



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

State Fiscal Year 2017 Annual Welfare Reform Report



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I. Introduction

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

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

II. Department Overview

The Arizona State Legislature established ADES in 1972 by consolidating the authority, power, and duties of seven separate state entities, followed by an eighth in 1974 (A.R.S. § 41-1954). The intent of the 1972 legislation and subsequent amendments was to provide an integrated approach to human services.

On May 29, 2014, the Arizona State Legislature established the Department of Child Safety (DCS), separate from ADES, to provide oversight, transparency, and independence for the state's child welfare function (A.R.S. § 8-451).

The ADES Vision is opportunity, assistance and care for Arizonans in need.

The ADES Mission is to make Arizona stronger by helping Arizonans reach their potential through temporary assistance for those in need, and care for the vulnerable.

In order to realize this mission, ADES has established four goals:

- Serve Arizonans with integrity, humility and kindness;
- Support Arizonans to reach their potential through social services that train, rehabilitate, and connect them with job creators;
- Provide temporary assistance to Arizonans in need while they work toward greater self-sufficiency; and
- Provide children with food, health care, and parental financial support; provide services to individuals with disabilities; and protect the vulnerable by investigating allegations of abuse, neglect, and exploitation.

There are five core values that form the basis for the work that ADES does in the fulfillment of its mission:

- Accountability: We commit to excellence, innovation and transparency;
- Integrity: We are trustworthy, honest and reliable;
- Respect: We appreciate each other, and value those we serve;
- Teamwork: We collaborate with humility, and partner with kindness; and
- Diversity: We respect all Arizonans, and honor those in need.

These values are applied in the daily work of ADES. Through the 40 plus programs the Department administers, ADES employees seek to serve fellow Arizonans with integrity, humility, and kindness.

The Department assists approximately 2.9 million Arizonans annually.

The ADES works with job creators to provide employment assistance, including vocational rehabilitation for individuals with physical or mental impairment, and job training for economically disadvantaged adults and youth. Eligible working parents receive childcare assistance. The Department manages the Unemployment Insurance program, including collecting taxes and providing benefits.

The Department provides temporary assistance and services that support Arizonans' work to reach greater self-sufficiency. ADES provides children with food, health care, and parental financial support; provides services to individuals with disabilities; and protects the vulnerable by investigating allegations of abuse, neglect, and exploitation. ADES operates with fiscal discipline and actively identifies and prosecutes fraudulent receipt of benefits.

The Department provides a safety net of services to victims of domestic violence; individuals experiencing homelessness and hunger; families needing assistance with utility bills; and vulnerable adults who are victims of abuse, neglect, and exploitation. The Department assists individuals and families by determining eligibility for temporary cash assistance, nutritional assistance, Medicaid, Social Security Disability Insurance (SSDI), and Supplemental Security Income (SSI). In addition, ADES provides a range of specialized services for refugees.

The Department provides early intervention services for infants and toddlers with developmental delays and home- and community-based services for clients with intellectual and developmental disabilities. The Department assists parents in receiving child support payments by locating absent parents, establishing paternity, establishing a legal obligation to pay, and evaluating the absent parent's ability to pay.

The Department's programs and services are delivered through offices and staff statewide and through a network of contracted community-based providers. ADES works collaboratively with businesses, the communities served, local and national advocacy organizations, other state agencies, federal agencies that oversee programs, and Tribal nations in the delivery of services to the citizens of Arizona.

Within ADES, the Temporary Assistance for Needy Families (TANF) block grant is integral to helping families gain the skills they need to remove barriers that prevent them from reaching greater self-sufficiency and permanently escaping the hardships of poverty.

One example of ADES' efforts to provide supports to help Arizonans reach their potential through temporary assistance is the Cash Assistance (CA) program, which provides

temporary financial help to needy families. This program opens the door for additional services designed to support families as they move toward their full potential. The Supplemental Nutrition Assistance Program (SNAP) as well as child support services and programs such as the Jobs Program and the Child Care Program provide the needed services to assist families as they move toward employment. Other programs utilizing TANF funds, such as children's services, homeless services, and domestic violence services, provide support to families that are experiencing a major life crisis. These programs work together to coordinate other supportive services that provide opportunity, care, and assistance for Arizonans in need.

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

ADES is responsible for administering Arizona's state-operated TANF block grant in accordance with Title IV-A of the Social Security Act as amended by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. TANF was reauthorized in February 2006 under the Deficit Reduction Act of 2005 and extended through federal fiscal year 2011 as part of the Claims Resolution Act of 2010. Funding for TANF has been continued through a series of congressional continuing resolutions providing short term extensions. TANF funds, combined with state general funds, are used to administer many of the programs highlighted in this report.

The following organizational units work in collaboration to achieve the state's human services goals. All noted programs and services affect or are affected by TANF.

- The ADES Division of Benefits and Medical Eligibility (DBME) is responsible for administering the CA program;
- The ADES Division of Employment and Rehabilitation Services (DERS) is responsible for administering the Jobs Program and child care services under TANF;
- The ADES Division of Child Support Services (DCSS) is responsible for administering child support establishment and enforcement activities;
- The ADES Division of Aging and Adult Services (DAAS) is responsible for coordinating and contracting for crisis services such as utility shutoff and eviction prevention services and emergency services such as homeless and domestic violence shelters and services; and
- DCS is responsible for TANF funded services relating to child welfare investigations and case management, foster care and adoption services, kinship care, family preservation services, and family support programs.

The Family Assistance Administration (FAA) within DBME determines eligibility for the CA program on the basis of federal laws and regulations, state laws and rules, and ADES policies. Staff in FAA consider the family's income, resources, and other factors to determine eligibility.

FAA refers work-eligible individuals to the DERS Workforce Administration's Jobs Program for participation in work activities. These individuals are also referred to the CCA within DERS for child care services and to DCSS for child support services. Families experiencing homelessness or domestic violence situations that prevent them from

reaching their highest level of self-sufficiency may also receive services to address these issues.

IV. Department Accountability

ADES established the Office of Inspector General (OIG) in State Fiscal Year (SFY) 2015 as an outgrowth of the Department's Office of Accountability (OA). OA's primary mission was to develop, implement, and refine an agency-wide approach to performance management and accountability. In this capacity, OA was committed to fraud detection and prevention. Investigations focused on eliminating potential fraud, waste, abuse and misconduct. Potential risks were identified and evaluated with the ultimate goal of promoting economy and efficiency throughout ADES. Recognizing the strategic importance of OA's role in the agency, OIG was instituted to improve and expand the scope of OA's functions and to bolster the professional identity of its staff in ensuring integrity and accountability in the Department.

OIG is composed of seven principal functions: audit, assessment, and review; continuous improvement; administrative and criminal investigation; research and analysis; risk management; protective security; and hearing and deciding appeals pertaining to the Unemployment Insurance and public assistance programs administered by ADES. The portfolio of functions collectively supports and advances OIG's mission to protect the integrity of ADES programs and services.

OIG continues to safeguard the welfare of Arizonans by preventing and detecting fraud, waste, abuse, and misconduct. OIG collaborates with the Department's program and operational areas to conduct audits focused on improving management controls.

Contractor performance is reviewed for contract compliance, and correct billing practices. OIG ensures accountability by monitoring compliance with all program policy, rules, regulations, state and federal laws. OIG provides service to and assists ADES Divisions in analyzing and interpreting findings from internal and external audits. Investigations, assessments, and reviews are completed to evaluate programmatic and operational risks and issues. OIG provides strategic analyses and recommendations in support of identification, development, and prioritization of risk responses, driving continual improvement of ADES programs, functions, and processes.

OIG's investigative and audit functions support welfare reform initiatives, especially cost reduction initiatives, by preventing or detecting welfare fraud, waste, abuse, and taking prompt action against offenders. To maximize the results of OIG's initiatives, OIG engages and partners with multiple entities within and outside the Department. As an example, the OIG SNAP-trafficking-detection initiative is designed to focus on recouping monies that were improperly received by SNAP participants and to develop strategies to combat SNAP trafficking schemes. OIG partners with the U.S. Department of Agriculture's (USDA) Office of the Inspector General Investigations, the Arizona Office of the Attorney General (AGO), county attorney offices, and local law enforcement entities for the sole purpose of preventing SNAP fraud. By involving other government agencies and stakeholder groups, the office aims to foster shared ownership and promote a culture of accountability and transparency in the Department's operations.

OIG is also currently engaged in automating its workflows, data collection, assessment, and reporting to enable it to effectively manage and assess enterprise risks and report compliance with internal controls and regulatory requirements. OIG remains committed

to its fraud-fighting efforts, reducing waste, eliminating abuse and misconduct. The overall mission is to improve the efficiency of Department programs and services to maximize the impact on the people served and inspire public confidence in the integrity of ADES.

V. Economic Conditions

Arizona's economy has been steadily improving since the Great Recession, but some of Arizona's economic indicators still lag behind nationwide metrics. This is partly due to the fact that Arizona was hit harder by the economic recession than most other states. According to the U.S. Bureau of Labor Statistics, from May 2016 to May 2017 the seasonally adjusted unemployment rate for the United States (U.S.) decreased from 4.7 percent to 4.3 percent. Despite the improvement, the unemployment rate of Arizona is still above the national rate, decreasing from 5.3 percent to 5.1 percent over the same time period.

Poverty rates¹ have not recovered to the pre-recession levels of 2007 but have decreased since 2014 in Arizona and on the national level. For Arizona, the poverty rate pre-recession in 2007 was 14.3 percent and was most recently 17.2 percent in 2015. The national poverty rate mirrors this trend with a pre-recession rate of 12.5 percent in 2007 and a most recent rate of 13.5 percent in 2015 (see Table below this section). Currently, more than one in five children in Arizona are living below the federal poverty guidelines, defined as an income level below \$24,600 per year for a family of four. Social conditions

¹ Poverty rates reported by Calendar Year

in the state are also increasing the need for Department services. For example, trends of more people having children later in life and increases in aging populations are causing more families to simultaneously raise children while caring for aging parents.

Over the past several years, the number of welfare recipients has decreased due to changes in eligibility requirements and moderate economic improvement. The number of TANF CA recipients has steadily decreased from a peak average of 83,969 recipients per month in SFY 2009 to an average of 19,046 recipients per month through May of SFY 2017. SNAP recipients have slowly declined from an average of 1,123,068 recipients per month in SFY 2012 to an average of 953,044 recipients per month through May of SFY 2017, representing 13.8 percent of Arizona’s population. Eligibility changes for CA have decreased the average number of recipients per month to levels below the pre-recession SFY 2007 level of 82,408. However, the number of SNAP recipients has not recovered to the pre-recession monthly average of 537,072 in SFY 2007.

Table: Poverty Rate Comparison, Arizona and National¹

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Arizona	14.3	18.0	21.2	18.8	17.2	16.2	17.8	21.2	17.2
U.S.	12.5	13.2	14.3	15.1	15.0	15.0	14.5	14.8	13.5

VI. Program Updates

Beginning in SFY 2009, the Department began making several significant changes to its programs serving persons moving from dependence to greater self-sufficiency. Some of these changes reduced services, while others shifted how services were provided. Many

of the innovations were collaborative efforts with community partners. Listed below are highlights of the program changes.

Cash Assistance

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

- In March 2009, the Department implemented a 20 percent CA benefit payment reduction to all recipient families. This reduction has continued throughout SFY 2017.
- The Department has imposed an additional time limit for receipt of CA benefits in Arizona. Originally, families with an adult recipient of CA were subject only to a 60-month lifetime limit of receipt of benefits from any state. In SFY 2011, the Department implemented a 36-month lifetime limit of benefits in Arizona for all CA cases, except cases in which cash benefits are provided only for a child who is in the legal custody of the state and placed in unlicensed foster care. Effective August 2011, while continuing the exclusion for a child placed in unlicensed foster care, the Department further reduced the 36-month lifetime limit to a 24-month limit. Effective July 2016, the state time limit was further reduced to 12-months;
- In SFY 2017 from July 2016 through June 2018, 2,970 families were notified at the 10th month of participation that their eligibility for CA benefits was at risk of expiring because of the 12-month time limit. In addition, 95 families reached the federal 60-month lifetime limit of receipt of benefits in the year. A total of 1,162 families, or 38 percent of the families reaching the state or federal time limit in SFY 2017, were

determined eligible to receive continued benefits due to qualifying for a family hardship extension.

- The Department continues to focus on assisting those who would be directly affected upon implementation of the lifetime limit changes and who will potentially lose their CA benefits. Mailers and telephone autodial messages are sent to those who would be affected to inform them of the change. The Department renewed contracts with community partners, including city and county governments and private temporary employment agencies, in order to maximize the opportunity for employment placement prior to the effective date of the time limit reduction. In addition, this targeted population was offered structured job search and work experience activities;
- During SFY 2011, the definition of a family was modified to include a dependent child, the parents of the child who reside with the child, and all nonparent relatives and their spouses who reside with the child. To be considered needy, a family's countable income after application of appropriate disregards cannot exceed 100 percent of the federal poverty level or 130 percent of the federal poverty level if assistance is requested by a nonparent caretaker relative for only the dependent child. Prior to implementation of this change, families that were caring for relative children were eligible to receive assistance to care for those children regardless of the caretaker relative's income. In SFY 2017, 2,360 CA cases were closed or found ineligible at application as a result of the family's income exceeding the new needy family income limits.

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

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

Grant Diversion

The Grant Diversion program is an alternative to the traditional TANF CA in Arizona. Grant Diversion is first and foremost a program that promotes long-term self-sufficiency through employment. Grant Diversion allows persons with no long-term barriers to employment and who may have financial need in excess of the potential CA benefit amount to qualify for short-term financial assistance. Grant Diversion recipients may receive employment services and one-time financial support in excess of the CA program

benefit amount in order to resolve issues such as eviction, car repair, or utility bills while securing employment.

Participation in the Grant Diversion program in lieu of the CA program is voluntary for the applicant. Applicants who are potentially eligible for at least one dollar of cash assistance and who did not participate in the CA program in the month of application or Grant Diversion program in the month before the application month may be eligible to receive Grant Diversion program benefits. Nonparent relatives applying for the CA program for the needs of a child only are not eligible to receive a Grant Diversion option. Grant Diversion program recipients are awarded a payment of three times the full monthly amount they would receive under the CA program. An eligible household is restricted to only one Grant Diversion payment in a 12-month period. In SFY 2017, 8,891 families received Grant Diversion benefits.

Work Activities

The Jobs Program is Arizona's mandatory employment and training program for work-eligible individuals in households receiving CA benefits. The program engages individuals in a variety of work-related activities to improve their employability skills and offers supportive and some specialized services to remove barriers to employment.

In accordance with recent legislation, beginning August 9, 2017 the Department will provide Jobs Program services to eligible families no longer receiving TANF CA due to the State Lifetime Benefit Limit. Program services may assist individuals with securing and maintaining employment or transitioning to high level employment. Case management and employment services may be provided for up to 12 months after TANF

CA case closure. All of the following criteria must be met before the work eligible individual may receive continued program services.

- The TANF CA case must close due to the lifetime benefit limit;
- The individual must be enrolled in the Jobs Program at the time of case closure;
- The case must not be in a sanction status at the time of case closure; and
- ADES has sufficient funds to pay for the activities or services.

The Jobs Program has been continually successful, teaming up with its community partners to provide employment services to those in need throughout Arizona. The Jobs Program case management and employment services are operated by two private vendors: MAXIMUS Human Services Inc., which serves Maricopa County, and ResCare Workforce Services (ResCare), which serves the remaining counties in Arizona.

The MAXIMUS Jobs program in Maricopa County continues to employ a comprehensive case management model. The MAXIMUS approach focuses on removing all potential barriers to successful employment. The goal is for the Jobs Program participant to obtain sustainable unsubsidized employment. Some of the expanded services that MAXIMUS provides include:

- Enhanced Wrap-Around Support – The process begins with thorough individual assessments. Referrals to community agencies are provided during the initial contact. Individual plans are created that include activities and services designed to assist the participant to achieve their employment goal. Case managers conduct weekly outreach to participants;

- Expanded Community Collaborations – Subcontractors include Goodwill, to facilitate job readiness services at Jobs Program locations; The Centers for Habilitation (TCH) to offer job placement assistance for individuals with disabilities; ABILITY360 to advocate personal responsibility by people with disabilities a means to independence and self-sufficiency. ABILITY360 also provides legal and advocacy support to individuals applying for SSI or SSDI benefits;
- Use of Proven Technology – Participants may utilize the MAXIMUS mobile application to stay connected to the program. SnagPad is a web-based job search process management tool that motivates participants to seek employment. The Customer Contact Center provides participants with responsive customer service and direct access to support;
- Targeting In-Demand Industries and Career Pathways – The Business Service Team focuses on high growth industries and work experience opportunities that offer a career pathway and advancement. MAXIMUS coordinates with Workforce Innovation and Opportunity Act (WIOA) Title I-B programs. Through formal agreements with ARIZONA@WORK, Maricopa County, and the City of Phoenix, participants gain access to vocational training, subsidized work experience, and On-the-Job funds to improve job skills and employment opportunities. Local staffing companies are utilized to rapidly connect participants to open job positions. The proprietary MAXAdvantage system helps support job placement. The system allows participants to review employer partner job openings before they are shared with the public; and

- Augmented Post-Employment Services – Includes post-employment career/life coaching to assist with work adjustment concerns. Supportive services are geared toward enabling families to successfully transition from dependence on public programs to self-sufficiency.

Several employers throughout Maricopa County hire individuals at MAXIMUS-sponsored Job Club meetings and recruitment activities held weekly. High growth industries and occupations within the local labor market are targeted. The industries and occupations align with sectors targeted by Arizona Commerce Authority, Phoenix Economic Development and local ARIZONA@WORK partners. Staff coordinate and participate in several employment focused networking groups throughout Maricopa County. The groups include the monthly East and West Valley Employer Outreach Coalitions. The coalitions incorporate a variety of community partners and agencies such as Mesa Community College, the ADES Workforce Administration, Maricopa County ARIZONA@WORK and multiple employers. MAXIMUS staff serve on the Phoenix Chamber of Commerce and the National Employment and Training Professional Association. MAXIMUS is represented on the Maricopa Human Capital Collaborative which consists of public, private, and nonprofit workforce development focused organizations throughout the county. Membership with the Arizona Community Action Association keeps MAXIMUS case management staff informed about community-based poverty reduction initiatives and solutions.

MAXIMUS coordinates General Education Diploma preparation classes which are provided by the Literacy Volunteers of Maricopa County. Refugee services are offered at MAXIMUS Jobs Program Sites in partnership with refugee resettlement agencies.

MAXIMUS also partners with World Hunger Education Advocacy and Training to offer training in customer service, workshop facilitation, and access to professional clothing through their retail center.

Numerous community organizations have partnered with MAXIMUS to provide efficient cross referral procedures, coordinated case management and supportive services.

Several participating organizations are listed below:

- Homeless Shelters, Transitional Housing Programs and Public Housing Programs:
 - United Methodist Outreach Ministries (UMOM);
 - City of Phoenix;
 - Maricopa County Public Housing;
 - Phoenix Dream Center;
 - Save the Family Foundation; and
 - Homeward Bound.
- Behavioral Health Centers – address mental/behavioral health and substance abuse issues:
 - Terros;
 - Weldon House; and
 - Changing Lives Center.
- Ex-Offender Services:
 - Arizona Common Ground;
 - Restoration of Rights;
 - St. Joseph the Worker; and
 - Community Legal Services.

- Domestic Violence Service Providers:
 - My Sister's Place;
 - Eve's Place; and
 - A New Life Center.
- Basic Needs Providers (Food, Housing and Utility Assistance):
 - Maricopa Community Action Agencies;
 - Phoenix Family Service Centers;
 - Local Utility Companies;
 - St. Mary's Food Bank; and
 - United Food Bank.
- Financial Education:
 - Desert Schools Federal Credit Union.

Through long standing partnerships with ARIZONA@WORK Job Centers operated by Maricopa County and the City of Phoenix, MAXIMUS seeks to co-enroll participants in WIOA Title I-B programs for supplemental employment and training assistance whenever appropriate. Colocation of WIOA at two Maricopa County Job Centers provides Jobs Program participants with additional assessment tools, job search resources, access to supplemental programs and services to address employment-related barriers.

Partnerships with nonprofit and community service organizations vary in focus. Some offer Unpaid Work Experience (UWE), while others provide Community Service Program (CSP) opportunities. The common goal is to help participants build experience and improve workplace and life skills. UWE placements offer work experience to participants who are job ready and may have been out of the workforce for a while. CSP placements

are intended for participants with significant barriers to employment or have been court-ordered to provide community service as a condition of parole or probation.

GED classes are strongly encouraged for participants without a High School diploma or GED. Offering GED classes at Jobs Program sites increases the likelihood of attendance. Support Service funds may be used to enroll participants in vocational training. Preferred vocational training programs provide short term training in high growth industries with job opportunities following training. Whenever possible, participants are co-enrolled into WIOA Title I-B programs for access to additional training resources. MAXIMUS develops other short-term training strategies and partnerships that align with targeted industry sectors.

Outside Maricopa County, the Jobs Program population is served by ResCare Workforce Services, which partners with an extensive network of community organizations to help participants achieve their self-sufficiency goals. The ResCare Jobs Program uses “one-touch” and “full engagement” approaches to engage participants for transitioning to the workplace. This means assigning the same case manager to a participant for the duration of their time in the program whenever possible and using frequent contacts to determine a participant’s readiness to succeed in the workforce. ResCare uses a combination of technical advancements, interpersonal skills, evaluations, and a strong connection to the population and local job markets to help people reach their highest potential. ResCare works with hundreds of agencies to form partnerships with the goal of advancing the participant’s basic education and work experience to improve overall employment potential.

In Pima County, ResCare offers “Roadmaps to Success” training, a one week job readiness workshop designed to position participants for a successful job search and transition to self-sufficiency. The workshop focuses on how to stand out in a competitive job market. The workshop includes learning modules that improve interview skills; build better resumes; and provide tips on how to tap into hidden job opportunities, such as identifying opportunities before they are advertised. Job seekers learn critical skills that allow them to effectively leverage in-person contact using electronic media to create a more efficient and positive interaction with potential employers. Participants have access to a substantial number of topic-specific training programs in a variety of subjects through the ResCare Academy. In addition, participants have access to Resume-Pro, a state-of-the-art tool for helping create resumes that lead to job interviews. Resume-Pro is used to connect job seekers to positions specific to their skill set and to their work experience. Resume-Pro also connects to the job search tool application called Talent Market. Once job seekers create a resume in Resume-Pro and post it to Career Builder, they attend a Talent Market workshop to learn about the features included in the Talent Market search tool. Job seekers and ResCare staff use Talent Market to search for job openings that match the job seeker’s skills and interests. ResCare staff use Talent Market to track job seeker activity, post announcements for workshops and job fairs, and notify job seekers of suitable job openings.

The newest assessment tool utilized by ResCare is the Career Pathways Explorer (CPE) tool by Traitify. CPE is a simple and quick interest assessment tool that connects the user to information from O*NET OnLine, an occupational website sponsored by the U.S. Department of Labor (DOL). The interest assessment is used to explore information

about jobs and careers and the pathways associated with those careers suited to a person with those particular interests and can be filtered by education level. CPE also allows job seekers to find information about jobs in the local area that are associated with their areas of interest.

The Jobs Program in Pima County has had substantial success partnering with community resources to provide employment services to participants across Pima County. Partners include county and city workforce agencies, ARIZONA@WORK Job Centers, Goodwill employment services, and WIOA Title I-B programs to engage participants in work experience and employment, eventually leading to a greater chance of self-sufficiency. Informational job fairs are frequently held with employers, including Sears, CVS, AFNI, APAC, Adecco, the Superior Court, and Circle K, all of which can collect applications, conduct on-site interviews, and make offers of employment. The Jobs Program also partners with TMM Family Services Inc. in Tucson. TMM provides low-income housing and a thrift store where Jobs Program participants may be placed to gain work experience. ResCare also works with TMM Family Services to improve job seekers' potential to gain employment by developing social skills while participating in a work experience position.

Pima Community College representatives for the Health Profession Opportunities Grant (HPOG) program are working with ResCare in Tucson to improve communication and knowledge of mutual programs. ResCare continues to enroll job seekers in the health training programs offered with HPOG. This program works to increase job seekers' chances to gain a full-time job in a health profession and in turn to increase the job seekers' chances of independence from TANF.

ResCare's Jobs Program in Pinal County uses a broad spectrum approach to deliver self-sufficiency skills and opportunity to each client. Jobs Program participants are thoroughly interviewed to assess their immediate and long-term needs before they are given guidance and resources appropriate for helping them gain sustainable employment and independence.

In addition to having access to the ResCare toolbox, the Jobs Program in Pinal County is allied with a number of community groups and agencies to help remove the barriers that many clients face. These partners include:

- Pinal Clothing Consortium (Against Abuse Thrift Store and Clothing Bank, St. Vincent de Paul Thrift Store, M.A.S.H. Unit Thrift Store, and Genesis - Project Clothing Bank), which provides new and used clothing for participants for pre-employment and ongoing retention purposes at no cost or at a reduced charge;
- Pinal Finance Group (ARIZONA@WORK, Arizona Legal Self Service Center, and the United Way of Pinal County), which provides financial aid, low-cost opportunities to help clients meet their cost of living needs, resume writing assistance, and mock interview role-playing classes;
- Pinal Housing Partners (Against Abuse, My Sister's Place, Community Action Human Resources Agency, Chrysalis, and Hope Women's Center), which provides both temporary and long-term emergency housing assistance for clients who are selected by employment specialists according to the client's individual needs and circumstances; and

- Fresh Start Community Services Inc. provides specialized workshops for clients with felony backgrounds to navigate a path toward employment. Assistance is also offered to individuals without a felony conviction. Guidance is provided on completion of employment applications and effective job interview techniques.

The following is a list of employers that work with ResCare on an ongoing basis to place job seekers in work experience and unsubsidized employment opportunities:

- Adecco, an employment service in Casa Grande, has partnered with ResCare for several years and has hired many Jobs Program and former work experience participants for work at their client sites;
- 99 Cents Only Stores (Casa Grande) hired several ResCare Jobs Program participants and has indicated a need to hire several more workers in the near future;
- Price Industries (Casa Grande) hired ResCare Jobs Program participants and has expressed interest in hiring more clients in the future;
- Bright International (Coolidge) hired ResCare Jobs Program participants and recently expressed an interest in serving more clients; and
- GC Services (Apache Junction) has hired ResCare Jobs Program Participants and is interested in working with more potential applicants.

In addition, Jobs Program employment specialists in Pinal County actively collaborate with many community employment-oriented organizations, including Central Arizona College, operator of the WIOA Youth Program. The Youth Program is designed to

prepare Arizona's youth to enter postsecondary education, training, or employment after completing secondary education.

Another Pinal County partner is the Portable Practical Education Program (PPEP). PPEP's mission is to improve the quality of rural life. PPEP's dedicated professional staff provide a variety of services including economic, microbusiness, education, charter school, health, housing, counseling, employment, job training, humanitarian aid, and services to persons with developmental disabilities.

Jobs Program staff recently moved into the ARIZONA@WORK One-Stop Career Center in Pinal County, which includes Youth, Adult, Dislocated Workers programs, programs for Veterans, the Vocational Rehabilitation Program, and the Employment Service Program and their offsite partners. The move has strengthened relationships with the WIOA Title 1-B programs in the area.

The Mohave/La Paz County Jobs Program Talent Development Specialists partner with ARIZONA@WORK Job Centers for job readiness and training opportunities. ResCare Jobs Program staff complete assessments and refer participants to community partners based on the need for improved opportunities to reach employment goals. Participants are referred to partners who support the common goal of individuals reaching their highest level of self-sufficiency.

All Talent Development Specialists attend community meetings focused on assisting participants to reach their goals through partnerships and ongoing engagement. Talent Development Specialists are co-located within ARIZONA@WORK Job Centers and

attend weekly meetings to share placements and job openings. Open communication is a major byproduct of the meetings.

All ResCare staff conduct home visits as needed to ensure ongoing engagement with the program. There are many strong community partnerships. Several examples are listed below:

- Western Arizona Humane Society – Has accepted participants for community work experience. Training in work ethics, animal care, administrative, and customer service skills is offered. Many community work experience participants have been hired as permanent employees;
- Wal-Mart has expanded the number of locations within Mohave County. Several ResCare Jobs Program participants have been hired by Wal-Mart. A new store location is scheduled to open and more job placements are anticipated;
- Arizona Families F.I.R.S.T (Families In Recovery Succeeding Together – AFF) offers substance abuse education, support, and services to ensure child safety and promote employability;
- Mohave Mental Health and Southwest Behavioral Health provide counseling, peer support training, group therapy, GED preparation, job development, and work experience positions. The services provided frequently assist participants to successfully secure employment;
- Mohave County participants are referred to the Interagency Council for assistance obtaining emergency housing. The Interagency Council also coordinates support services with other community partners;

- The Displaced Worker Program partnered with ResCare and a local domestic violence shelter through the Interagency Council to assist participants with training leading to employment and self-sufficiency; and
- In collaboration with Vocational Rehabilitation, participants completed vocational training and earned certificates from Mohave Community College, All Beauty College, Charles of Italy Beauty College, and Regional Center for Border Health schools. Graduates have gone on to fill employment needs within the community. Mohave Community College has short term training specifically designed to match the needs of current and incoming employers.

As in other service delivery areas, the Jobs Program in Yuma County collaborates with numerous partners including ARIZONA@WORK for job readiness and training opportunities. All staff attend community partner meetings focused on assisting participants to meet their goals. Jobs Program staff are collocated in the ARIZONA@WORK Job Centers to ensure open communication. Potential job leads and placement opportunities are shared. Staff conduct home visits as needed to ensure continued engagement with the program. ResCare partnerships with employers and community service providers offer participants the advantage of gaining needed skills, services and networking. Some of the partnerships are listed below:

- Vocational Rehabilitation assists participants with disabilities by providing adaptive equipment and other assistance needed to ensure successful employment;
- Sears has hired several participants following UWE activities;

- Goodwill has offered job placements and job fair collaboration;
- ResCare and ARIZONA@WORK coordinated an on-site hiring event for national and local employers including Advanced Solutions. The event led to several job placements;
- Adult Literacy Plus of Southwest Arizona offers participants an additional resource in obtaining their GED;
- The Yuma Community Food Bank offers basic employment skills to improve work readiness;
- PPEP assists migrant seasonal farm workers and their families by providing English as Second Language classes and GED preparation;
- The Regional Center for Border Health offers medical and clerical certification training to program participants; and
- Services Maximizing Independent Living and Empowerment assists participants with disabilities in obtaining employment. Assistance is also provided with completing the Social Security Disability benefit application process.

In Cochise and Santa Cruz Counties, ResCare Jobs Program partners with various community agencies to assist participants with building and enhancing skills needed to gain employment. Partners include local Goodwill, ARIZONA@WORK Job Centers and the following:

- Catholic Community Services provides participants with volunteer experience in a variety of areas. Participants are able to volunteer as tax preparers, receptionists, or door greeters, developing the customer service and soft skills needed to be successful in the workplace;
- St. Vincent de Paul provides participants with volunteer experience. Volunteer work may include working as a stocker, maintenance person, janitor, or food services worker. Clothing vouchers may be provided to obtain clothing necessary to gain and keep employment;
- Constructing Circles of Peace provides counseling and other resources to help participants overcome barriers hindering successful employment;
- Lomelie's Day Care provides training and work experience for Jobs Program participants. In some instances, these participants are hired into paid positions;
- Habitat for Humanity provides education opportunities for participants to gain certifications in project management, information technology, and other areas to enhance job marketability; and
- Prestige Assisted Living provides training and work experience opportunities enabling participants to receive state certification as a caregiver.

In Yavapai County, ResCare Jobs Program staff work closely with different agency partners, including ARIZONA@WORK, Bob Stump VA Hospital, the Northern Arizona Council of Governments, Goodwill Industries, New Horizons, the Salvation Army, Habitat for Humanity, Arizona Women's Education and Employment, Catholic Charities, Stepping Stones, and ResCare Home Care. Some agency partners offer additional skill building

while others offer computer labs for Jobs Program participants to use. Partners often collaborate on job fairs, frequently resulting in gainful employment.

The Coconino County Jobs Program, like the programs of the other rural counties mentioned above, works closely with the community to remove barriers and improve employability. The Jobs Program has a strong relationship with Goodwill Industries (Goodwill of Northern Arizona), which provides computer and employment skills. Goodwill Industries has also been used as a site for providing work experience to further develop the skills of job seekers. Because the community is small, Jobs Program Case Managers must use a variety of strategies. Home visits are utilized frequently to provide additional support.

Child Care

In response to budget reductions, the Department's CCA imposed a waiting list in February 2009 that restricted child care services to four groups of individuals: those currently receiving child care assistance, those referred for services as a result of DCS intervention, individuals who were TANF-related families needing to engage in work preparation or job search activities, and individuals transitioning to employment from CA. This waiting list remained in effect throughout SFY 2014. In 2014, there were 6,207 children on the waiting list. Beginning in July 2014 and throughout SFY 2015, the Department conducted six releases of the waiting list, allowing 8,450 families to have child care eligibility determined. In June 2015, the waiting list was removed for families at or below 110 percent of the federal poverty limit (FPL), and the families were given immediate eligibility. The waitlist was reinstated in November 2015 and grew to 7,895

children in SFY 2016. The most recent data indicates that 6,561 children were on the wait list as of June 2017. Child care services are highlighted in Appendix Four.

Adult Protective Services

The Adult Protective Services (APS) program has worked diligently to safely reduce caseloads, which has allowed the program to prioritize timely completion of investigative and service referral activities. One time funding included in the SFY 2017 budget to address APS caseload growth was continued in the SFY 2018 budget and APS was awarded a two year grant 2016 through the Administration for Community Living to strengthen objective decision making.

Crisis Services

Short-Term Crisis Services provides help to households experiencing emergent needs that cannot be met with their own income and resources. To qualify for services, households must have income at or below 125 percent of the federal poverty level or 150 percent of the federal poverty level if a senior or a person with disabilities is a member of the household. The household must also include a child under 18 who meets U.S. Citizenship or qualified legal resident criteria and must be an Arizona resident at the time of the application. Services provided can include emergency shelter, case management, eviction prevention, move-in assistance, utility deposits or payments, rent payments, and other special services appropriate for securing and maintaining employment.

Rapid Rehousing, Temporary Emergency Shelter, and Homeless Prevention are the most commonly utilized interventions for individuals experiencing homelessness in Arizona.

Rapid Rehousing and Temporary Emergency Shelter services provide assistance to

individuals designated as “unsheltered homeless.” Rapid Rehousing enables households to move from homelessness to permanent housing. Temporary Emergency Shelter provides temporary shelter for households while they are looking for permanent housing. Homeless Prevention provides temporary financial assistance to households to prevent homelessness.

In previous years, providers that contracted with the Department to provide homeless services were given the choice of providing Rapid Rehousing, Homeless Prevention, Temporary Emergency Shelter, or a combination of the three services. Providers were also allowed to determine the areas they would provide homeless services.

In SFY 2016, the Homeless Coordination office initiated changes to the program. The Department now requires that all providers awarded contracts provide both Rapid Rehousing and Emergency Shelter services. Homeless Prevention services are utilized for homeless services statewide. Providers are also required to provide services for an entire service delivery area.

Transitioning households from Emergency Shelter to Rapid Rehousing decreases the average length of stay in Emergency Shelters. This allows ADES to provide shelter to a greater number of homeless households.

The Department also contracts for services for domestic violence survivors and their children. These services are provided in residential settings or to victims who are living in the community and in need of support and information. Services include emergency shelter for up to 120 days; transitional housing; counseling; and supports such as case management, transportation, childcare, and life skills training. To qualify for services,

minor children may be temporarily absent from the parent or relative for no more than 180 days from the time of access to the services. Crisis services activity is identified in Appendix Six.

**Appendix One: Cash Assistance Program
SFY 2017 vs. SFY 2016***

	Total Cash Assistance Cases (Average Month)	Total Cash Assistance Recipients (Average Month)	Total Cash Assistance Payments (Average Month)	Total Cash Assistance Payments (Average Per Case)	Total Cash Assistance Payments (Average Per Recipient)	Total Cash Assistance Payments	Two-Parent Cases	Average Months on Cash Assistance (Subject to State Limit Only**)
2017	8,510	18,762	\$1,742,759	\$204.79	\$92.89	\$20,913,112	175	13.36
2016	10,215	22,171	\$2,057,745	\$201.45	\$92.81	\$24,692,940	173	13.72

	Cash Assistance Cases Closed Due to Sanctions	Minor Parents Ineligible for Cash Assistance (Due to Minor Parent Provisions)	Cash Assistance Benefits Not Issued (Due to Minor Parent Provisions)	Number of Cash Assistance Cases with Benefit Cap Children	Payment Accuracy	Number of Cases That Reached the Federal Time Limit	Number of Cases That Reached the State Time Limit	Number of Cases That Received Benefits Past State Time Limit Due to Hardship Extension***	Number of Cases Ineligible Due to Needy Family Income Restrictions
2017	1,198	3	\$171	1,664	98.00%	95	2,970	2,714	2,360
2016	2,560	8	\$429	1,793	96.70%	280	2,657	2,271	2,349

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

** Foster Care Child Only cases are excluded from the state time limit.

*** Number of cases eligible for benefits as of the last day of the fiscal year.

Appendix Two: Work Activities through the Jobs Program SFY 2017 vs. SFY 2016

	Cash Assistance Recipients Waiting to Be Served as of June 30	Waiting Time (Days) After Becoming Eligible for Cash Assistance	Total Cash Assistance Recipients Served by Jobs Program	Total Cash Assistance Recipients Placed in Work Activities through Jobs	Number of Participants Deferred from Participation			
					Reason for Deferral			
					Domestic Violence	Caretaker of a Child Under Age One	Caretaker of a Family Member in Medical Need	Temporarily Unable to Work due to Physical or Mental Impairment
2017	108	3	10,795	5,742	46	1,263	1	1,052
2016	176	3	13,226	7,162	48	1,769	31	1,375

Unsubsidized Employment							
	Total Jobs Program Participants Who Found Employment	Average Hourly Wage	Persons Placed in Employment with Health Care Provided	Adult Cash Assistance Cases Closed Due To Earned Income	Percent of Total Adult Cash Assistance Cases Closed Due to Earned Income	Job Retention Rate Over 90 Days (Percent)	Persons Placed in Employment Who Did Not Return to Cash Assistance (Percent)
2017	3,413	\$10.83	2,236	2,503	13.44%	75%	91.43%
2016	4,099	\$10.25	2,392	2,565	12.03%	57%	88.18%

* At this time, only 10 months are available for the SFY 2017 Job Retention Rate at 90 days.

Participants in Types of Work Activities					Unsubsidized Employment (percent)			
	Number of Participants in Job Search/Readiness Activity	Number of Participants in All Work Experience Activity	Number of Participants in Short-Term Work-Related Training Activity	Number of Participants in High School/GED Activity	Administrative/Office Support	Communications	Sales	Services and Agriculture Industry
2017	1,018	4,456	243	25	74.4%	0.1%	5%	20.4%
2016	1,407	5,438	277	40	70.0%	0.4%	6%	23.5%

**Appendix Three: Self-Sufficiency Assistance
SFY 2017 vs. SFY 2016**

	Work Related Transportation Assistance	Number of Individuals Who Participated in Vocational Education Activities	Number of Individuals Who Participated in Post- Employment Educational Training	Number of Individuals Who Engaged in Postsecondary Education	Number of Individuals Who Had Shelter/Utility Assistance Allowance Paid for by Jobs	Total Fair Labor Standards Act (FLSA) Supplemental Payments Issued	Number of Individuals Who Received FLSA	Number of Individuals Receiving Transitional Medical Services (Avg. Monthly)	Number of Families Who Received a Grant Diversion Payment
2017	4,845	532	0	0	762	\$50,342	162	62,816	8,891
2016	4,984	624	0	0	700	\$109,386	315	26,799	8,890

Appendix Four: Child Care SFY 2017 vs. SFY 2016

	Total Children Authorized for Child Care Assistance	Monthly Average of Children Receiving Child Care Assistance	Total Number of Children Authorized to Receive Transitional Child Care	Monthly Average of Transitional Child Care Caseloads	Child Care Assistance - Average Reimbursement	Total Amount Expended - Child Care Assistance (Million)	Total Amount Child Care Co- Payments (Million)	Number of Individuals Who Participated in Employment Preparation Training	Number of New Certified Child Care Homes
2017	35,787	28,653	6,072	4,990	\$368.90	\$126.87	\$6.40	43	99
2016	36,130	30,110	5,726	4,935	\$358.53	\$118.76	\$6.92	324	130

	Number of Child Care Providers Listed on Child Care Resource and Referral Registry (CCR&R)	Number of Referrals Received for Child Care Services	Number of Instances When Child Care Services Not Available	Number of Providers Accredited and Eligible for the Enhanced Payment Rates*	Approximate Number of Children Per Month Receiving Child Care in Accredited Programs**	Child Care Provider Referrals - Number of Calls**	Child Care Provider Referrals - Families Served via Internet	Number of Individuals Who Participated in Child Care Provider Training	Number of Child Care Providers Who Received Special Technical Assistance Training
2017	3,147	136,686	3	243	3,900	5,442	9,458	9,595	3,938
2016	3,143*	86,357**	13	226	4,377	6,162	13,107	10,785	3,722

* Effective 2016, the methodology for this data has been updated to provide a more complete picture by including all child care providers listed in the CCR&R Registry, not just registered non-certified providers. This methodology continues to be utilized.

** Effective 2016, the methodology for this data has been updated to provide a more complete picture by including an unduplicated count of each provider referral made, not just the number of customers receiving one or more referrals. This methodology continues to be utilized.

**Appendix Five: Child Welfare Programs*
SFY 2017 vs. SFY 2016**

Arizona Families First (AFF) Program			
	Number of Individuals Referred for Screenings for Substance Abuse Treatment	Number of Clients Who Received Arizona Families First Services	Average Length of Treatment (Days)
2017	8,864	4,679	162
2016	9,613	4,592	168

	Child Maltreatment Reports Received	Average Monthly Number of Families Receiving Comprehensive In-home Services	Average Monthly Number of Children Receiving Subsidized Guardianship
2017	47,269*	5,936*	2,578
2016	49,136**	8,029**	2,716

* Numbers for 2017 reflect data available to date.

** Numbers for 2016 have been updated to reflect final data.

Appendix Six: TANF-Related Programs and Services SFY 2017 vs. SFY 2016

	Crisis Assistance			Homeless Emergency Shelter	Domestic Violence Emergency and Transitional Shelter			Legal Services for Domestic Violence Victims		
	Number of Households Participating (Utility Assistance)	Number of Households Participating (Eviction Prevention)	Number of Households Participating (Special Needs)		Number of Persons Receiving Homeless Emergency Shelter Services	Number of Women and Children Receiving Shelter Services (Crisis Shelters)	Number of Women and Children Receiving Shelter Services (Transitional Shelters)	Counseling Hours in Shelter	Number of Victims Receiving Services in Self- Help Clinics	Number of Victims Receiving Services from Attorney or Paralegal
2017*	29,953	1,235	17	8,233	7,671	238	154,894	2,482	7,194	2,983
2016**	31,539	1,543	6	9,200	8,132	269	139,223	2,926	8,014	3,410

* The 2017 numbers are based on actual data for the first three quarters of SFY 2017 and an estimate for the last quarter of SFY 2017.

** The 2016 numbers have been updated to reflect final data.

	Non-Marital Births
2017	37,486
2016	38,013

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