginning of FY 2004 when fewer than 9,000 children were receiving in-home services. These services, which involve many facets of the Department, such as assistance for basic needs, employment, child care, developmental disabilities, and child support, frequently provide families the tools and skills that they need to care for their children, avoiding the need for out-of-home placements.

Home Recruitment Study and Supervision Contract

The new Home Recruitment Study and Supervision (HRSS) contract for child-specific recruitment; targeted recruitment; resource family orientation; resource family initial, advanced, and ongoing training; and licensed foster family placement, tracking, and monitoring services became effective, in November 2006. The contract dictates new goals, objectives, payment points, and reporting requirements that align with the Family to Family goals and emphasize shared parenting. The Division believes that ongoing contact between resource families and birth families is an effective means to dispel myths and stereotypes about ethnicities, cultures, and people who are poor, mentally ill, or addicted to drugs or alcohol. When these myths and stereotypes are challenged, resource families and other team members will be more likely to support and facilitate activities to maintain connections with family, friends, community, faith, and culture. Highlights of this contract related to the Division's goals and the Child and Family Services Review (CFSR) performance areas include the following:

- Child-specific recruitment activities must be tailored to the child's or sibling group's unique background, culture, race, ethnicity, strengths, needs, and challenges.

- Contractors develop an individualized recruitment plan for each child referred, which must include direct contact with relatives, friends, and former caregivers; collaterals such as coaches, mentors, or teachers; and/or other significant adults identified in the child's record or during interviews. Family group decision making may be used to facilitate contact.

- Semiannual recruitment plans are submitted to the Division, including strategies tailored to the populations identified by the district. Target populations include, but are not limited to, sibling groups, specific age ranges, neighborhoods and/or ethnic/racial groups. These plans are developed in collaboration with the Community Recruitment Council.

- All contractors must fully implement Permanency and Safety – Model Approaches to Partnership and Parenting (PS-MAPP) training as the required initial preparation and training program. Contractors are required to provide opportunities for kinship caregivers to participate in PS-MAPP group preparation and selection training and mini PS-MAPP sessions regardless of the kinship caregiver's intent to complete the foster parent licensing or adoption certification process.

- The contract agency's foster care specialist must arrange a one-to-one meeting with any foster family wishing to have a child removed, prior to placement or adoption disruption. When removal is being considered, the foster care specialist and the CPS specialist shall request a Child and Family Team or TDM meeting prior to the child's removal whenever possible.

- The foster care specialist is required to make one visit within 72 hours of a child being placed in a resource home, make monthly visits to the resource family for the first six months after a new child is placed in the home, and make a minimum of quarterly home visits thereafter. For homes licensed in the past six months or with their first placement, weekly visits must occur during the first month of a child's placement. Monthly in-home visits are required throughout placement for foster homes providing care to medically fragile children.

- The foster care specialist develops an individualized support, training, and monitoring plan with each resource parent including training and services requested or identified to be provided, crisis intervention services to be made available, any other supports needed to meet the special/unique needs of the family or the child, and timeframes for training and support service provision.

- The Home Recruitment Study and Supervision contract includes 11 outcomes and 16 performance measures on which the agencies must gather and report data. Performance incentive payments are awarded to contractors who achieve at least 12 of the 16 measures, based on the full year of performance. The performance measures promote shared parenting, sibling contact, placement stability, sibling group placements, placement within children's own neighborhoods, timely application processing and training, resource family retention, and others.

In addition to the above overarching strategies, the Division continues to improve and increase the availability of in-home services when children can remain safely in the home. Comparing June 2007 to June 2006, the number of families receiving comprehensive in-home services increased by 685 families or 14.46 percent. In January 2006, the Division implemented a comprehensive integrated services model for flexible in-home services through collaborative partnerships among Child Protective Services, community social service agencies, family support programs, and other

organizations. Services are accessible, family-centered, and culturally responsive. This new model enhances the array of in-home services available for families by efficiently coordinating services between community partners while ensuring that the appropriate intensity of services is provided. In addition to providing families with better wraparound services, this new service requires that providers access Title XIX benefits for Medicaid-eligible families, when appropriate.

Educational and Training Vouchers for Youth

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

The Educational Training Voucher (ETV) portion of the Educational Case Management Unit serves current wards of the juvenile court in foster care or young adults who have not attained age 21 but have previously been in state or tribal foster care at age 16 or older. Federal guidelines specify that if a youth is making satisfactory progress in their education when the youth attains age 21, he or she may continue to apply for program funds up to their 23rd birthday. Additionally, there are two RSA/VR counselors dedicated to providing vocational rehabilitation services to young adults as they transition from school to higher education or employment.

During SFY 2007, 126 new participants entered the program. The number of youth participants in the program for all years of entry was 685.

Adoption of Children

In 2007, the Division of Developmental Disabilities completed 89 adoptions for children with developmental disabilities who had been living in foster care. These adoptions demonstrate the Department's commitment to providing a safe, stable, and permanent home for children served in its child welfare system. In 2006, the Division completed 61 adoptions.

Family Support

The Division of Developmental Disabilities was recognized as a national leader for providing home-based services to people with disabilities and their families. United Cerebral Palsy published its report, *The Case for Inclusion 2007*, on how states are serving people with intellectual and developmental disabilities under Medicaid. The report ranks all 50 states and the District of Columbia on how all the states are providing community-based supports. Arizona was ranked number one.

The August 2007 publication of *Residential Services for People with Developmental Disabilities: Status and Trends through 2006* ranked Arizona highest for the percentage of people with disabilities receiving services while living in their family home.

Fiscal Intermediary

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

Grant Awards from the Centers for Medicare and Medicaid Services

The Division of Developmental Disabilities was awarded a $500,000 Real Choice Systems Change Grant from the Centers for Medicare and Medicaid Services for Person-Centered Planning Implementation. The three-year project, which began in September 2007, will create a Person-Centered Planning Model Program for youth aged 16 to 22 who are in transition from school to adult living in southern Arizona. Person-centered planning is a process, directed by an individual with a disability with help as needed, to identify personal goals for living in community settings and accessing formal (paid) and informal (nonpaid) services to achieve these goals. The intent of the project is to prepare youth who have developmental disabilities and their families to exercise choice and to make decisions on their living arrangements, work life, social networks, and services.

The Division will collaborate with the Sonoran University Center of Excellence in Developmental Disabilities (UCEDD) at the University of Arizona to manage and carry out the activities of the project. The Division and UCEDD will partner with one school district in each targeted county (Casa Grande Union High School, Sierra Vista Unified School District, and Tucson Unified School District); the state regional behavioral health authority in each county (Community Partnership of Southern Arizona and Cenpatico Behavioral Health of Arizona); the Department's Rehabilitation Services Administration; and community providers of young adult training and education (Community Provider of Enrichment Services, Inc., DIRECT Center for Independence, and Pilot Parents of Southern Arizona).

Grandparent Kinship Care Support

In SFY 2007, the Division of Aging and Adult Services planned for a Grandparent Kinship Care Support program and received an appropriation of $1,000,000 for distribution to the Area Agencies on Aging for the program. Kinship care is the provision of full-time nurturing and protection of children by adults other than parents who have a family relationship bond with the children. Most of the time, this nurturing and protection is provided by grandparents when birth families are separated by circumstances such as substance abuse, incarceration, death, mental and physical illness, or child abuse and

neglect. Grandparents responsible for raising a grandchild or grandchildren in their home may receive the following transitional supports:

- One-time transitional assistance not to exceed $300 per child to help cover the cost of additional beds and furniture and other necessary expenses related to transitioning the child into the home.

- Clothing and personal allowances of $75 per month per child (examples: toiletries, food, school supplies).

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

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

Arizona Early Intervention Program

The Arizona Early Intervention Program's (AzEIP) statewide monitoring and quality improvement system continued to ensure that services for families and children are aligned with federal law and state policy. AzEIP regional quarterly meetings and trainings in communities throughout the state enable providers to directly receive technical assistance to achieve compliance and continue program improvement. Over the year, AzEIP provided trainings for team members to assist families in developing functional outcomes that support the child's active participation in the family's everyday routines and activities. In addition, AzEIP offered trainings on evaluating and assessing very young infants to increase the capacity of practitioners to identify the functional behavioral differences between full-term and preterm infants and to fully understand the importance of infant behavior.

The program has partnered extensively with the Arizona Department of Education (ADE) to provide joint regional trainings regarding child find and transition, ensuring cooperation and mutual understanding of the intergovernmental agreements between DES and ADE this year. The percentage of children who have transitioned from AzEIP to Early Childhood Special Education services by their third birthday has increased from 63.6 percent in 2006 to 81.4 percent in 2007.

The Arizona Early Intervention Program also initiated statewide mechanisms to measure the outcomes of children and families enrolled in early intervention. Data on child outcomes are captured upon entry to and exit from the program to measure children's

improved positive social-emotional skills, acquisition and use of knowledge and skills, and use of appropriate behaviors to meet the child's needs. Through a nationally developed family survey, AzEIP measures how early intervention helps families to know their rights in the program, effectively communicate their children's needs, and help their children develop and learn.

Goal Two - Increase Self-Sufficiency

Jobs Program Privatization

In compliance with A.R.S. § 46-300.01, the Department privatized the Jobs program case management and employment services. Contracts were issued to two organizations, MAXIMUS and Arbor Education and Training, covering the state's 17 service delivery areas. Each service delivery area was identified as a separate contract. MAXIMUS won contracts representing the three service delivery areas in Maricopa County, while Arbor Education and Training is responsible for the 14 service areas in the balance of the state.

The five-year contracts were effective April 1, 2007 and MAXIMUS and Arbor Education and Training completed the statewide transition becoming responsible for providing services under the program. Effective October 1, 2007, the contractors also became accountable for meeting the federal work participation rate requirements. The contractors offer a range of innovative ways of moving the Cash Assistance population to self-sufficiency, and the privatization effort has generated national interest.

The Department maintains ultimate responsibility for the federal compliance and success of the program. The contractors control those aspects of the program directly related to employment and training activities of Cash Assistance participants.

Grant Diversion

The new mandates of the Deficit Reduction Act of 2005 (DRA) and the Department's commitment to reduce the TANF Cash Assistance caseload has resulted in a proactive approach to improve the option of diverting Cash Assistance applicants from long-term assistance. State legislation enacted in 2007 broadened the grant diversion option to a larger population. Employment Administration staff use their expertise in employability assessment as well as training in eligibility requirements to identify those Cash Assistance applicants who would benefit from a lump sum cash allotment to address their household financial crisis and, with additional employment-related services find full-time employment within 90 days. The ideal candidate for diversion is someone who recently has been employed or has skills and training that could readily find employment but is experiencing a barrier that is preventing their pursuit of employment. The lump sum payment and the 90 days of employment-related services, such as training in interviewing and resume preparation, are anticipated to help the family overcome the barrier and thus prevent the individual from entering the long-term welfare cycle.

Outreach to Persons with Disabilities and Individuals with Disabilities Over Age 50

The Rehabilitation Services Administration (RSA) held a "Vocational Rehabilitation Awareness Day " where each vocational rehabilitation office throughout the state had an open house to provide information about the program, information on assistive technology and to answer any questions consumers, families, or providers had about RSA's services.

Each RSA District developed an outreach plan that included visits to local doctors, rehabilitation facilities, and medical institutions to explain and promote the Department's Rehabilitation Services program.

In January 2007, RSA District III recruited and hired a rehabilitation teacher for the blind and visually impaired. Along with the network of community providers, RSA District III was able to perform more systematic outreach to older individuals in rural northern Arizona with blindness and visual impairments. The rehabilitation teacher has built a caseload of 40 individuals during the last six months of SFY 2007.

In SFY 2007, RSA District III increased overall spending in the Independent Living Program, by reaching out to older individuals in rural northern Arizona and reducing the waiting list for services that had accumulated.

The outreach activities in RSA District III have resulted in a 40.2 percent increase in referrals to the general vocational rehabilitation program in rural northern Arizona.

TANF Lifetime Benefits Limits Determination

In SFY 2007, RSA District III partnered with FAA to screen for potential referrals to Vocational Rehabilitation for Cash Assistance participants who face the loss of cash benefits after 60 months of eligibility. RSA collaborates with FAA to ensure that each individual who may lose Cash Assistance after 60 months of eligibility and who has an identified occurrence of a disability is contacted by the Vocational Rehabilitation program and provided the information necessary to apply for services.

In collaboration with FAA, the Employment Administration conducted a concentrated outreach effort to ensure that the Cash Assistance recipients in jeopardy of reaching their lifetime limit were provided the opportunity to identify and validate a reason for a hardship extension in receipt of their Cash Assistance benefits. A detailed survey tool was developed and used to assess the existence of any barriers during the 60 months that may not have been known to the Department that could have kept them from becoming self-sufficient. Staff made every attempt to contact each recipient to ensure that they understood the implication of reaching the federally mandated lifetime benefit limit and the process for requesting an extension of Cash Assistance benefits. Employment Administration staff also shared the information with the affected Cash Assistance recipients related to the available assistance for gathering the necessary supporting documentation for an extension.

Reducing the Cash Assistance Caseload

The Department continued to reduce Arizona's Cash Assistance caseload during SFY 2007. In June 2007, there were 36,042 Cash Assistance cases compared with 38,989 cases in June 2006. This represents a caseload decrease of approximately 7.6 percent during SFY 2007. Since 2003, the Cash Assistance caseload has declined by more than 14,000 families. In order to transition effectively from assistance to employment, individuals may need a variety of services and supports, including help in establishing paternity and collecting child support; education or training; rehabilitation services; help in dealing with issues such as substance abuse or domestic violence; and, once they have found a job, work supports like transportation or child care. The Department coordinates all of these services to efficiently and effectively move individuals to employment. The adults who have transitioned to employment earned an average hourly wage rate at placement of $8.68 per hour.

Workforce Investment Act Incentive Grant

In 2007, Arizona was one of ten states to be awarded a Workforce Investment Act (WIA) Title V Incentive Grant for WIA Program Year 2005. This is the second consecutive year the state has received this award for exceeding performance measures in workforce and education programs. Partner programs exceeding program goals to achieve these incentive awards were: WIA and the Arizona Department of Education's Adult Education Service and Career and Technical Education programs. The award was for $1,478,972. The three programs split the funding evenly to continue the services and activities focusing on health careers that were implemented with the first year of funding.

Motivational Workshops for Cash Assistance Recipients

Employment Services provided workshops to Cash Assistance recipients to reinforce skills needed to achieve self-sufficiency. Workshop topics included resume preparation, job-interviewing skills, and job search techniques. The number of Cash Assistance recipients who attended the motivational workshops in SFY 2007 was 1,011.

Navigator Grant

The Navigator Program secured $1.6 million in funding through September 30, 2008, and continues to make significant systems change with staff and locations. The Rehabilitation Services Navigators continue to actively work in One-Stop Career Centers statewide opening the door for individuals with disabilities. The Navigators work with Centers for Independent Living and many others throughout communities in Arizona to increase assistive technology and resources for individuals with disabilities to access local resources to become employed.

Child Support Collections

The Division of Child Support Enforcement (DCSE) increased child support collections in SFY 2007. Child support collections for SFY 2007 were $336,223,557, a $28,939,221 increase over SFY 2006. A variety of factors contributed to the increase. Most importantly during SFY 2007, DCSE reviewed, streamlined, and/or enacted several new processes or protocols to aid in the establishment and collection of child support. As an example, the delinquency policy was adjusted to change the number of days a noncustodial parent is allowed to be delinquent from 180 days to 90 days before that parent's debt is sent to a collection agency. SFY 2007 collections utilizing this remedy exceeded SFY 2006 by $10,261,164.

There was also a major focus on signing up financial institutions with the Financial Institution Data Match (FIDM) program. The policy was also adjusted to reduce the dollar amount threshold and minimum account balance from $500 to $250 to freeze and seize more bank accounts. This resulted in an increase of $3,715,680 in collections over SFY 2006.

Another contributing factor to the increase in collections is the auto-dialer application built by DES. This auto dialer creates call campaigns and generates telephone reminder messages to target specific groups of non-custodial and custodial parents reminding them of child support obligations, meetings, and hearings. In the first 10 months of operation, more than $1.6 million in collections was attributed to the auto dialer.

These examples illustrate some of the many activities undertaken to assist in the collection of child support during SFY 2007. DES continues to seek and create a variety of tools to improve practices in the establishment and collection of child support.

Goal Three - Develop the Capacity of Communities

Family Connections Collaborations

Open Table Collaboration – The Open Table collaboration began in the fall of 2007, when Family Connections and Open Table began working together with two families. Open Table, a community faith-based organization, works with families to overcome obstacles to self-sufficiency and create a step-by-step self-sufficiency plan. The goals are attained through an ongoing management process, as well as by drawing on resources from the Open Table congregation and through personal networks.

Tempe Project Homeless Connect Collaboration - During SFY 2007, Family Connections participated in the City of Tempe's implementation of a national Project Homeless Connect (PHC) model. This event is designed to provide housing, services, and hospitality in a convenient one-stop model for people experiencing homelessness. PHC serves as a catalyst for community involvement, generating new energy and commitment to end homelessness and solutions that produce results. The PHC gives people and organizations who have never been involved in homelessness a way to make a difference. Family Connections provided knowledgeable Family Assistance Administration (FAA) staff to determine eligibility for Cash Assistance, Medical Assistance, and Food Stamp Program benefits. In addition, good assessment-skilled

social workers assisted homeless individuals to determine needs and link them with the PHC service providers. Throughout the year, Family Connections participated in all four of the PHC events and assisted 129 individuals in accessing Department benefits.

Domestic Violence Collaboration - Families that have come into contact with the Department are often struggling with issues of domestic violence and poverty. In order to stabilize these families and to achieve the goals of increasing stability and self-sufficiency, four Family Connections teams, each consisting of experts in public benefit programs that include employment and TANF, child welfare, mental health, and domestic violence advocacy, work with victims of domestic violence exiting shelters in Maricopa and Pima counties.

Department of Corrections Collaboration - The Arizona Department of Corrections (DOC) and Family Connections initiated a joint project on July 1, 2007, aimed at offenders being released into the 85041 zip code and their families. This zip code was one of three identified in the Phoenix South Mountain area as a "hot spot," or neighborhood in Arizona to which the largest numbers of high-risk, high-need felons are released.

The short-term goal of the joint project is to support and sustain large groups of newly released high-need, high-risk offenders in the neighborhoods to which they return and increase access to, and use of, basic needs services for families when offenders return home and re-enter the community. The long-term goal of the DOC and Family Connections collaboration is to attain measurable reductions in relapse, revocations, and recidivism; measurable improvement in crime delinquency prevention; employment stability for adult family members; and a measurable increase in family involvement with community agencies and partners in communities where families live.

This multidisciplinary team is staffed with one child welfare supervisor, one probation supervisor, one Department case manager, and two probation officers. These staff assess and coordinate discharge planning and needed services for the offender and the offender's family prior to the offender's release through a re-entry model that addresses public safety, public health, crime victims and survivors, housing, transportation, education, and employment. Additional collaborations with other state agencies and community partners are being established in support of this initiative.

Community Action Programs

The Office of Community Partnerships and Innovative Practices' (CPIP) Community Actions Programs Unit is working with the City of Phoenix Human Services Department to automatically enroll customers who are categorically eligible for the Qwest Lifeline Telephone Assistance Program. The Qwest Lifeline Program provides eligible low-income households with an $8.10 discount on their telephone bill every month. Those households that are determined eligible for the Low Income Home Energy Assistance Program (LIHEAP) at the City of Phoenix Family Service Centers will be automatically enrolled in the Lifeline Program with no additional action required by the individual. The funds used to provide the discount are derived from Universal Service Charge funds obtained from the federal level. This brings additional funding to the State of Arizona to further support services available to low-income households.

Homeless Evaluation Project

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

- Support activities that make a real difference in the lives of homeless people;
- Evaluate the effectiveness of homeless projects;
- Implement what works and understand what does not; and
- Identify best practices.

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

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

Capacity Building of Senior and Community Centers

The Division of Aging and Adult Services received an appropriation to expand the Independent Living Support System. Funds were set aside for capacity building and made available to Area Agencies on Aging for SFY 2007. One-half of the available funds were allocated among the eight Area Agencies on Aging based on an approved funding formula for new funding, and the other half allocated according to the percent of individuals over age 60 by region. The additional resources enabled Area Agencies on Aging to expand services and programs throughout the state. Some examples of how the funds were used include repairs to a walk-in freezer at a community senior center, expansion of congregate meal services, purchase of vehicles for home delivered meals, hiring new staff to expand the in-home component of the ElderVention Program, establishing caregiver resource zones at nine libraries in Maricopa County, and providing grants for the purpose of creating and implementing innovative and cost-effective programs.

Veterans Affairs Collaboration

Due to the increasing numbers of veterans who are returning from Iraq and Afghanistan with disabilities, the Rehabilitation Services Administration (RSA) has developed a unique response to the situation by establishing important linkages with the U.S. Department of Labor and the Office of Veterans Affairs (VA) to significantly increase the

availability of services while decreasing the response time. A memorandum of understanding between RSA and the Department of Veterans Affairs Vocational Rehabilitation and Employment Program covers the roles and responsibilities of identification, assessment, intake, plan development, service delivery, and monitoring. It will also cover the sharing of resources, data collection and information sharing, joint training, technical assistance, and problem resolution. One of the more innovative aspects of the planning will be the joint plan development for service plans by both organizations. This means that the individual with a disability, the vocational rehabilitation counselor from the VA, and the vocational rehabilitation counselor from RSA will meet and jointly develop the VA's Individual Written Rehabilitation Program and the RSA's Individualized Plan for Employment. This joint planning will increase services to a significant population in Arizona and become a true collaboration with a new agency partner.

Future sources for referrals include Disabled Veterans Outreach Program personnel who are housed at One-Stop Centers; Transition Assistance Program and Disabled Transition Assistance Program meetings for servicemen exiting the military; various service organizations serving veterans such as the Veterans of Foreign Wars and Disabled American Veterans; and homeless shelters in Maricopa County because some veterans returning from conflicts end up on the streets without housing or any source of income while awaiting VA benefits. Another future source of referrals is likely to come from the REALifelines Program for seriously wounded or injured service members and Heroes to Hometown programs. Arizona has already been recognized as a national leader in establishing collaborative programs for veterans with disabilities.

Emergency Shelter for Victims of Domestic Violence

In SFY 2007, Department-contracted shelters served almost 11,000 individuals who were victims of domestic violence. SFY 2007 was the first year in which a victim of domestic violence looking for emergency shelter was more likely to find a bed than to be turned away. In prior years, as many as two-thirds of requests for emergency shelter were turned away due to a lack of space. Helping a victim of domestic violence successfully transition to safety and self-sufficiency often entails addressing issues of basic needs, employment, child care, and transportation. Community contractors coordinate with the various parts of the Department and with other agencies to make the transition successful.

Child Care Quality Set Aside Activities

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

In order to meet federal requirements, the Legislature appropriates funding to allow the Department to support activities that are designed to improve the quality, availability, and

affordability of child care. The Department uses these funds to contract with community-based organizations. The services delivered through these contracts improve child care in Arizona, and they are also important components of making Governor Napolitano's School Readiness Action Plan, which supports the learning and development of Arizona's youngest children, a reality.

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

Provider Quality Incentive Payments: The Enhanced Rate for Accredited Program allows eligible low-income families to enroll their children in programs providing higher quality of care by paying the accredited providers ten percent over their contracted rate. As of June 30, 2007, 5.75 percent, or 176, of licensed centers and certified family child care providers who are contracted with the Department were accredited and eligible for the enhanced rates. This represents an increase of 27.5 percent from the previous fiscal year. The total comprises 110 licensed centers and 63 certified family child care providers. Approximately 3,528 eligible children per month benefit from receiving care in accredited programs, a two percent increase from last fiscal year when there were 3,458 eligible children per month in accredited programs.

Child Care Resource and Referral System: As required by A.R.S. § 41-1967, community-based contractors provide services to families that need assistance locating child care. The Child Care Resource and Referral (CCR&R) system provides training and technical assistance to child care providers and matches parents seeking child care to all forms of state-approved child care. In SFY 2007, 12,255 unduplicated callers sought assistance in their search for child care providers, a decrease of 11.9 percent from SFY 2006; however, an estimated 27,661 unduplicated users received Internet referrals using the CCR&R Web site at www.azchildcare.org in SFY 2007, an estimated increase of 12.4 percent over SFY 2006.

Child Care Provider Registry for Unregulated Providers: A.R.S. § 41-1967.01 requires the Department's contracted CCR&R system to list unregulated child care providers only if they meet certain minimal standards, such as CPS and criminal history background checks. As of June 30, 2007, 634 providers met the standards and were listed on the CCR&R Registry. This is an increase of roughly 5 percent from 607 providers as of June 30, 2006.

Program Improvement Project: The Arizona Self-Study Project (ASSP) provides technical assistance and resources to assist child care providers improving the child care program they offer to children and families and in pursuing national accreditation. There are 150 child care providers enrolled in the project annually. Fourteen programs were accredited in SFY 2007.

Opportunities for Child Care Provider Training: Available training includes specialized topics such as infant/toddler care and inclusion of children with special needs as well as more general coursework. Some classes are available for college credit. In SFY 2007, over 24,879 individuals participated in training courses. The number of participants benefiting from training represents a slight increase from 24,708 in SFY 2006. In addition to the trainings, contracted agencies provided specific technical assistance to 624 child care providers who requested targeted assistance to address specific needs of their programs.

Professional Development Registry: The Statewide Child Care and Early Education Development System (S*CCEEDS) documents and tracks the education and work experience of child care practitioners using a career ladder system. As of June 30, 2007, 5,138 practitioners were registered — this is an increase of over 8 percent as compared with June 30, 2006; 664 trainers were registered — an increase of 4 percent from June 30, 2006; and, 3,091 trainings were registered — an increase of 58 percent from the previous year.

During SFY 2007, the Department maintained the following projects to assist communities in addressing the need for an adequate supply of high quality child care through community-based contracts:

- *Entry Level Training:* The Child Care Professional Training project provided a 60-hour employment preparation training to individuals interested in the field of child care. In SFY 2007, child care programs benefited from 322 individuals participating in this basic training course.

- *Recruiting Providers:* Home recruitment services recruit and provide orientation and training to individuals interested in becoming Department-certified family child care providers. As a result, 349 new certified child care homes became available in SFY 2007. This is a decline of 9 percent from SFY 2006, which is an improvement from the previous year's decline of 19 percent. Anecdotal information from exit surveys from family child care providers indicates that the outdated payment rates, paying at the 75th percentile of 2000 rates, were a large factor in declining recruitment. The smaller decline in SFY 2007 in recruitment may be a result of the fact that maximum reimbursement rates were increased from the 75th percentile of the 1998 rates to the 75th percentile of the 2000 rates on July 1, 2006.

- *Assisting Jobs Families in Finding Care:* Federal TANF requirements prohibit the state from sanctioning a parent if the parent is unable to engage in work program activities because of the inability to obtain child care. The Department assists families who are having difficulty in finding care. In SFY 2007, of the 14,590 referrals received for child care services for Jobs program participants, there were only two instances when child care was determined to be unavailable (a 99.99 percent success rate). In SFY 2006, there were 15,310 referrals and eight instances when child care was unavailable (a 99.95 percent success rate).

Emergency Preparedness

The Department, other state and federal agencies, tribal and local governments, and the private sector participated in U.S. Department of Homeland Security emergency simulation exercises to prepare for a potential disaster involving recovery from three dirty bomb attacks in succession on U.S. soil in Guam, Oregon, and Arizona. The simulated Phoenix incident involved a dirty bomb explosion along Arizona routes 101 and 202, with over 70 people killed and approximately 300 wounded. Over 20,000 people in Mesa were potentially exposed to dangerous radiation, and well over 200,000 people were estimated to have left the Phoenix metropolitan area in the first few days after the incident.

The Department's simulated response for the exercise included identifying vulnerable populations in the three affected ZIP code areas for Developmental Disabilities, Adult Protective Services, and Child Protective Services; coordinating with the Department of Health Services and first responders to decontaminate and transport children and adults with medical devices; evacuating the Department's buildings within or near the radiation plume for continuity of operations; and coordinating the assignment of Department teams to all the shelters to provide services to clients.

The Department's short-term recovery activities for the exercise involved providing financial assistance to qualified individuals, such as disaster food stamps and unemployment insurance; and utilizing shelter operations for vulnerable populations. Long-term recovery, as related to the Department, covered numerous aspects of the economic and social impact, such as on businesses, the workforce, tourism, schools and hospitals, and need for economic assistance, as well as other services in the community with increased need. Lessons learned from this exercise will assist the Department and the state in planning for emergency incidents.

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

Supportive and Improved Efficiency Initiatives

Arizona System Replacement Project

The Arizona System Replacement Project (ASRP) is a partnership between the Department's Division of Benefits & Medical Eligibility, Family Assistance Administration (FAA), the Division of Employment and Rehabilitation Services, Child Care Administration (CCA) and Employment Administration/Jobs Program (EA/Jobs Program), and the Division of Technology Services (DTS). The project will produce and implement a new integrated service delivery model and business processes, as well as a "rules-based" information technology system that will replace the Arizona Technical Eligibility Computer System (AZTECS), Arizona Child Care Automated Tracking System (AZCCATS) and Jobs Automated System (JAS) legacy systems. GITA's conditional approval was received on March 28, 2007.

Systems Replacement Project

The Rehabilitation Services Administration (RSA) has begun work on a project to replace the legacy mainframe client subsystem IRIS (Integrated Rehabilitation Information System) and the secondary case management system for Independent Living ILFACTS (Independent Living Financial and Client Tracking System) with a

modern web-based case management system that will support the business functions of multiple RSA programs. The outcome of this project will be a browser-based case management and financial tracking system that is fully compliant with Americans with Disabilities Act (ADA) accessibility requirements. The replacement will expand access externally to RSA partners, such as contracted vendors, and improve accountability and federal reporting capabilities. The project is forecast to be completed by January 2009 with minimal downtime for staff and negligible delays in services to consumers.

Child Support Enforcement Auto-Dialer

The Division of Child Support Enforcement implemented an auto-dialer system in 2007 to proactively alert parents about important case activities and obligations. The system makes automated telephone calls to individuals with specific reminders. Currently, the system is programmed to notify parents when a new child support order is issued or modified and the first payment is missed; after a parent misses a payment if the parent has made consistent payments for six months; to remind parties of hearing and meeting dates; and if a parent fails to make a payment for more than 90 days. In the first six months of operation, the auto-dialer completed 57,108 telephone calls. An additional $1 million in collections is attributed to the implementation of the auto-dialer system.

Adult Protective Services System

The Division of Aging and Adult Services implemented a new client database system for Adult Protective Services (APS) called Arizona Adult Protective Services System, or AZAPSS. The new program is intended to meet the needs of APS, and the needs of regulatory agencies and clients. The new system, completed and deployed statewide in October 2007, is a recreation of the former mainframe program. The newly created program is Web-based and encompasses all APS procedures, including intake and the processes associated with case management at the field and office level. Of significant importance is that the system provides an online link for the new APS Public Registry.

Health-e-Arizona/AzSECURE/TIPS

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

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

The number of applications submitted through H-e-A in FY 2007 totaled 77,197. The primary cost savings are for the applicant. The new H-e-A system has made the application process easier for the public and has proven to be more efficient because more reliable information is collected for eligibility determination. This has resulted in a significantly higher application approval rate than using paper. As more Department programs are integrated into the H-e-A process as the IT systems interfaces are expanded, and as the system rolls out to more user organizations, the Department will begin to realize more significant levels of cost avoidance through the reduction of manual worker effort and reduced paper management.

Virtual Office Pilot

The Unemployment Insurance Adjudication Unit will pilot the Department's Virtual Office concept. Virtual Office is a fully functional worksite that is not located in a Department office or a community partner's office. Unemployment Insurance Adjudication was selected for the pilot because the automated procedures have already been implemented within the Unemployment Insurance benefits program. The Virtual Office process began in December 2007.

Document Management Systems

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

In FY 2007, 5,137,440 pages of case files in 55 Family Assistance Administration (FAA) local offices in Maricopa County were imaged. Rollout of the system to the 19 remaining FAA offices in Maricopa County was completed in July 2007. Planning is currently underway to complete the rollout to the remainder of the state by June 2008.

To date, over 20 million pages of case files across nine FAA local offices have been imaged, and these pages are available for immediate viewing by appropriate staff. It is anticipated that an additional 20 million pages will be imaged during FY 2008.

OnBase Imaging

The Employment Administration Unemployment Insurance (UI) Program has an OnBase imaging system that was implemented in 2005. OnBase is a Web-based imaging system that currently stores more than six million UI documents. Faxes can be electronically imaged into the OnBase system with little human intervention. Authorized staff from other departments can access the system to prepare case material for claim appeals, investigations, and case reviews. Documents are available for viewing within 24 hours. UI Call Center staff no longer have to print and forward documents to Appellant Services offices, therefore saving time and enabling staff to focus on customer

needs. OnBase allows for the documentation and tracking of completed and unworked forms, and allows an individual to determine who last viewed a document. This helps supervisors to determine if certain performance goals are being met.

Enterprise Information Technology Operations

The Division of Technology Services provides automated operational support in the DES Data Center for the network mainframe and central server farm. The installation and implementation of critical hardware and software updates procured at the end of FY 2006 have significantly improved the performance and efficiency of the data center processing environment. Implementation of new hardware has resulted in improved operational performance evidenced by faster online response times, a significant decrease in production batch processing times, and enhanced disaster recovery abilities.

DES Mainframe Upgrade – The replacement of the Department's IBM Model z900 mainframe with a model z9 mainframe increased processing speed and performance. This resulted in faster online response times and throughput for production batch processing, ensuring in-line availability per program requirements and improved service delivery. The z9 also provides a platform for mainframe Web-based application deployment for future data center server farm consolidation and business continuity.

Magnetic Tape Processing Upgrade – Implementation of a virtual tape subsystem and automated tape library system enabled the data center to remove 20 old technology tape drive devices, thereby freeing up computer room floor space and reducing annual hardware maintenance costs. This new hardware provides increased tape processing speed and storage due to the change in tape processing technology. The new technology has the capacity to store 150 times that of the older tape technology and reduced production disc backup times from 16 hours to 2 hours.

Direct Access Storage Devices – Implementing 16 terabytes of useable direct access storage replaced older technology, eliminating annual hardware maintenance for four years. The upgrade provided enhanced processing speeds for data input and output, resulting in decreased production online and batch processing times. The system also improved the backups and restore processing times associated with disaster recovery operations.

ORGANIZATION, MANPOWER, AND TRAINING

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

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

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

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

The Division of Employment and Rehabilitation Services (DERS). DERS administers Arizona's workforce development programs. The Division oversees the programs specifically related to employment and training, including Food Stamp and TANF Employment and Training programs, Workforce Investment Act (WIA) programs, and Vocational and Independent Living Rehabilitation programs that provide services to individuals with physical or mental disabilities that are identified as a barrier to employment. The Division also administers the Unemployment Insurance programs and the Child Care Assistance programs.

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

The Division of Aging and Adult Services (DAAS). DAAS provides adult services programs including Adult Protective Services, the supplemental payments program, home care, congregate and home-delivered meals, case management, respite services, the long-term care ombudsman program, the State Health Insurance Assistance Program, legal assistance, the Senior Community Service Employment program (Title V), the Foster Grandparent program, and the Family Caregiver Support program. DAAS also provides refugee resettlement services.

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

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

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

The Arizona Early Intervention Program (AzEIP). AzEIP was established by Executive Order 89-11 and A.R.S. § 8-652, which designated the Department as the lead agency responsible for the administration and supervision of the comprehensive interagency system of early intervention services. AzEIP is governed by the Individuals with Disabilities Education Act (IDEA), Part C (P. L. 105-97).
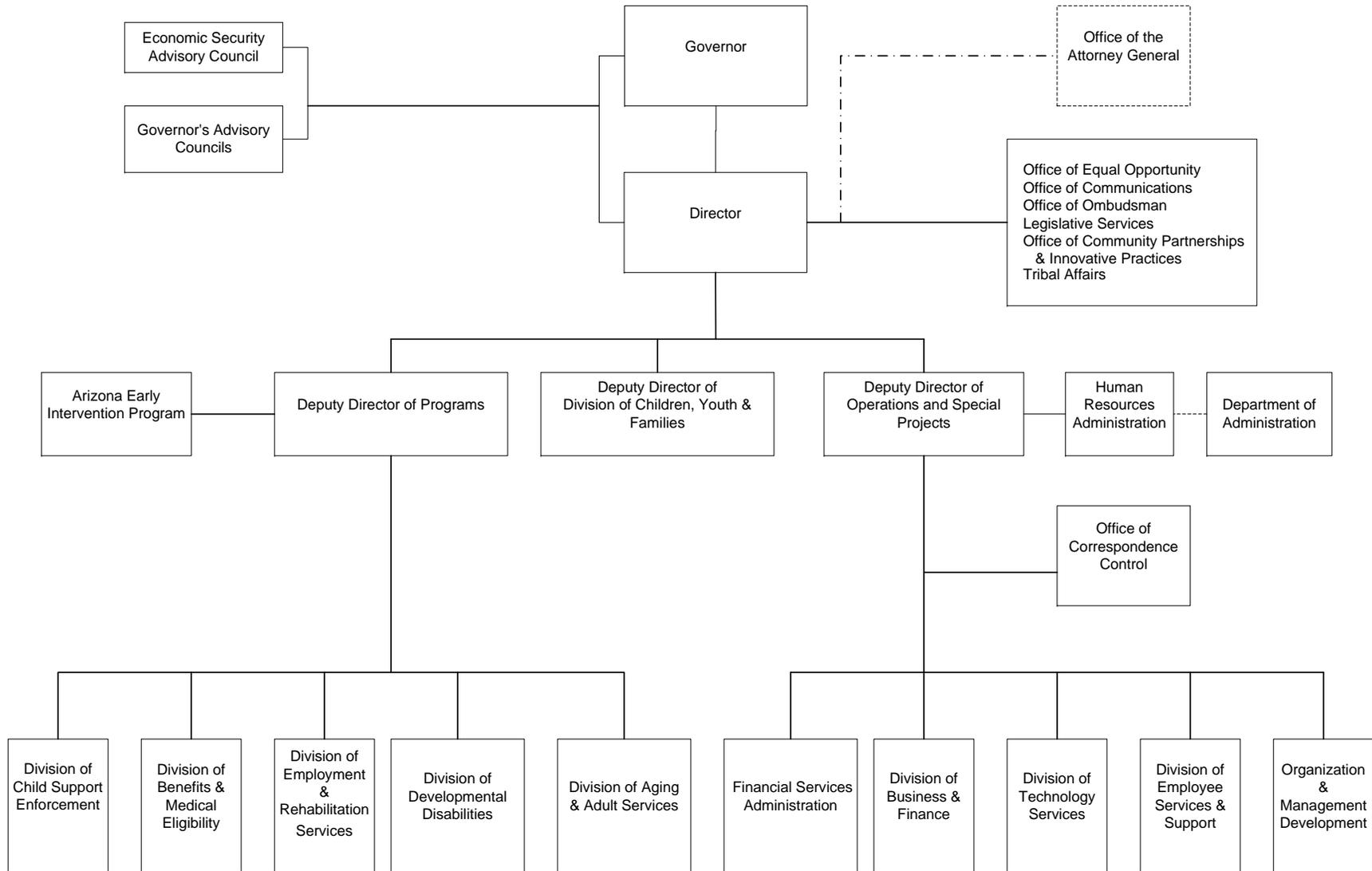
The Office of Organization and Management Development (OMD). OMD coordinates with the Arizona Government University and other state universities and community colleges to deliver training and provide development of organizational capability. OMD comprises three service units: training delivery, organizational development, and curriculum and standards.

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

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

Office of Community Partners and Innovative Practices (CPIP). CPIP oversees Family Connections, a new initiative with multidisciplinary teams that engage families receiving Cash Assistance and who are at risk of involvement in the child welfare systems in comprehensive integrated services with the goal of assisting the families in achieving self-sufficiency, safety, and overall well-being. It also administers or oversees community action, utility assistance, hunger, homeless, and domestic violence programs, the Breakthrough Series Collaboration, Community Network Teams, and tribal coordination.

Arizona Department of Economic Security
FY 2007

Economic Security Advisory Council

Governor's Advisory Councils

Governor

Office of the Attorney General

Director

Office of Equal Opportunity
Office of Communications
Office of Ombudsman
Legislative Services
Office of Community Partnerships
  & Innovative Practices
Tribal Affairs

Arizona Early Intervention Program

Deputy Director of Programs

Deputy Director of Division of Children, Youth & Families

Deputy Director of Operations and Special Projects

Human Resources Administration

Department of Administration

Office of Correspondence Control

Division of Child Support Enforcement

Division of Benefits & Medical Eligibility

Division of Employment & Rehabilitation Services

Division of Developmental Disabilities

Division of Aging & Adult Services

Financial Services Administration

Division of Business & Finance

Division of Technology Services

Division of Employee Services & Support

Organization & Management Development

<u>Training</u>

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

Department Training

The OMD delivers instructor-led training throughout the state on topics that are universal to all Department employees. The unit is responsible for the training schedule, record keeping, classroom management, and other elements that go along with delivering training.

The OMD produces the courseware and develops and maintains criteria that establish training and curriculum standards for the Department. The standards describe the components of a high-quality instructional design package, inclusive of acceptable training delivery tools and methodologies. This group also creates in-house training videos and CD-ROM materials, public service announcements for television, and public information videos that educate the public about the Department's programs and services.

The OMD also coordinates with Arizona Government University (AzGU) to provide classes that are universal to all state employees to the Department. Included in the state employee classes are many of the New Hire courses, as well as the new Supervisor Academy.

Accomplishments

- In SFY 2007, the OMD provided 46,850 training hours to approximately 11,900 Department employees, contractors, and individuals outside the Department.
- In SFY 2007, Department staff participated in 23,000 hours of training through AzGU, and more than 6,300 students successfully completed training.

Program Training

Each program develops and conducts the training staff require to perform their roles in the program. The training is tailored to staff based on their experience and the work they perform.

Division of Child Support Enforcement

The Division of Child Support Enforcement provides training for new employees and offers continuing education to enhance the skills of Division staff. The new employee training consists of a six-month on-the-job training program that includes basic computer-based training modules based on job function. The training includes hands-on daily practice of job requirements under the direction of a designated trainer. Continuing

education training includes courses in debt, enforcement, and data reliability. In addition, approximately 40 courses are available to all division staff over the Internet. Webinar-based training is offered to staff located in offices outside of Phoenix.

Accomplishments

- 1,734 staff completed 35 computer-based training courses in SFY 2007.
- 1,473 staff attended nine classroom subjects.

Division of Benefits and Medical Eligibility

The Division's Family Assistance Administration provides training for newly hired workers who perform frontline eligibility determinations. Other ongoing training includes basic training for newly hired supervisors, local office managers, and office support technicians. The Training Unit also develops and delivers on-demand training in specialized topic areas.

Accomplishments

- The Family Assistance Administration Training Unit provided training to more than 1,000 community partners on provider-driven Medicaid applications, Food Stamp outreach, and various other community presentation topics.
- Over 1,000 staff completed Family Assistance Administration coursework that qualified for college credit through Rio Salado Community College.

Division of Employment and Rehabilitation Services

The Rehabilitation Services Administration (RSA) provides training in the following areas: basic training for new employees, new supervisors, data security, and driver training, skill building continuing education, and career development.

Accomplishments

- In SFY 2007, RSA initiated a pilot to utilize a performance based concept in contracts. Performance-based contracts were issued for employment services. Providers and all RSA professional staff statewide were trained on the implementation of the pilot.
- 2,341 RSA staff attended training in SFY 2007.

The Child Care Administration (CCA) basic skills training consists of an integration of both policy and systems that allows staff to learn the applications simultaneously and allows the training presentation to mirror the actual business process used in the field. CCA also provides new employee orientation computer-based training, refresher trainings, new policy and/or systems initiative training, and child care overpayment training.

Accomplishments

- Approximately 250 CCA staff received training in SFY 2007.

The Employment Administration provides programmatic training based on federal requirements and administrative structure for the following program areas: Unemployment Insurance, Jobs, Food Stamp Employment and Training, Employment Service, Veterans Programs, and Migrant Seasonal Farm Workers Outreach.

Accomplishments

- The Employment Administration trained contractors that transitioned to take over the case management and employment services for the Jobs program for the entire state.

Division of Developmental Disabilities

The Division of Developmental Disabilities has staff training requirements for new employees that must be completed by the fifth month from the start date. If training is not completed within the timeframes, the employee's probation period may be extended. A training and tracking tool is used to track registered and completed trainings. It also outlines the timeframes for completing the training.

Accomplishments

- The Division of Developmental Disabilities provided a total of 187,392 hours of case management core training to 1,952 employees during SFY 2007.

Division of Adult and Aging Services

The Division's Adult Protective Services (APS) program provides programmatic training to staff via a self-study guide and interactive in-person legal core training. The self-study guide outlines the philosophical foundations of casework management, scope of APS, basic communication skills, client characteristics, special populations, worker safety, and liability. The legal core training is conducted by the Attorney General's Office and involves learning the APS statutes, definitions, investigating financial exploitation cases, interviewing techniques, mental health laws, and criminal justice.

Accomplishments

- In 2007, APS developed a video of a mock administrative hearing that outlines the APS appeals process. APS management traveled around the state to show the video to all APS staff and to answer questions or concerns staff had about the process.
- In 2007, APS staff received training on a new APS database, the Arizona Adult Protective Services System (AZAPSS).

Community Partnerships and Innovative Practices

Family Connections staff are provided both internal and external training. The internal training includes courses that help staff acquire working knowledge of systems and programs, personal safety, and family group decision making. External training includes courses on domestic violence, motivational interviewing, asset-based community development, substance abuse, and team decision making.

Accomplishments

- Family Connections created a specific training forum consisting of 10 modules that was used to provide consistent information for all new Family Connections employees.

Division of Children, Youth and Families

The Division of Children, Youth and Families (DCYF) has partnered with the Arizona State University School of Social Work to enhance training opportunities for staff and to improve outcomes for children and families involved in the Department's programs through the establishment of the Child Welfare Training Institute (CWTI).

The CWTI provides staff development and training opportunities in a variety of ways. The CWTI provides comprehensive case manager core training to newly hired Child Protective Services specialists, supervisor core training, parent aide core training, in-service and out-service workshops, specialized training and advanced training. The CWTI collaborated with the districts to train on new initiatives such as the revised Child Safety Assessment, Strengths and Risk Assessment, and case planning process in early 2007. In order to better support new staff in the field, the CWTI provides regular refresher trainings in the CHILDS computerized case management system. DCYF encourages staff to attend community workshops and provides opportunities for the pursuit of bachelor's and master's degrees to further improve the quality and professionalism of services.

Accomplishments

- In an effort to reduce out-of-home placements for children, family engagement training was provided to CPS specialists in in-home services to assist them in engaging families in intensive contracted services and supports. Five two-day training sessions were held throughout the state during three months in 2006 for 225 participants.

For additional information on the DCYF's training program and the Children and Family Services Training Fund annual report required by the A.R.S. § 8-503.01(B), please see Appendix A.

ECONOMIC CONDITIONS AND OUTLOOK[1]

Arizona's economic forecast shows job growth of 4.3 percent or 113,700 jobs during 2007–08. The DES Research Administration's forecast update for 2007–08 shows that Arizona's economy is expected to continue adding jobs over the two-year period. This forecast update calls for growth of 113,700 nonfarm jobs, with growth rates of 2.5 percent in 2007 and 1.7 percent in 2008. This suggests that the economy is slowing more than RA's earlier forecasts had predicted. The Research Administration's forecast in April was 3.7 percent for 2007 and 3 percent for 2008.

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[1] Department of Economic Security, Research Administration Forecast Update, September 6, 2007.

Arizona's economy is nevertheless expected to perform better than the national economy over the two-year period. Global Insight forecasts that the nation's nonfarm jobs will grow by 1.4 percent in 2007 and by 1.1 percent in 2008.

Economic expansion outside of the United States helps maintain growth in Arizona industries dependent on exports, such as natural resources and mining and tourism-related industries. Arizona's population growth is expected to continue at about the same pace, 6.1 percent over two years, according to the Research Administration's Population Statistics Unit.

While job growth rates are projected to decrease during 2007–08, Arizona's economy is expected to experience improving growth trends as some of the effects subside in the housing and finance (mortgage) industries. Population growth will eventually remove the surplus of unsold homes on the market and provide the impetus of increasing demand for housing.

The natural resources and mining category is projected to continue its strong growth, with 13.3 percent in 2007 and 6 percent in 2008. Almost 2,000 new jobs are expected to be added in Arizona's fastest growing industry. Demand for copper and other natural resource material is expected to remain strong in both the United States and abroad. In Arizona's rural areas and smaller urban counties, mining activity is projected to bolster other parts of the local economy.

Construction is projected to lose 2,400 jobs in 2007 and 12,100 jobs in 2008. The slowdown in the housing market and a tightening lending market hastens the construction employment losses. Much of the recent impacts from the sub-prime lending and adjustable-rate mortgage loans are expected to cause various private sector driven adjustments to lending practices.

Manufacturing forecasts call for a loss of about 900 jobs in 2007 and 300 in 2008. At a combined six-tenths of one percent of its overall employment, manufacturing's losses over the two-year forecast period are relatively small. Recent losses in this sector have been the result of Arizona factory closures and consolidations in the computer and electronic parts sector. Continued military demand is expected to support aerospace product and parts and fabricated-metal job growth.

Trade, transportation and utilities employment is expected to have lower job growth than forecast in April 2007 as a result of the reduction in the growth rate of consumer spending and wavering consumer confidence. Despite this slowdown, trade, transportation and utilities is forecast to add the largest number of jobs of any major industry group, 27,000 during the forecast period. As has been the case for several earlier years, higher fuel and energy process are expected to continue to challenge transportation companies and consumers.

The information industry is forecast to lose slightly more than 600 jobs in 2007 and then gain 300 jobs in 2008. Recent employment trends in this industry have begun to shift away from several years of losses.

Job growth in the financial activities sector is projected to slow in 2007 as the financial industry adjusts with credit tightening and restructuring. In 2008, economic and population growth is forecast to bolster this industry despite weakness in the housing

market. The financial activities group is forecast to add 2,200 jobs this year and 3,300 jobs in 2008.

The professional and business services category is forecast to add 24,400 jobs, with 3.9 percent growth in 2007 and 2.2 percent next year. The slowing rates of growth are a result of the overall slowdown in the economy. Job growth is expected to be fairly good in professional, scientific and technical services, while the other sectors will bear more of the brunt of the economic slowdown.

The educational and health services category is projected to gain 23,000 jobs during the forecast period. The forecast for this industry is only slightly below that of the April 2007 figures. New health care facilities and schools continue to need staffing and will be necessary to meet population demands.

Leisure and hospitality is forecast to add more than 21,500 jobs. This industry is projected to do well from the domestic traveler seeking to explore Arizona and the Southwest, and from travelers from foreign markets taking advantage of the lower value of the U.S. dollar. This industry reached new record highs in 2006 and 2007, despite drought-related weather conditions in the Southwest.

Other services is projected to add almost 8,700 jobs during the forecast period and represents the second largest percentage gain of any major industry group with increases of 5.1 percent in 2007 and 3.3 percent in 2008.

Government job growth is projected to slow slightly, as demand for public services continues from a growing population. Government is forecast to add more than 17,500 jobs over the forecast period.

In conclusion, Arizona's economy showed considerable job growth in 2006, the fastest job growth state in the nation at 5.4 percent; however, considerable signs of a slowing national and local economy have caused the Research Administration's forecast update to show downward revisions to growth in 2007 and 2008. Regardless, over the forecast period, Arizona's economy is expected to outpace the national economy, which is expected to grow by 1.4 percent in 2007 and 1.1 percent in 2008, compared to Arizona's 2.5 percent and 1.7 percent growth, respectively.

Statistics

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Population
For the Calendar Years Ended December 31
(2006 is the most recent data available)

Year	Arizona Population	United States Population	Percentage Change In Arizona Population	Percentage Change in U.S. Population
1997	4,736,990	272,646,925	3.30%	1.20%
1998	4,883,342	275,854,104	3.10%	1.20%
1999	5,023,823	279,040,168	2.90%	1.20%
2000	5,166,693	282,216,952	2.80%	1.10%
2001	5,300,366	285,226,284	2.60%	1.10%
2002	5,445,333	288,125,973	2.70%	1.00%
2003	5,582,252	290,796,023	2.50%	0.90%
2004	5,745,674	293,638,158	2.90%	1.00%
2005	5,953,007	296,507,061	3.60%	1.00%
2006	6,166,318	299,398,484	3.60%	1.00%

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

Population Growth
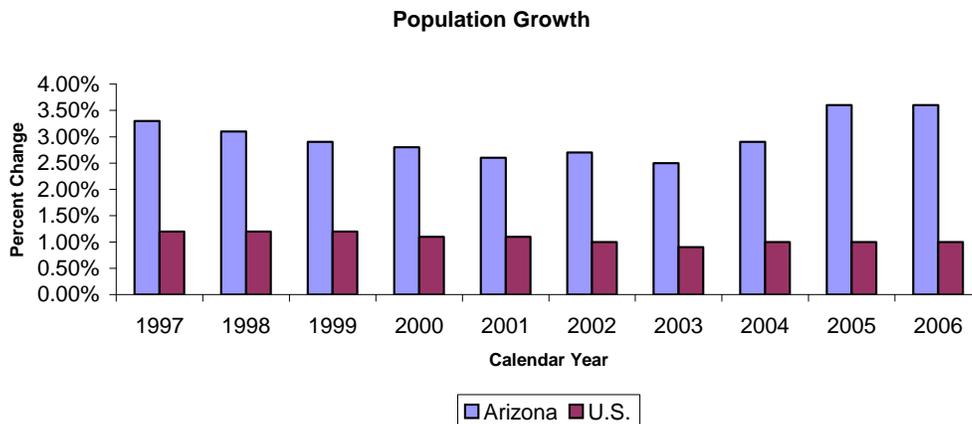
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Per Capita Income
For the Calendar Years Ended December 31
(2006 is the most recent data available)

Year	Arizona Per Capita Income	U.S. Per Capita Income	Percentage Change in Arizona Per Capita Income	Percentage Change in U.S. Per Capita Income
1997	21,861	25,334	5.00%	4.80%
1998	23,216	26,883	6.20%	6.10%
1999	24,057	27,939	3.60%	3.90%
2000	25,656	29,843	6.60%	6.80%
2001	26,197	30,562	2.10%	2.40%
2002	26,472	30,795	1.00%	0.80%
2003	26,975	31,466	1.90%	2.20%
2004	28,707	33,072	6.40%	5.10%
2005	30,384	34,685	5.80%	4.90%
2006	31,949	36,629	5.20%	5.60%

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

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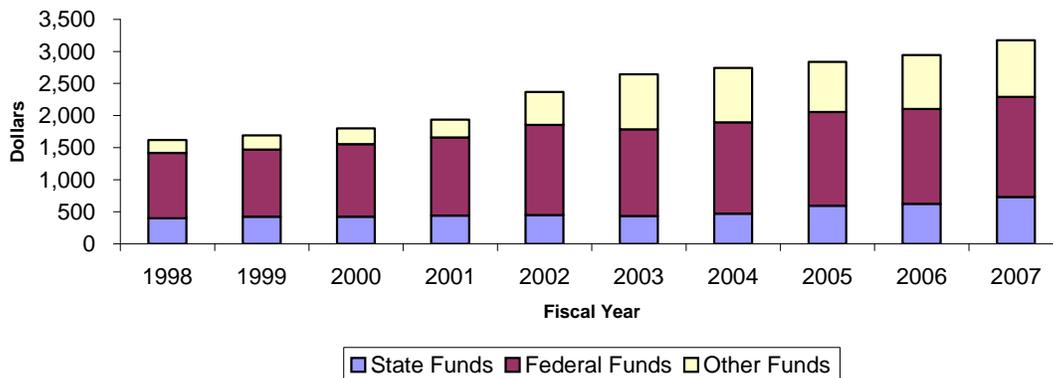
Change in Per Capita Income

39
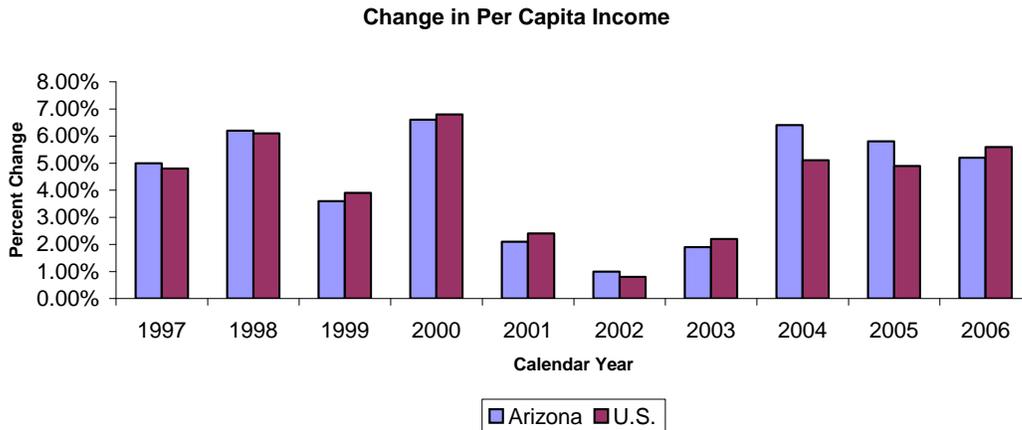
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Expenditures by Funding Source
(Governmental Funds and Unemployment Insurance Benefits)
For the Fiscal Years Ended June 30

		Health and Welfare		
	State	Federal	Other	Total
Year	Funds	Funds	Funds	Funds
1998	400,340,700	1,018,548,228	202,518,001	1,621,406,929
1999	425,235,500	1,045,925,462	220,049,050	1,691,210,012
2000	422,155,816	1,134,907,352	241,950,698	1,799,013,866
2001	442,940,537	1,215,771,799	278,444,218	1,937,156,554
2002	449,946,977	1,406,217,101	511,087,455	2,367,251,533
2003	434,725,701	1,350,528,136	856,181,840	2,641,435,677
2004	472,442,402	1,420,389,817	846,938,314	2,739,770,533
2005	595,906,541	1,461,830,185	778,674,563	2,836,411,289
2006	626,707,813	1,477,726,271	838,102,678	2,942,536,762
2007	734,043,579	1,559,101,996	882,611,350	3,175,756,925

Source: The Arizona Department of Economic Security, Audited Comprehensive Annual Financial Report 1998, 1999, 2000, and 2001; and Audited Financial Statements 2002, 2003, 2004, 2005, 2006, and 2007.

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

**Expenditures by Function and Funding Source (in millions)**

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

Year	State General Fund Appropriations	Federal Financial Assistance	Employers UI Contributions	Interest on Investments	Other	Total
1998	409,640,900	1,016,492,399	223,517,434	51,591,704	49,907,366	1,751,149,803
1999	425,530,200	1,045,521,174	191,326,704	58,281,429	56,212,888	1,776,872,395
2000	434,171,319	1,143,846,770	177,603,712	64,010,350	57,845,055	1,877,477,206
2001	434,834,859	1,267,241,399	175,736,341	69,609,832	61,579,318	2,009,001,749
2002	463,456,900	1,604,700,337	162,157,379	66,619,568	76,573,245	2,373,507,429
2003	422,581,074	1,683,066,873	160,962,888	58,776,481	72,830,370	2,398,217,686
2004	484,037,500	1,893,683,834	194,894,098	46,839,769	51,605,255	2,671,060,456
2005	606,123,799	1,892,812,895	267,264,774	41,401,296	77,732,065	2,885,334,829
2006	632,655,200	2,030,183,141	311,448,934	40,801,691	67,787,346	3,082,876,312
2007	738,670,201	2,105,465,538	322,919,404	48,568,677	75,508,022	3,291,131,842

Source: The Arizona Department of Economic Security. Audited Comprehensive Annual Financial Report, 1998, 1999, 2000, and 2001; and Audited Financial Statements, 2002, 2003, 2004, 2005, 2006, and 2007.

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

Revenues by Funding Source (in millions)
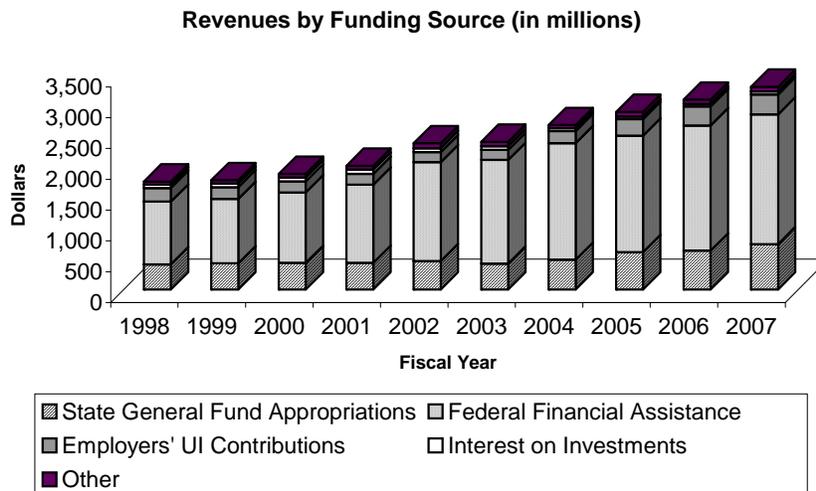
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison Between Arizona and United States Unemployment
For the Calendar Years Ended December 31
(2006 is the most recent data available)

Year	Number of Unemployed - Arizona	Number of Unemployed - U.S.	Unemployment Rate - Arizona	Unemployment Rate - U.S.
1997	105,833	6,739,000	4.60%	4.90%
1998	103,497	6,210,000	4.30%	4.50%
1999	110,924	5,880,000	4.50%	4.20%
2000	100,390	5,692,000	4.00%	4.00%
2001	121,523	6,801,000	4.70%	4.70%
2002	161,643	8,378,000	6.00%	5.80%
2003	155,774	8,774,000	5.70%	6.00%
2004	137,479	8,149,000	4.90%	5.50%
2005	132,487	7,591,000	4.60%	5.10%
2006	122,713	7,001,000	4.10%	4.60%

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

Note: Unemployment rates are seasonally adjusted.
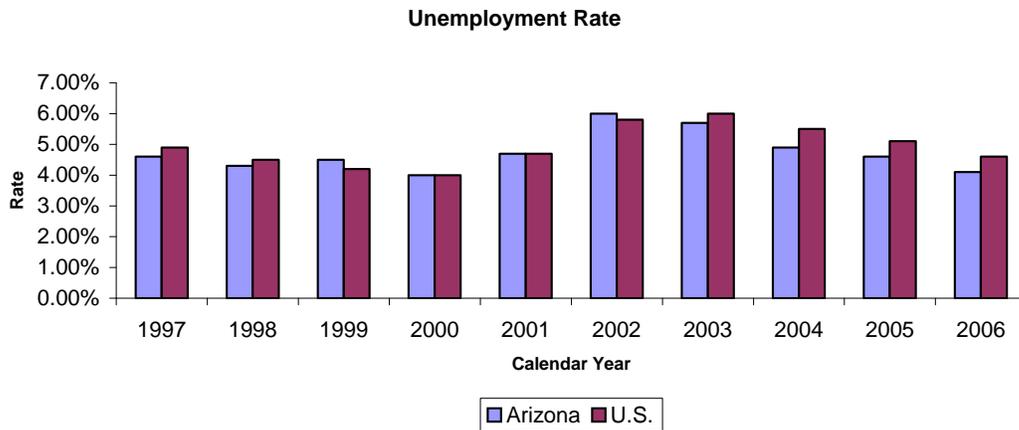
Unemployment Rate

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

Year	Total Employer Contributions	Total Benefits Paid	Fund Balance
1998	228,236,334	159,930,580	831,262,488
1999	200,221,238	169,265,609	919,819,409
2000	188,348,457	177,980,914	993,052,630
2001	182,095,014	202,900,332	1,038,116,687
2002	338,555,460	407,021,875	1,033,275,970
2003	237,542,722	467,411,646	860,871,706
2004	247,481,831	394,987,858	759,016,265
2005	261,480,966	287,693,670	772,158,698
2006	317,941,840	224,142,148	902,130,314
2007	330,183,208	246,783,048	1,029,325,981

Source: The Arizona Department of Economic Security, Unemployment Insurance Financial Transaction Summary Report.

Note: The total benefits paid amount for all fiscal years has been adjusted to include interstate benefits.

Unemployment Insurance Contribution to Benefits and Fund Balance
(in millions)
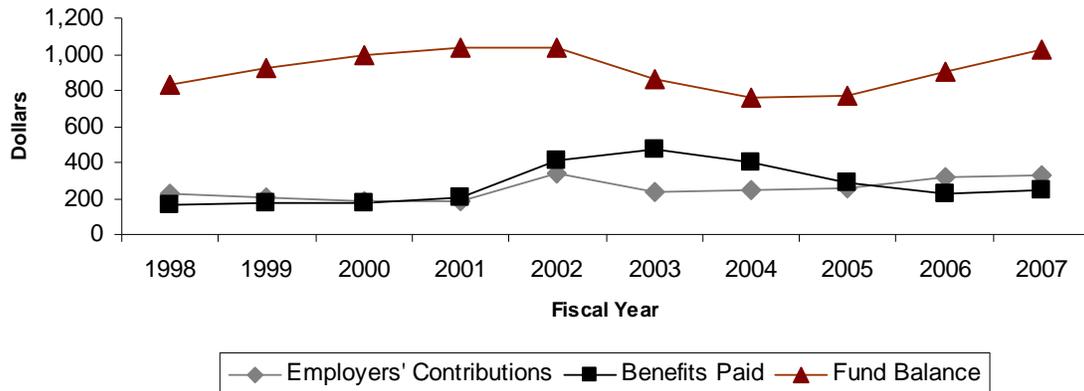
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Food Stamps Benefit Participants
For the Fiscal Years Ended June 30

Year	Average Monthly Number of Households	Average Monthly Number of Persons	Average Monthly Allotment Per Household	Average Monthly Allotment Per Person	Average Monthly Benefits Distributed
1998	112,345	311,142	201.11	72.61	$22,593,553
1999	95,938	260,736	207.73	76.43	19,929,511
2000	95,238	257,989	208.83	77.09	19,889,001
2001	102,307	277,192	211.04	77.89	21,590,998
2002	134,135	355,722	217.64	82.07	29,193,426
2003	171,247	442,320	223.06	86.36	38,198,140
2004	204,010	521,992	227.63	88.96	46,438,594
2005	217,983	546,369	234.06	93.38	51,021,394
2006	221,944	546,424	234.30	95.15	52,001,162
2007	218,598	537,072	238.18	97.10	52,150,403

Source: The Arizona Department of Economic Security, Family Assistance Administration.
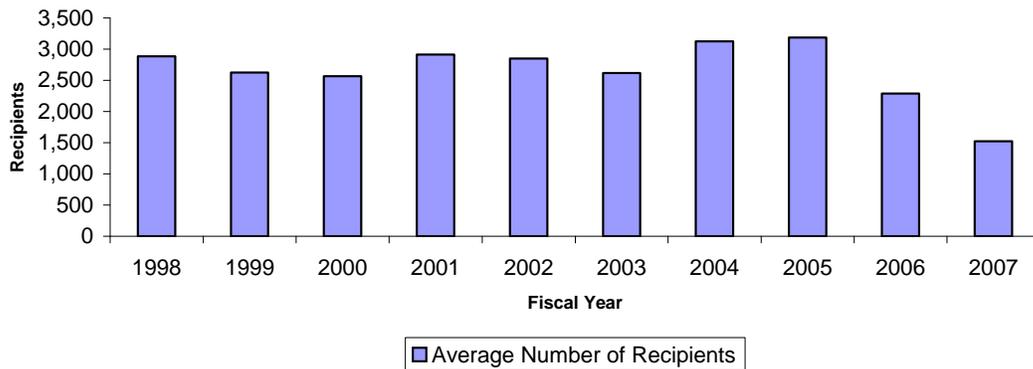
Food Stamps Benefit Participation
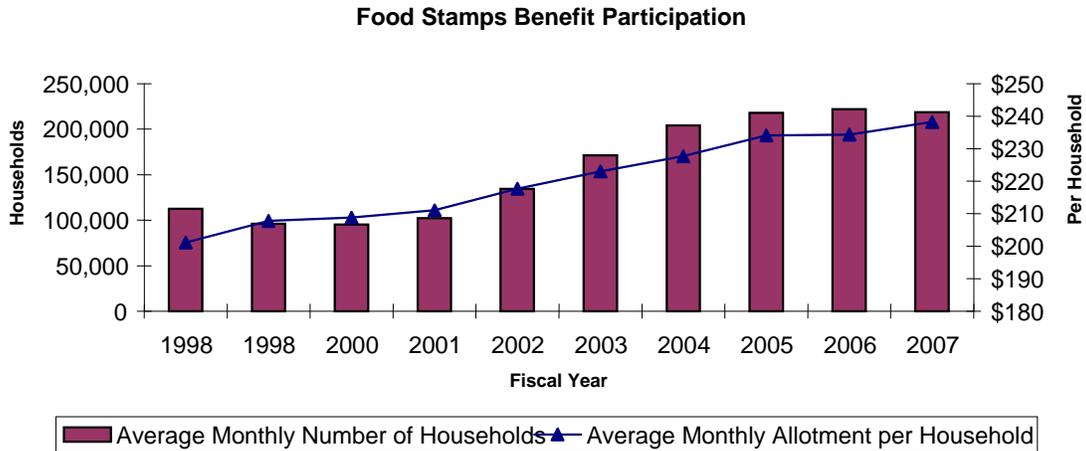
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
General Assistance
For the Fiscal Years Ended June 30

Year	Average Monthly Number of Recipients	Average Monthly Payment Per Recipient	Average Monthly Payments
1998	2,883	146.87	423,430
1999	2,627	146.67	385,315
2000	2,566	151.93	389,855
2001	2,912	152.13	443,007
2002	2,847	152.67	537,348
2003	2,615	153.74	453,103
2004	3,125	155.87	485,900
2005	3,186	150.07	478,188
2006	2,289	155.47	352,987
2007	1,522	162.06	246,590

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

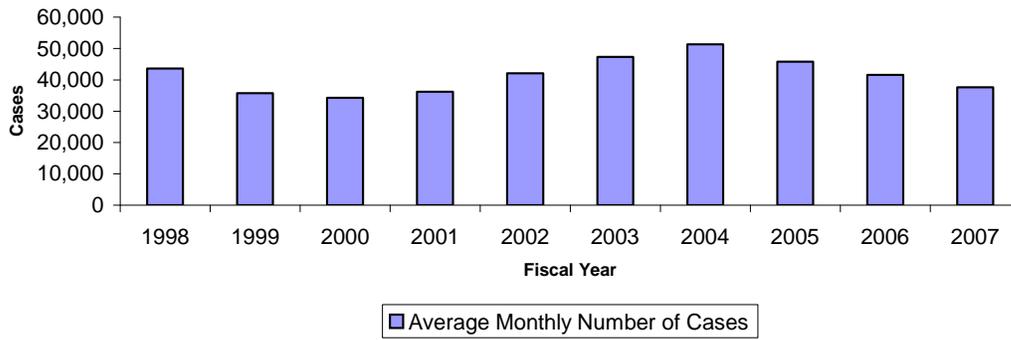**Average Number of Recipients**

Average Monthly Payment per Recipient
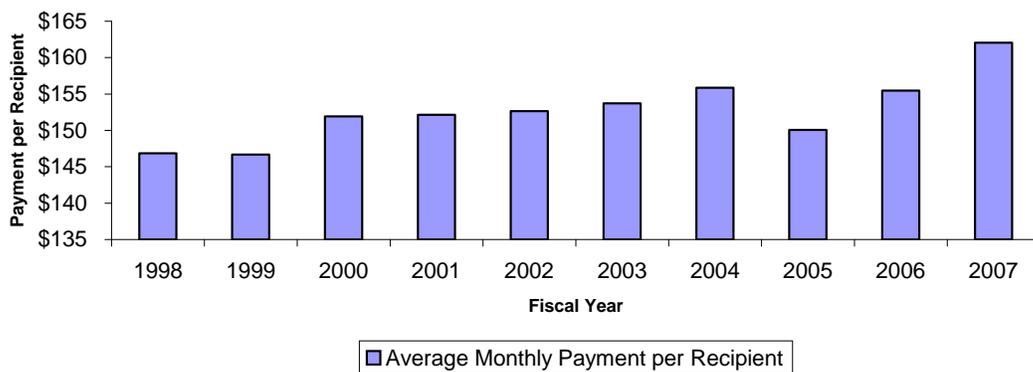
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Temporary Assistance for Needy Families Cash Assistance
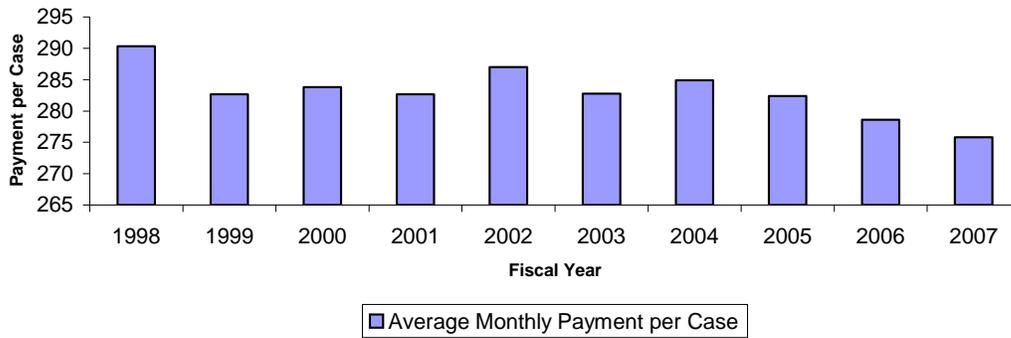**For the Fiscal Years Ended June 30**

Year	Average Monthly Number of Cases	Average Monthly Number of Recipients	Average Monthly Payment Per Case	Average Monthly Payment Per Recipient	Average Monthly Payments
1998	43,601	119,011	290.35	106.37	12,659,966
1999	35,730	95,556	282.66	105.69	10,099,685
2000	34,211	89,770	283.82	108.16	9,709,791
2001	36,146	93,857	282.66	108.86	10,216,987
2002	42,102	109,547	286.99	110.30	12,082,660
2003	47,298	121,193	282.76	110.35	13,373,618
2004	51,318	122,577	284.92	119.28	14,621,497
2005	45,742	105,517	282.38	122.41	12,916,521
2006	41,580	93,553	278.60	123.82	11,584,130
2007	37,616	82,408	275.83	125.90	10,375,533

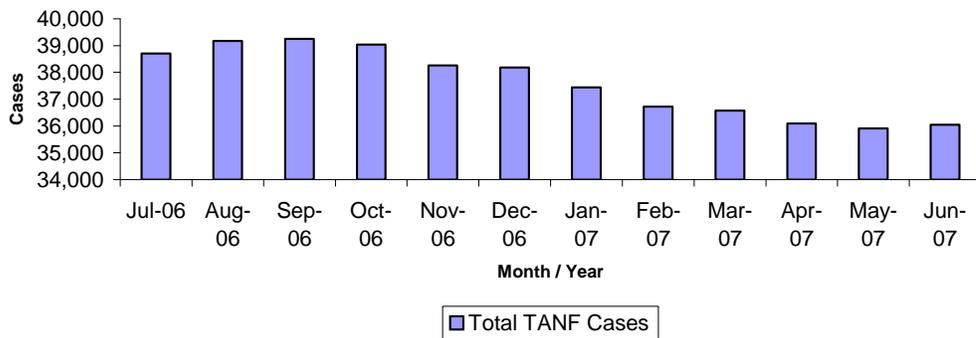Source: The Arizona Department of Economic Security, Family Assistance Administration.

TANF Cases

Cases

60,000	
50,000	
40,000	
30,000	
20,000	
10,000	
0	

1998 1999 2000 2001 2002 2003 2004 2005 2006 2007

Fiscal Year

☐ Average Monthly Number of Cases

Average Monthly Payment per Case

Payment per Case

295
290
285
280
275
270
265

1998 1999 2000 2001 2002 2003 2004 2005 2006 2007

Fiscal Year

☐ Average Monthly Payment per Case

Total TANF Cases

Cases

40,000
39,000
38,000
37,000
36,000
35,000
34,000

Jul-06 Aug-06 Sep-06 Oct-06 Nov-06 Dec-06 Jan-07 Feb-07 Mar-07 Apr-07 May-07 Jun-07

Month / Year

☐ Total TANF Cases

47

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

Year	Number of Participants	Total Employed	Percentage Retained Employment For at Least 90 Days
1998	30,520	10,930	
1999	25,209	9,604	
2000	23,802	9,950	52%
2001	23,290	12,405	46%
2002	23,818	12,513	46%
2003	32,008	15,490	46%
2004	42,565	20,185	44%
2005	51,130	20,940	50%
2006	53,377	21,067	48%
2007	42,405	16,780	37%

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

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

Jobs Program Participants Employed to the Percentage Retained
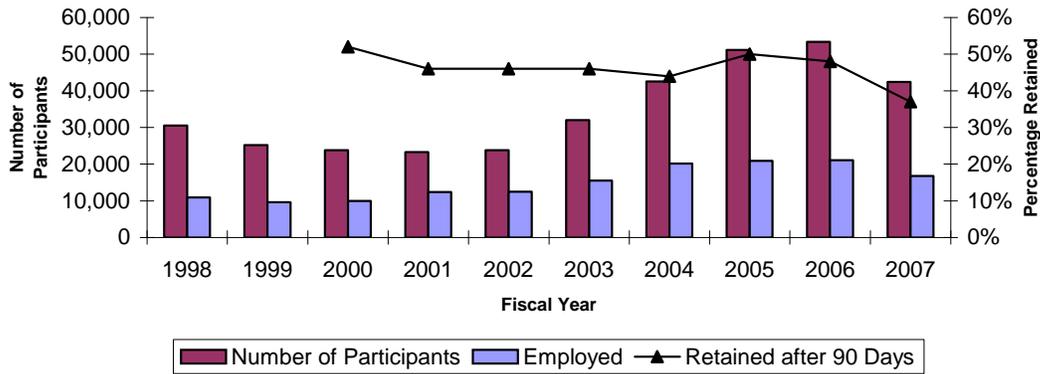
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Child Support Enforcement Collections
For the Fiscal Years Ended June 30

Year	TANF Collected for Arizona	TANF Collected for Other States	Non-TANF Collected for Arizona	Non-TANF Collected for Other States	Non-IV-D Collected	Total Collections
1998	21,938,000	7,205,600	117,104,400	13,532,600	-	159,780,600
1999	22,739,900	7,326,300	145,367,800	13,791,700	143,074,200	332,299,900
2000	25,100,000	8,212,400	165,356,200	16,248,800	251,380,400	466,297,800
2001	26,106,500	8,538,800	186,167,200	17,225,100	262,336,000	500,373,600
2002	28,407,500	8,193,600	199,834,500	17,659,300	270,510,400	524,605,300
2003	26,262,600	8,267,100	204,043,700	17,981,500	281,660,900	538,215,800
2004	29,889,000	8,061,600	217,531,600	17,989,100	290,084,200	563,555,500
2005	30,662,600	8,211,600	231,762,600	21,264,400	300,827,700	592,728,900
2006	29,474,800	8,487,900	246,437,800	22,883,800	312,881,500	620,165,800
2007	31,837,800	8,505,300	270,570,900	25,309,500	327,108,300	663,331,800

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

Child Support Enforcement Collections (in millions)

49
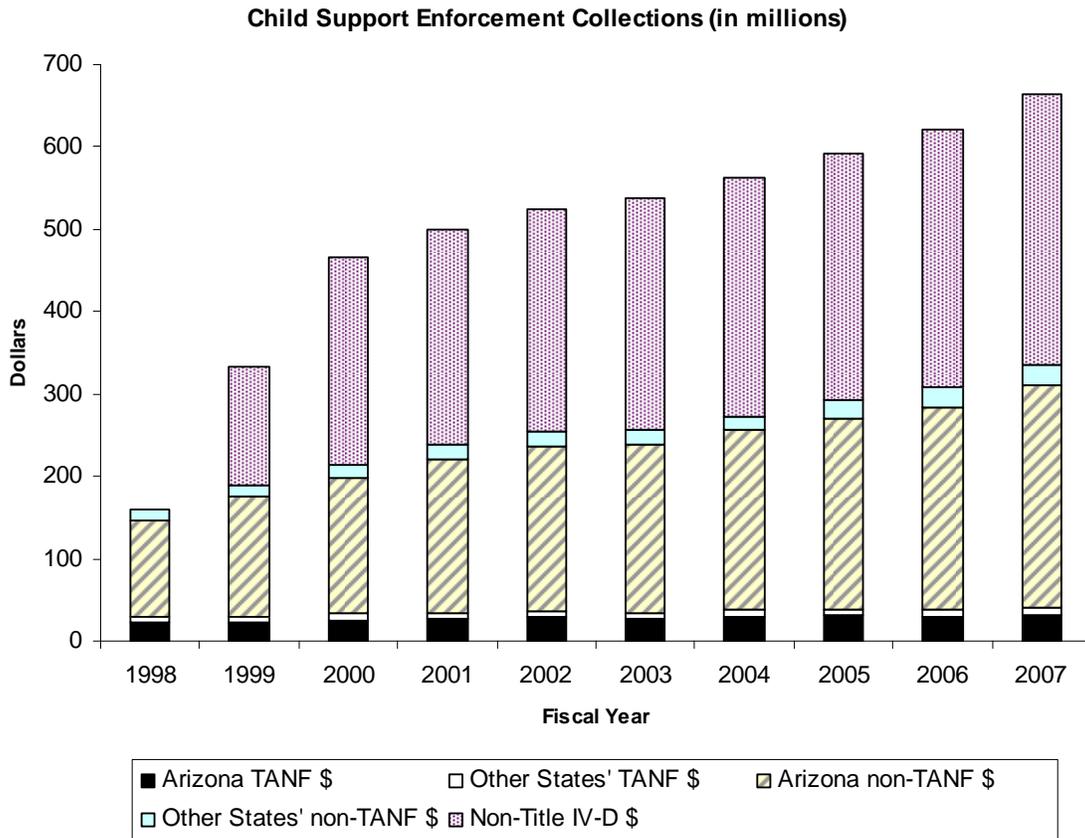
CHILDREN AND FAMILY SERVICES TRAINING PROGRAM ANNUAL REPORT

As identified in A.R.S. § 8-503.01(B), the Children, Youth and Families' Training Program provides programmatic training to the Department's Child Protective Services staff. Below is the annual report of this training.

Training Program Description

In partnership with the Arizona State University (ASU) School of Social Work, the Division of Children, Youth and Families (DCYF) continues to enhance training opportunities for new and experienced staff to improve outcomes for children and families involved in the Department's programs through the Child Welfare Training Institute (CWTI). The CWTI staff have worked collaboratively with staff of the ASU School of Social Work to develop competencies-based training curriculum and to provide ongoing evaluation of courses to ensure that the curriculum is meeting the needs of our workers.

The CWTI offers a comprehensive child welfare training program in support of the state's commitment to providing quality services to Arizona's children and families. The CWTI continually reviews the training system to identify opportunities to improve the content, delivery, and extent of initial and ongoing training. These activities are part of an agency-wide effort to improve safety, permanency, and well-being outcomes for children and families. CWTI services include:

Case Manager Core Training for Child Welfare – Case manager core (initial in-service training) provides a combination of classroom instruction and field practice experience. Case Manager core training for newly hired investigative, in-home, and ongoing services CPS Specialists provides learning activities for functions essential to performing job duties. Case Manager core includes extensive content on agency policies and procedures as well as existing law; family-centered practice; the use and benefits of the child welfare statewide information system, CHILDS, and child welfare best practice. The learning activities span approximately 22 weeks and include a comprehensive combination of classroom instruction and field experience. The curriculum is delivered using many different media, including lecture, discussion, practical activities, video/slides, PowerPoint presentations, role-modeling, mentoring, and other resource materials.

Supervisor Core Training – Supervisor core training occurs intermittently over 12 months, so that CPS supervisors can provide supervisory support while completing their core training. A new group of supervisors begins the training every six months, although new supervisors can begin their Supervision 411 training within two months of hire. All supervisors are encouraged to complete all required training by the end of the 12-month period. The newly revised Supervisor core includes numerous Department requirements provided by the Arizona Government University and the Department's Office of Organization and Management Development, and 11 days of coursework offered by the CWTI.

Case Aide Core Training – Case Aide core training is provided for all contracted community provider parent aides and family support specialists, as well as CPS case aides. Case aides are employed by the DCYF to assist the CPS specialists in the provision of services to the family, such as transportation to visits and other

appointments. They also support CPS specialists in assisting the family in applying for necessary resources and addressing issues related to improving conditions in their homes. This training provides the knowledge and skills necessary for working within the child welfare system.

Non-Core CHILDS Training Requests – Non-core CHILDS training provides instruction on navigating the CHILDS computer-based case management system. This includes training tailored to the needs of community partners (e.g. direct service providers, representatives from Tribes, and other child welfare stakeholders such as the Foster Care Review Board) and on-site assistance and support for CPS employees.

Workshops and Advanced Trainings – DCYF policy requires that staff employed in CPS classifications receive 24 hours of advanced training each year. Topics available via workshops and trainings include mental health, methamphetamines, managing conflict, gangs, working with chemically dependent families, the Arizona Families F.I.R.S.T. substance abuse program, and the Independent Living/Arizona's Young Adult Program. In addition, DCYF is currently implementing a plan to offer specific advanced training modules to enhance the skills and knowledge of employees at varying levels of experience.

University/College Partnerships – DCYF provides opportunities for staff development through education and training provided by institutions of higher education. Examples include: tuition reimbursements for job-related courses or degrees; up to 10 staff members are selected annually to participate in the two-year Advanced Master's of Social Work (MSW) Program at ASU; 12 DCYF staff attended a part-time community-based pilot MSW program in collaboration with the ASU Child Welfare Training Project; and DCYF recruits and educates MSW and Bachelor's of Social Work students to prepare them for a career in child welfare. During FY 2007, 28 students graduated from the MSW stipend program and were hired by CPS.

Specialized Training Programs

Childhelp USA – Childhelp USA offers training to child welfare staff on the following topics: Neuropsychological and Behavioral Reactions to Abuse, Professional Testimony, and Medical issues such as head trauma, bruises, burns, abdominal injuries, and fractures. Childhelp USA is also partnering with the Division to facilitate advanced interviewing training.

The Arizona Foster Care Review Board (FCRB) – The FCRB provides orientation and training for its volunteers and other staff. FCRB training is designed to enable volunteers to actively and competently participate in case reviews and formulate recommendations to the Juvenile Court.

Assistant Attorney General Training – DCYF partners with the Arizona Office of the Attorney General to enhance training on legal aspects of child welfare and the intersection of legal issues and social work practice. Assistant attorneys general provide staff training in case manager core, supervisor core, and other specialized trainings. To ensure that the attorneys representing the child welfare agency are informed on agency policy, best practices, and relevant social work issues, the assistant attorneys general also participate in trainings on current child welfare practices, legal implications, and training issues.

Provider Training – Contracted provider agencies deliver the pre-service training to resource parents. In February 2005, the Department initiated statewide implementation of the Child Welfare Institute's Partnering for Safety and Permanence – Model Approach to Partnerships in Parenting (PS-MAPP) program for the preparation and selection of all new resource (foster and adoptive) parents. PS-MAPP is a 30-hour group session program of 10 meetings over 10 weeks. The program objectives include five core abilities that families must have to be successful resource parents.

Accomplishments

- In 2006, the CWTI re-established and convened the Training Advisory Committee, which is comprised of CWTI staff, experienced CPS supervisors and other field staff, district practice improvement specialists, policy experts, Family-to-Family representatives, foster care providers, birth parents, attorneys general, and other child welfare stakeholders. This committee continues to meet at least quarterly to provide oversight, review strengths and needs, and make recommendations on training objectives and initiatives. This committee has also shaped training policy and supervisor curriculum implemented in February and April 2007.

- In 2007, CWTI increased the time allocated in CPS Specialist core to focus on the trainees' specific jobs (investigations, in-home, ongoing, etc.), and added a field week after the first three weeks of classroom instruction to allow for transfer of learning. In addition, the CWTI's Training Advisory Committee is pursuing changes to the training curriculum.

- The CWTI distributed a revised field training manual to CPS Supervisors and district field training supervisors. This manual clarifies the roles and responsibilities of CPS unit supervisors and field training supervisors and provides an outline of the basic skills that must be covered during the employee's on-the-job training experience.

  Supervisors attended a workshop at a leadership conference that addressed the importance of training and mentoring new child welfare staff and provided approaches and techniques. CPS Supervisors were also required to attend a supervisor forum at the end of this conference, during which the CPS Program Administrator and the CWTI Training Administrator reviewed the Field Training Manual, the roles and expectations outlined in it, and the goal of collaboration for a well-trained workforce.

- The Supervisor Core training program was also revised in late 2006 to better meet the needs of new CPS unit supervisors. In response to needs assessment, feedback, and requests, the new coursework provides more hands-on training relative to the daily job needs and activities of new supervisors and includes additional training to assist CPS supervisors in the post-core training of newly hired CPS specialists. The CWTI heads a Supervisor Core Advisory Committee, which provides input, oversight, and planning for supervisor and manager training.

- In response to the need for CPS staff to be updated on significant changes to the CHILDS system, and to provide support to CPS specialists and CPS supervisors, the CWTI instituted regularly scheduled refresher trainings in CHILDS. Refresher training is also available to field staff as needed. Initial response to the training has been excellent, and it is believed that the training will help decrease errors and improve documentation. The refreshers are currently provided in Maricopa County and Pima County and will be rolled out statewide in SFY 2008.

- In response to the need for CPS staff to have a clearer understanding and improved utilization of these important tools, the CWTI instituted refresher trainings in the Child Safety Assessment and Strength and Risk Assessment courses. These are provided on an as-needed basis in Maricopa County and were rolled out statewide during SFY 2007. Initial response to the training has been excellent, and it is believed that they will lead to improved assessment of child safety, improved safety planning, and improved case planning with families. In addition, safety-planning refreshers were rolled out statewide in SFY 2007, focusing specifically on improving staff's understanding of safety planning and appropriate safety monitoring.

- Over the course of SFY 2006 and 2007, in conjunction with two National Resource Centers, DCYF revised its Child Safety Assessment and Strengths and Risk Assessment tools and designed a process that encompasses both of these in comprehensive, family-centered safety assessment, risk assessment, and case planning. Training in the use of this process was provided to all existing CPS Specialists, CPS Supervisors, and assistant program managers in the spring of 2007, and it is hoped the training will better guide all staff in the process of assessing families, making safety decisions, choosing safety monitors, and performing strengths-based, family-centered case-planning. Plans for training that follow-up, reinforce, and embed this process into practice will be part of the FY 2008 training objectives.

- CWTI training sites were established in the southern part of the state in 2005 and in the northern part of the state in October 2006 (SFY 2007). These additional sites allow the CWTI to serve a larger number of staff in more geographical locations, resulting in less travel, shorter time away from home, and increased capacity to train new employees in a timely fashion.

- CPS Specialists in in-home services units coordinate with contracted provider agencies to provide families with an intensive array of in-home services and supports. This effort is expected to reduce out-of-home placements for children. A key facet of this training is family engagement and involvement in services. Five two-day training sessions were held throughout the state during three months in 2006, delivering training to 225 participants. An additional two-day training session was held in December 2006 for new in-home staff and other interested staff. This training in family engagement will be part of the continuing provision of advanced-level skills for all child welfare workers.

- Advanced training in infant and toddler mental health was made available to CPS staff in FY 2007 and will be provided again in FY 2008.

Read this report on
DES Web Site – www.azdes.gov

Or call 602-542-2106 for more information

DES Arizona Department of Economic Security