DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Annual Report
State Fiscal Year 2017

Douglas A. Ducey, Governor

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Section 1 – Department of Economic Security Overview

The Arizona Department of Economic Security (ADES or Department) is an integrated human services agency that provides critical protective and assistance services to Arizona's children, adults, and families.

The Arizona State Legislature established ADES (A.R.S. § 41-1954) in 1972 by consolidating the authority, power, and duties of five separate state agencies, followed by a sixth in 1974. The intent of the 1972 legislation and subsequent amendments was to provide an integrated approach to human services. In 2014, the Legislature created the new Department of Child Safety which assumed the child welfare and child protective service functions from ADES.

As part of the ADES implementation of the Arizona Management System (AMS), the Department has established a new True North, all Arizonans who qualify receive timely ADES services and achieve their potential. In order for this to be realized, ADES incorporates the following five core values when conducting its work:

- 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.
- Diversity – We respect all Arizonans, and honor those in need.

As of the end of Fiscal Year (FY) 2017, ADES had 7,639 employees and operated from 93 direct-service offices, 14 residential facilities, and 20 administrative offices. ADES owns 28 of the facilities and leases two of those properties to private entities. The remainder of ADES locations are leased. The Department is divided into six districts with the central administration located in Phoenix.

The Department has approximately 5,400 contracts and agreements with nonprofit and for-profit organizations, governmental agencies, Tribal governments, and other community partners throughout Arizona. These contracts provide services to Arizonans across the human service delivery continuum and critical operational support to the Department and its staff.

This report highlights areas of ADES's efforts to provide services to Arizona's children, adults, and families to ensure that they have an opportunity to live safely and become self-sufficient. ADES and its provider networks deliver services made available through over 40 programs. The broad program areas include child care assistance to help low-income parents become and remain employable; Adult Protective Services (APS) and a range of in-home supports for older Arizonans to help them remain independent; domestic violence and homeless shelters and supports; food and nutrition services; utility assistance; early intervention services for infants and toddlers with developmental disabilities; unemployment insurance;

employment assistance; vocational rehabilitation and job training; child support services; refugee resettlement services; financial support; and eligibility determination for much of the state's Medicaid program, the Arizona Health Care Cost Containment System (AHCCCS).

Section 2 – Trends in Human Services and the ADES Response to the State's Economic Security Needs

Caseloads and Budget

Arizona's economy has been improving steadily since the Great Recession, but some of Arizona's economic indicators still lag behind nationwide metrics. Arizona was more severely impacted by the economic recession then 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 nation decreased from 4.7 percent to 4.3 percent. During the same period of time, the unemployment rate for Arizona remained above the national rate, decreasing from 5.3 percent to 5.1 percent.

The public need for assistance to obtain food, health care and housing has increased significantly. From FY 2007 to FY 2017, the number of Arizonans enrolled in the Supplemental Nutrition Assistance Program (SNAP) increased by 76 percent from 537,000 to 946,184. Recently state economic conditions have started to stabilize. After reaching peak demand levels in October 2011, SNAP caseload numbers have leveled off.

The number of reports to APS of vulnerable adult abuse, neglect, exploitation and self- neglect, increased 12 percent from FY 2016 to FY 2017 and is expected to continue the trend through FY 2018. Efforts to increase investigator efficiency along with improvements in APS overall have decreased investigator caseloads from an average of 54 per caseworker in December 2016 to a low of 38 in June 2017. The APS program continues to focus on caseload and timeliness standards.

In FY 2017, the Arizona Early Intervention Program (AzEIP), a comprehensive, coordinated statewide system of early intervention supports and services for children from birth to three years old who have disabilities or developmental delays, and for their families, received a monthly average of 1,355 referrals and served an average caseload of 5,955 children per month. This represents a 2.7 percent increase in referrals. Since 2013, referrals have increased 17.9.

Department Public-Private Partnerships

The Department is committed to engaging our valued partners with respect, gratitude, and transparency. Employees from all levels in the agency are engaged with partners and stakeholders to coordinate action to achieve the Department's mission.

The Department has, over the years, continued to examine its operating support systems to take advantage of opportunities where the private sector could provide cost effective operating support.

- The following program services are currently outsourced by the Department through contracts:

- o Shelter and case management services for people experiencing homelessness;
- o Shelter and supportive services for victims of domestic violence;
- o Food and utility supports;
- o Independent living and other community-based supports for older Arizonans;
- o Refugee resettlement services;
- o Employment services for the Jobs Program;
- o Home recruitment, study, and supervision services for targeted recruitment of potential ADES-certified family child care homes;
- o Call centers to provide basic benefit information.
- o Child care services provided for eligible families;
- o Child support payment processing;
- o Employer new hire reporting, which is used to validate employment and the incomes of child support obligors;
- o Genetic testing to establish paternity;
- o Data matches to state bank accounts of obligors across 35 states for child support;
- o Insurance claim matches of obligors with 2,100 insurance partners for child support;
- o Kiosk machines in five ADES locations for child support payments;
- o Web-based locator tools to assist with finding child support obligors;
- o Text messaging appointment and payment reminders for child support obligors;
- o Workforce employment and training programs through the Workforce Innovation and Opportunity Act;
- o Acute, long-term care, and behavioral health services to individuals with developmental disabilities;
- o Rehabilitation and vocational services for individuals with disabilities to obtain or maintain employment and independence in the community; and
- o Service coordination and therapies for children who are referred to AzEIP.

- The following business functions are currently outsourced within the Department:

  - o Mailroom services;
  - o Office supply delivery;
  - o Specialized printing;
  - o Office-moving services;
  - o Electronic Benefits Transfer (EBT) card issuance for Cash Assistance (CA), SNAP, Child Support, and Unemployment Insurance (UI) benefits;
  - o Electronic pay card issuance for unemployment benefits and child support payments;
  - o Translation and interpretation services;
  - o Typing and preparation of transcripts for administrative hearings;

- o Teleconferencing and digital recording of administrative hearings;
- o Telephone systems; and
- o Kiosks at local child support offices to collect child support payments.

- The following business function is currently leveraged through external community partnerships established by the Office of Community Engagement:
  - o As part of the DES ON THE SPOT pilot project the Department is able to complete eligibility determination for medical, SNAP, and cash benefits from satellite offices that facilitate accesses to services.

Leveraging Technology to Improve Service Delivery

ADES's Information Technology (IT) systems are a key component in the delivery of critical services. ADES is in the process of improving legacy systems to continue to provide more efficient customer services. ADES is continuing to provide enhanced customer self-service capabilities through the use of internet and interactive voice response (IVR) systems. The use of imaging and document solutions has resulted in reduced costs and greater efficiency. Listed below are highlights of these efforts:

- Since 2010, applicants and participants in CA, SNAP, and Medicaid have been able to review ongoing case status, report family changes, and receive important help regarding their cases via the My Family Benefits (MFB) website. This website has become a proven tool for empowering customers to maintain and monitor their benefits and case status. This process has benefited clients by making the information they need more readily available. Lobby and call center contacts are reduced by allowing the customer to submit change reports through the website. During FY 2017, there were 1,100,000 MFB website page views and 11,156 reports of changes submitted by program participants. These numbers are decreasing due to the implementation of the Health-e-Arizona Plus (HEAplus) system, which includes a Report a Change function.

  The MFB website has also been successful in helping clients to access information regarding other services by redirecting them to sites with information about such services as:
  - o EBT account information;
  - o Updates on potential benefit overpayments;
  - o Medicaid health coverage;
  - o Use of the online Health-e-Arizona Plus (HEAplus) application, which supports CA, SNAP, and Medicaid application processes; and
  - o The Hunger Relief Program.

- The Department currently operates eight Interactive Voice Response (IVR) telephone systems for applicant and recipient use. The IVRs provide many of the same services that have been provided by Department staff and allow users to receive information without staff assistance.

- Since FY 2014, the Division of Benefits and Medical Eligibility (DBME) has operated an IVR that utilizes intelligent routing, educational messages, and new skill sets and rules for handling telephone calls. The IVR recognizes when a customer has submitted an online application and needs an eligibility interview. It directs these calls to a DBME staff member for a telephone interview. During FY 2017, 255,672 interviews were conducted by telephone for SNAP and 28,886 interviews were conducted for CA. In addition, 230,166 complex customer calls were processed by the Family Assistance Administration (FAA) Call Center. These issues were related to eligibility determinations, administrative hearings, and policy clarifications.

- In response to the Affordable Care Act, ADES collaborated with AHCCCS to develop a contract with a private vendor to provide a separate call center for processing basic customer questions about Medicaid enrollment and services. In addition, under the contract, this vendor handles basic inquiries from customers regarding SNAP and CA. This vendor also accepts customer e-mails and conducts customer Web chats. From July 2016 through June 2017 this private vendor call center responded to 1,870,781 telephone calls, 14,166 e-mails; engaged in 55,766 web chats; reset 145,100 HEAplus passwords; and entered 95,902 telephonic applications.

- The Division of Child Support Services (DCSS) kicked off a feasibility study for the replacement of the existing child support computer system known as Arizona Tracking and Location System (ATLAS). The feasibility study will provide an assessment of several replacement options. The feasibility study is expected to last nine months with the final report submitted to the Federal Office of Child Support Enforcement (OCSE) for approval by the end of the 2017 calendar year.

- Overall usage of most of the ADES self-service applications continues to increase, indicating widespread acceptance by ADES customers:
  - DCSS Payment Gateway allows noncustodial parents to make a child support payment electronically over the Internet, by phone, or in person using point-of-sale terminals located in a local ADES/DCSS office. In FY 2017 the Payment Gateway processed 59,140 payments totaling over $17 million that was distributed to custodial parents. Over half the electronic payments were made on the Internet.
  - A total of 386,915 UI tax reports were filed electronically in FY 2017 This total includes 47,382 reports filed on the online Tax and Wage System and 339,553 reports filed using the bulk file upload system Arizona UI Tax Reporting for Employers.
  - In FY 2017, 89.9 percent of new UI claims and 90.4 percent of continued claims were filed electronically via the Internet.
  - HEAplus was used to submit nearly 86 percent of all applications received by the Department in FY 2017.

- Most of the Department's programs use document imaging for Department records that must be stored electronically. This process allows for easy access and is more cost effective than storing paper documents. In FY 2012, the Department received a SNAP Process and Technology Improvement Grant that enabled piloting automated document recognition and indexing software in FY 2013. After testing various indexing tools, ADES intends to implement the Lexmark Intelligent Document Capture/Brainware document indexing solution. Once fully implemented, the software product will recognize the type of document that is scanned and then automatically index the document into its online document management system where it will be retrievable by multiple search criteria. The change will provide greater efficiency by providing rapid access to client documentation records. Federal grant funds have been spent on the Lexmark Intelligent Document Capture/Brainware software, license, and maintenance fees, as well as additional network storage, operating systems, and components required to support the solution. The State continues to work with the software vendor with a targeted installation of March 2018.

- In FY 2017, the Office of Community Engagement (OCE) began an initiative to produce informational videos about ADES programs and services. OCE will continue working with the Office of Communications and the Divisions to develop "How to Videos" to assist customers with applying for services. The videos serve as a tool to educate and coach clients about the various programs within ADES and guide clients through the process to apply for assistance.

- The Volunteer Engagement Center experienced many advances and changes during the fiscal year June 30, 2016 – June 30, 2017. During this timeframe the utilization of the Salesforce program was implemented in the hopes of providing a resource to better provide accurate reporting of the volunteer's value to the Department of Economic Security. During this timeframe, 118 new volunteers were assigned to the Divisions within ADES. In addition, our volunteers brought a financial value of $397,866.00 to the various programs where they serve.

Section 3 – Professional Development of the Department's Employees

Overview

ADES provides job training, professional and leadership development to staff through its enterprise learning function. The New Employee Orientation (NEO) initiative was completed during FY 2017. ADES integrated the use of video with traditionally lecture driven courses. The Office of Professional Development (OPD) renewed an emphasis on standardized processes within the business environment. Critical leadership vacancies within OPD were filled, resulting in a positive impact on services provided.

Accomplishments FY 2017:

- Corporate Learning
  - ADES Statewide NEO:
    In FY 2017, thirty seven sessions were held in Maricopa County with 895 employees receiving the training. OPD staff also travelled to other counties to deliver the NEO class.
  - Lean Dot Game Agency compliance:
    To meet the Governor's goal of 100 percent training compliance by November 30, 2016, the Lean Dot game training was added to NEO to capture all new hires. Multiple sessions were conducted daily across the state. The Department achieved a 98 percent compliance rate.

- Leadership Development Program (LDP)
  - ADES added additional courses to the program. A total of 1,280 employees attended one or more courses offered statewide:
  - Leadership Foundations – 442 completions
  - Bridging the Communication Gap – 305 completions
  - Impact of a Leader – 162 completions
  - Maximizing Employee Engagement – 153 completions
  - Critical Thinking (piloted June 2017) – 11 completions
  - Effective Communications – 206 completions

- Tribal Training and Cultural Competence
  The Tribal Liaison provided 22 Tribal Trainings, Technical Assistance, and Training Consultations on ADES programs and services. Cultural awareness training was provided to 1,671 employees within DBME. More sessions will be

Programmatic Training

Division of Aging and Adult Services (DAAS)

DAAS reinvested in its learning program by adding staff and formalizing the Adult Protective Services Investigator new hire series. OPD delivered standardized training to DAAS staff. This allowed DAAS programmatic staff additional time to perform their core functions. The DAAS training staff also conducted outreach training to other programs and agencies in an effort to improve collaboration between entities.

Division of Benefits and Medical Eligibility (DBME)

Training in the Program Services Evaluator (PSE) series was revised with an end goal of reducing the amount of time from hire to full job readiness. Emphasis is placed on critical thinking and problem solving skills to assist the PSE staff in daily decision making. The revised training program will incorporate Training Within Industry (TWI) to expedite job readiness. TWI focuses on providing better support for Supervisors in performance of their daily duties. The goal is to create an environment conducive to change, improvement of methods, and standardization of work. The Supervisor's role as coach and trainer is also stressed.

Division of Child Support Services (DCSS)

Two courses were added to address some critical needs for DCSS staff. The new courses examined customer service and the life cycle of a payment. Five hundred staff members completed the new courses which are now integrated into the standard learning program. Several courses were revised to reflect current field practices.

Division of Developmental Disabilities (DDD)

DDD adopted a "go to the people" approach bringing training classes to staff in the local offices rather than requiring staff to travel to a centralized location. Five new courses were added and the existing Prevention and Support course was updated. DDD coordinated training on Article 9 with qualified vendor agencies and partnered with the Tribal Nations Liaison to support training needs related to DDD.

Division of Employment and Rehabilitation Services (DERS)

The Rehabilitative Services Core training program and the Rehabilitative Services Administration (RSA) Supervisor curriculum were revised. DERS continued to develop interagency training program in support of AZ@Work Agencies and staff. The training is scheduled to be rolled out during FY 2018.

Continuous Improvement

OPD implemented data collection methods to promote more efficient workload management. A tracker application was created in order to monitor productivity and project completion. OPD supports deployment of the AMS by providing the AMS Key Concepts training as part of NEO. Other AMS concepts and tools will be added to Leadership Development Program training.

Areas of Investment for FY 2018

AMS will be formally deployed within OPD. Other areas of focus include the following:

- Stabilizing new hire training across the organization. Areas of focus will include decreasing cycle time from date of hire to NEO and ensuring greater uniformity.

- Transitioning from stand alone "one and done" courses to structured development programs leading to more advanced knowledge over a period of time.

- Expanding leadership development – this is a breakthrough objective projected to occur over the next few years. The first year will feature a new Supervisor series that will include a "boot camp" completed upon hire or promotion. Planning will begin on a curriculum for other tiers of leadership. Training will include managers and the executive leadership team.   All levels of management will receive training to support AMS deployment.

- Incorporating TWI whenever appropriate. TWI assists Supervisors to train and develop their employees to perform standard work.   TWI expedites job readiness and helps build the coaching relationship that is key to AMS. It supplements other more traditional training activities.

- Reinstatement of instruction and curriculum design certifications. This helps ensure standardized work and provide enhanced professional development opportunities for OPD and Department staff.

Section 4 – Fiscal Year 2017 Highlights and Accomplishments

The following describes selected agency accomplishments during FY 2017 in accordance with each of the agency's four goals:

1. Serve Arizonans with integrity, humility and kindness.
2. Support Arizonans to reach their potential through social services that train, rehabilitate, and connect them with job creators.
3. Provide temporary assistance to Arizonans in need while they work toward greater self-sufficiency.
4. 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.

Serve Arizonans with integrity, humility, and kindness

- DDD helps empower Arizonans with developmental disabilities to lead self-directed, healthy, and meaningful lives. ADES supports and serves over 42,000 people with developmental disabilities throughout Arizona. DDD offers habilitation, attendant care, employment, residential, and support coordination services to eligible members. The majority of DDD members are also eligible for long term care services through the Arizona Long Term Care System (ALTCS). ADES continues to lead the country for providing services to members and families in their own homes and communities. Ninety nine percent of individuals receiving DDD services are served either in their home or other community settings. The majority of services are delivered by a statewide network of individual and agency providers.

- DDD contracts with three outside vendors: Care1st, Mercy Care, and United Healthcare to provide acute health care services. Behavioral health services are coordinated through AHCCCS under an Interagency Service Agreement (ISA). The ISA allows ALTCS eligible DDD members under 21 to access Children's Rehabilitative Services (CRS).

- DDD is striving to integrate acute care, CRS, and behavioral healthcare and provide a streamlined package of physical and behavioral healthcare services by the fall of 2019. DDD is coordinating this plan with AHCCCS and outside consultant Mercer Health and Benefits to develop a Request for Proposal (RFP) for an integrated health plan. Spring 2018 is the target date for competitive bids and September 30, 2019 is the target date to have an integrated health plan in place. The goal of this project is to provide all ALTCS eligible DDD members integrated care. At least two health plans will be selected to provide services throughout the state. The goal is to provide individuals with disabilities needed services in a timely manner to achieve improved outcomes.

- AzEIP is Arizona's statewide interagency system of supports and services for infants and toddlers with developmental delays or disabilities and their families. The program was established by Part C of the Individuals with Disabilities Act (IDEA). The goal is to obtain a higher level of growth in the ability to acquire and use learning, and have improved social and emotional development ultimately leading to an exit from early intervention services. The program helps counter the trend of children receiving out of home care. Extensive data indicates early intervention results in meaningful differences in social and emotional growth for the children.

- DDD continues to participate in the National Core Indicators (NCI) program, a collaborative effort between the National Association of State Directors of Developmental Disabilities Services (NASDDDS) and the Human Services Research Institute. The purpose of the program is to support NASDDDS member agencies to gather a standard set of performance and outcome measures that can be used to track performance over time, to compare results across states, and to establish national benchmarks. Arizona is an original member of the program, participating since its inception in 1997.

- The NCI program consists of four client and family surveys for specific populations. Three surveys are conducted by mail and one survey is conducted face-to-face. In prior years DDD has completed two surveys per year on an alternating schedule. In 2017, DDD completed the Child Family and Guardian Family surveys only. Beginning in 2015, the NCI program was expanded to include a fifth survey for providers entitled the Staff Stability Survey. Arizona was one of only ten states to participate in this survey project. The survey focuses on the stability of Arizona's Direct Support Professional (DSP) workforce. It measures the impact wages and benefits have on DSP staff turnover. Arizona has continued to participate each year since inception and will continue in the future. All five NCI Surveys (Adult In-Person, Child/Family, Adult/Family, Guardian/Family, and Staff Stability will be completed in the 2017-2018 cycle.

- Each year, DDD reviews the data for the NCI program surveys that were completed, paying particular attention to indicators that are below the national average and are believed to have a significant impact on the member population. This information is used to develop strategies to improve outcomes. In the past, DDD has chosen health indicators, cost of services, loneliness, and choosing a Support Coordinator as priority indicators to address. DDD will review the findings of the Staff Stability Survey and determine whether strategies are needed in this area as well. NCI program data will be utilized to evaluate the overall impact and effectiveness of the new federal standards and regulations for Home and Community Based Services (HCBS).

- DDD is involved in a pilot project to improve the Individual Support Plan (ISP) process by making it more person-centric and meaningful to the member and their family. The process began at the Phoenix Cholla Office and utilized AMS principles to develop and test the revised process. The new process was initiated in October 2017 by two units within the office. The new process will be rolled out to other units and offices around the state. Summer 2018 is the targeted date for full integration of the new ISP process.

- DDD is also participating in a pilot to address grievances more quickly and improve the quality of services for members, families, and providers. Root cause analysis with Support Coordinators and Business Operations will develop counter measures in order to implement changes within two weeks.

- DDD is conducting a feasibility study to examine the possibility of integrating all of its separate IT systems under one umbrella. The new system would be a major upgrade from current legacy systems. Subject matter experts will provide recommendations based on available product options. The new IT system will be an essential component of the new integrated service model.

- Through a Section 811 Project Rental Assistance Program (PRA) grant, DDD is working with the Arizona Department of Housing (ADOH) and AHCCCS to enable persons with disabilities, who are income eligible, to live in affordable housing.

- In a joint project with the Housing Authority of Maricopa County, 27 renovated apartments were made available for DDD members in an effort to provide additional affordable housing options. To date, five apartments have been leased. Some of the members reside on their own. Several additional leases will be finalized in the upcoming months. Some of the members are moving from DDD residential settings, resulting in a cost savings for the division.

- Specialized support coordination units assist with obtaining services for children with disabilities who are wards of the court and are in the care of DCS. The two entities collaborate to ensure the children receive all needed services. DCS and DDD participate in joint training.

- DDD maintains a Memorandum of Understanding (MOU) with DERS. The MOU facilitates referral of DDD foster children between the ages of 14 and 18 to the Vocational Rehabilitation (VR) program. The VR program provides two dedicated counselors as well as extensive collaboration with DDD.

- DDD has a designated Tribal Liaison in order to facilitate effective working relationships with the 22 Arizona Tribes. The liaison conducts site visits to individual Tribal nations, collaborative presentations, and coordinates communication between the division and the Tribes.

- DDD has a contract with Navajo Nation Division of Social Services to provide case management for ALTCS members residing in the Navajo Nation lands. Services provided include HCBS and residential services.

- DDD implemented AHCCCS's Criminal Justice Reach, an initiative which targets ALTCS eligible members incarcerated for more than 30 days. The Division Justice Liaison coordinates efforts of community partners and internal staff. DDD, AHCCCS, criminal justice system partners, Regional Behavioral Health Agencies, and acute care partners provide integrated care coordination upon release of incarcerated members.

- As detailed in the Arizona State Systemic Improvement Plan (SSIP), AzEIP has identified specific regions where the program will utilize implementation science and AMS principles to increase the percentage of infants and toddlers with disabilities who exit early intervention with greater-than-expected social and emotional growth. The regions were selected due to the demonstrated high needs of infants, toddlers, and their families as illustrated by available Arizona demographic data. Early Intervention Programs (EIPs) utilize Team Based Early Intervention Services (TBEIS) and incorporate other evidence-based practices relative to social emotional development. The regions identified include: Region 5 – East Central Maricopa County; Region 9 – East Pinal, Southern Gila, and Southeast Maricopa counties; Region 16 – Yuma County; Region 17 – Southern Apache County; Region 18 – Southern Navajo County; and the Navajo Nation. These regions comprise a mix of urban, rural, and tribal areas and represent 40 percent of the children and families served by AzEIP.

- The Child Care Administration (CCA) implemented new requirements resulting from the Child Care Development Block Grant Act of 2014. The expulsion prevention policy was implemented in an effort to reduce the number of preschool expulsions. Training requirements for providers were changed in order to require basic health and safety training. New limits were placed on the number of children allowed in a class or group to help promote a higher quality of care. Subsidy rates were increased for children with disabilities and the length of time for child care authorizations were extended from six to twelve months. CCA revised several contracts under the Child Care Development fund to ensure greater accountability. The contracts were awarded to provide quality training and technical assistance to child care providers serving ADES families statewide.

- During FY 2017, Arizona emergency domestic violence shelters contracting with the Department provided 400,665 nights of safety, resulting in 7,920 adults and children finding safe refuge.

- The U.S. Department of Housing and Urban Development's Emergency Solutions Grant, with an emphasis on Rapid Re-Housing and Homeless Prevention, was introduced in October 2012 in the 13 rural counties outside

Maricopa and Pima counties. During FY 2014, the Rapid Re-Housing Program was expanded to Pima and Maricopa counties. In FY 2017, 2,496 individuals were housed through the Rapid Re-Housing program. In FY, 2017 ADES-contracted emergency shelters served 8,233—individuals, and homeless prevention programs outside of Maricopa and Pima counties served was 24. A total of 11,557 persons experiencing or at risk of becoming homeless were served through contracted service providers during FY 2017 Of those, 68 percent served were in Maricopa County, 17 percent were in Pima County, and 15 percent were in the remainder of the state.

- DAAS contracted with 12 agencies during FY 2017 to provide comprehensive case management services through funding from the Community Services Block Grant (CSBG). The contracted agencies leveraged this funding with other resources at a ratio of 23:1. The national ratio for FY 2015 was 22:1 (most recent data available). The Community Action Network provided a total of 58,978 low-income households with case management, financial literacy education, tax preparation, utility and rental/mortgage assistance. Of this total, 60,653 households received emergency or crisis assistance in paying for home energy; 29,683 of these received assistance under programs administered directly by DAAS. During FY 2017, under the TANF–funded Short Term Crisis Services Program, 1,299 families with children received emergency assistance in paying rent or mortgage to prevent eviction or foreclosure, and 1,827 childless adult households received these services using CSBG funds, for a total of 3,126 households. The Community Action Network served 7,757 case-managed households that obtained or maintained safe and affordable housing. There were 1,011 safe and affordable housing units in the community that were created, preserved, or improved through construction, weatherization, or rehabilitation achieved by Community Action activity or advocacy. Of those preserved or improved, 444 homes were weatherized to make the homes safe and energy efficient.

- The Senior Medicare Patrol provides education and assistance to resolve health care fraud, abuse, errors, and to reduce costs to the Medicare/Medicaid systems resulting from these problems. A total of 14,867 one-on-one counseling sessions were conducted during FY 2017.

- The State Health Insurance Assistance Program (SHIP) is a federally funded state program that provides assistance at no charge to Medicare beneficiaries who have problems with or questions about their health insurance. SHIP informs people of Medicare benefits and rights, and assists with complaints about medical care or treatment, and billing problems. Information is provided about health plan and prescription drug coverage options, and assistance is provided with health plan applications and Medicare enrollment. SHIP helps educate the community about Medicare and related programs by hosting enrollment events and providing an array of information and materials. SHIP volunteer counselors are trained to assist Medicare beneficiaries with enrolling

in programs and plans as well as with applying for the Extra Help and Medicare Savings Programs. In FY 2017, 33,957 Medicare/Medicaid clients were assisted.

- The Long-Term Care Ombudsman Program works to resolve problems related to the health, safety, welfare, and rights of individuals who live in long-term care facilities. The Department contracts with eight Area Agencies on Aging to regularly visit all nursing and assisted living facilities statewide and to directly serve and respond to resident complaints about quality of life and care issues in those facilities. In FY 2017, the program received 3,576 complaints. Long Term Care Ombudsman programs are often the primary responders to complaints about eviction or inadequate discharges, the most frequent complaint in nursing homes and assisted living facilities. The largest group that requested ombudsman services to resolve complaints were residents themselves, indicating that residents depend on the program to help them resolve their concerns. By resolving over 77 percent of these complaints to the satisfaction of the resident or complainant, the work of the ombudsmen has improved the quality of life and quality of care for many residents of Arizona's long-term care facilities. Ombudsman complaint resolution is often conducted without outside intervention, which can save on regulatory and legal costs while achieving the resident's desired outcome.

- The Family Caregiver Support Program strengthens families by providing services that assist family and informal caregivers to care for their loved ones at home for as long as possible. Services provided include counseling and training, respite, and supplemental services. It is important to understand the value that family caregivers bring to long-term services and supports. According to an American Association of Retired Persons (AARP) Public Policy Institute study updated in 2013, there are approximately 804,000 family caregivers in Arizona providing care that helps keep their loved ones living independently in their homes and community settings, avoiding much more expensive placements in long-term care facilities. These unpaid caregivers provided over $9.4 billion in services in 2013 according to the AARP study. Without caregivers, the cost of providing this care would shift to other, more costly government resources such as Medicaid. In addition, the demands of caregiving can lead to burnout or the need to quit jobs, putting the health and economic security of the caregivers at risk. DAAS provided support services to 12,013 caregivers in FY 2017, according to the most recent State Program Report submitted to the National Aging Programs Information Systems.

- Respite services, a critical component of the Home- and Community-Based system, provide short-term relief care for vulnerable adults allowing caregivers to be temporarily relieved from their caregiving responsibilities. Data from the 2013 National Survey of Older Americans Act Participants indicates the critical role that family caregivers play in delaying or eliminating the placement of loved ones in institutional settings. In the study, caregivers receiving respite services

were asked whether the care recipient would have been able to remain in their home if they did not have access to services. Forty-one percent of the caregivers indicated that care recipients would not be able to remain in their homes. The respondents were then asked where care recipients would live if services had not been available. More than 80 percent of caregivers indicated that the care recipients would be in more costly, institutional settings. Respite care has proven to be a vital component to supporting family caregivers. DAAS provided respite services to 756 family caregivers in FY 2017.

- Non-medical Home- and Community-Based Services provide the necessary support services to help individuals remain in their homes and communities. The Department contracts with eight Area Agencies on Aging to identify eligible recipients and provide services such as personal care, homemaker services, and case management. In FY 2017, ADES provided services to 14,824 older adults to help maintain their independence and avoid premature and costly institutionalization.

- In FY 2016, 2,522 homeless and at-risk veterans participated in Arizona StandDowns throughout the state. Phoenix remains the largest StandDown serving 1,850 veterans. The Arizona StandDown is an alliance of community-based organizations that come together to provide annual, one- to three-day events that bring together the state's homeless and at-risk military veterans, connecting them with services. StandDowns were held in Flagstaff, Phoenix, Prescott, Safford, Sierra Vista, and Tucson. Each location had a variety of state and federal agencies participating in the event. Service providers included: Veterans Administration Health Care System, Arizona Department of Transportation's Motor Vehicle Division, municipal and other court systems, Social Security Administration, and ADES. ADES provided one-on-one case management services, including veteran's registrations, job referrals, referrals to support services, resume assistance, assistance with requesting forms, and accessing benefits.

- The Adult Protective Services (APS) program receives and investigates allegations of abuse, neglect, exploitation, and self-neglect of vulnerable adults. In FY 2017, APS received federal funding from the U.S. Department of Health and Human Services Administration for Community Living to strengthen objective decision making at its central intake hotline and during investigations. The project is funded through FY 2019 and includes the development and implementation of a screening tool, safety assessment tool, and risk assessment tool. In FY 2017, Arizona was one of 48 states volunteering to participate in the National Adult Maltreatment Reporting System (NAMRS). NAMRS is the first comprehensive national reporting system of data from adult protective service systems.

- The Arizona Refugee and Resettlement Program (RRP) works in partnership with the AmeriCorps Vista Project. The program provided opportunities for 18

Volunteers in Service to America (VISTA) members who were placed with 15 refugee serving partner agencies in Central and Southern Arizona in FY 2017. The program addresses barriers to employment, and seeks to enhance public health and education. The 19 VISTA members managed 1,922 volunteers (300 of whom were recruited by the VISTA members) providing 13,590 hours of service. Through these projects, more than 5,020 refugees benefited from improved access to services. To commemorate the September 11th National Day of Service and Remembrance, the RRP VISTA team organized an event in collaboration with Hands on Greater Phoenix and the Phoenix Police Department. The event provided refugee youth with information about responding to emergencies. Three police officers, 25 volunteers, and over 100 refugee youth from 16 different countries participated.

- DCSS is federally charged to oversee the statewide administration of Arizona's Voluntary Paternity Program. Providing technical assistance and guidance, the Hospital Paternity Program (HPP) works collaboratively with hospitals and birthing facilities statewide, the Arizona Department of Health Services' Bureau of Vital Records, and each county's vital registration office to provide paternity establishment services for unmarried couples immediately following the birth of their child. During FY 2017 this collaborative effort established paternity for 31,374 children born in Arizona to unwed parents. HPP is available daily by telephone and electronic means to all birth recorders. In June 2017, HPP's database was upgraded to electronically interface with the U.S. Department of Health and Human Services, eliminating data entry errors. DCSS updated sections of the Acknowledgement of Paternity form to reduce processing errors. HPP and the Bureau of Vital Records work in collaboration by conducting quarterly training. In addition, HPP provides a wide variety of outreach services, including training to individuals, hospitals, birthing facilities, and midwives. HPP continues to present at the Compadre Teenage Pregnancy Program (TAPP) event to teen parents and pregnant youth. The goal of the event is to educate teens on child support services, specifically the HPP process. DCSS's HPP is a major contributor to DCSS's success in ranking high among states in the Title IV-D Paternity Establishment ratio.

- DCSS was awarded a grant of more than $780,000 to design and implement projects attempting to increase the perception of fairness in child support legal proceedings. The Procedural Justice Informed Alternatives to Contempt (PJAC) grant was awarded by the federal Office of Child Support Enforcement. The State of Arizona was selected as one of six entities to receive the five year demonstration project grant. DCSS staff will closely track randomly selected cases and actively engage parents in the child support process by providing enhanced services through community partnerships and referral to other state agencies for support services. The goal is to avoid contempt proceedings leading to incarceration, court costs, and reliance on public benefits.

Support Arizonans to reach their potential through social services that train, rehabilitate, and connect them with job creators

- The Workforce Innovation and Opportunity Act (WIOA) of 2014 reauthorized the Workforce Investment Act (WIA) of 1998 and is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA contains specific programs that target vulnerable groups, such as laid-off workers, veterans with disabilities, and out of school youth. State and community partners have been collaborating on the implementation of WIOA requirements under the direction of the Workforce Arizona Council (WAC) which was seated in January 2016.

- In 2017, WAC established several committees to work on strategic communication, partnerships, measuring effectiveness and performance excellence.

- A panel of four core partners and policy staff reviewed all 12 Local Workforce Development Area (LWDA) business plans. All were finalized and approved by the WAC.

- The Arizona Office of Economic Opportunity collaborated with WIOA partners to create an interactive online work performance dashboard. The dashboard will assist in measuring the effectiveness of workforce training programs and compare the success rate to other regions, counties and providers. The dashboard will consolidate data on local labor market conditions, economic indicators, and local workforce system performance. It is anticipated the Arizona Workforce Performance Dashboard will be available in FY 2018.

- ADES sponsored two technical assistance sessions to the Local Workforce Development Areas (LWDA) to assist in the development of Memorandums of Understanding (MOU). Technical assistance included providing MOU templates and infrastructure funding agreements.

- ADES also sponsored a conference on Innovative Workforce Strategies. Attendees included LWDA's and ADES staff. The conference focused on person centered planning and embracing the innovation of WIOA.

- Core programs under WIOA include the ADES RSA VR program, the ADES Workforce Development Administration, the 12 Local Workforce Development Boards (LWDB), and the Arizona Department of Education (ADE). Partners will continue to discuss implementation issues, such as common performance measures, data sharing, and streamlining of service delivery to reduce duplication of services and provide high-quality, customer-centered services.

- The Workforce Development Administration worked with the 12 LWDB's to provide services under WIOA Title I-B including the Adult Dislocated Worker and Youth Programs. These programs assist adults, dislocated workers, and youth with a variety of services that lead to employment, an increase in earnings, and, ultimately, self-sufficiency. WIOA Adult and Dislocated Worker services include case management, structured job search, resume assistance, job referrals, employment history and skill assessment, career planning, training services, and supportive services. Individuals identified as needing additional training to be able to secure employment may be eligible for training services. The WIOA Title I-B Youth Program focuses on youth with barriers to employment by providing an array of services that prepare youth for postsecondary education, training, or employment. Youth services include tutoring; summer employment opportunities; work experiences which include pre-apprenticeships, internships, on-the-job training, or occupational skills training; and other supportive services. In FY 2017, 12,503 adults (including dislocated workers) and 4,168 youth (aged 14–21) clients received assistance.

- The Eligible Training Provider List (ETPL) comprises training providers and programs that provide training to participant's eligible to receive WIOA funding for training. The statewide ETPL is available at www.azjobconnection.gov. Training providers must meet state and local ETPL requirements to be approved. Training programs must be for an in-demand job and disclose all of the following information:
  o Program descriptions;
  o Accreditation information;
  o Cost and fees;
  o Labor market information;
  o Credential attainment information;
  o Performance data; and
  o Information provided on the minimum entry wage for the occupation.

  This allows for informed customer choice. To date, there are 317 training providers and 2,089 approved training programs which includes programs in rural and metropolitan areas as well as online training. WIOA eligible participants approved for training were enrolled in the programs to gain required skills for current employment opportunities in Arizona.

- Registered Apprenticeship programs are automatically approved for inclusion on ETPL. This facilitates jobseekers applying for Individual Training Allowances and other funds from the ARIZONA@WORK job center. The funds help individuals to obtain tools and supplies in order to start an apprenticeship training program and continue working.

- RRP contracts with public and private organizations to provide culturally compatible and linguistically responsive services. The services support successful resettlement and achievement of greater economic self -sufficiency.

The majority of the contracted services are employment related. English language training and case management is provided. Additional programs include:
o An Unaccompanied Refugee Minors Program;
o Services to Older Refugees;
o Cuban and Haitian Entrants Program;
o Refugee Health Promotion Program;
o Refugee School Support;
o Coordination of Refugee Domestic Medical Exams; and
o Administration of transitional Refugee Cash and Medical Assistance Programs.

- The federal Office of Refugee Resettlement Targeted Discretionary (TAG-D) Program is available to states to provide specialized support for specific programs. Arizona's TAG-D program is focused on providing specialized employment and case management support. On the job training and incentive programs are provided through two TAG-D coordinators, one located in Maricopa County and one in Pima County. The program supports refugees with extensive barriers to employment. Target groups include refugees with Limited English Proficiency and those with little or no previous work history. Support is also provided to people with chronic health issues, behavioral health challenges, and refugee youth from 18-24 years of age.

- RRP contracts with Lutheran Social Services of the Southwest (LSS-SW) (formerly Refugee Focus in Phoenix), and Pima Community College Adult Education in Tucson to provide English Language Training (ELT) to refugees. The training emphasizes English learning as a direct path to gainful employment and self-sufficiency. During Federal Fiscal Year (FFY) 2017, 3,470 refugees were enrolled in one of the 26 ELT class sections offered, including two Vocational English as a Second Language classes and two classes focused on English acquisition for the High School Equivalency exam.

- In, 2017, 8,889 CA-eligible families were diverted from long-term CA and received a one-time cash grant equal to three months of benefits in the Department's Grant Diversion Program. The Grant Diversion cash grant allows families with a job-ready adult to eliminate immediate barriers to employment in order for the adult to attain full-time employment within 90 days of the CA application. Recidivism in the Grant Diversion Program remained very low during FY 2017 as over 90 percent of families that received the Grant Diversion option from July 2016 through January 2017 did not return to long-term CA within 180 days.

- The Arizona Apprenticeship Office in the DERS Employer Engagement Administration (EEA) creates and develops registered apprenticeship programs in all industries for the State of Arizona. The apprenticeship office staff provide support and technical assistance to 144 registered apprenticeship

programs. Growing and creating more programs in nontraditional occupations, such as the Informational Technology and Healthcare industries, are part of the apprenticeship office goals for the future of registered apprenticeship in the state. In FY 2017, 1,371 new apprentices were registered, for a total of over 3,230 apprentices in Arizona. Most new apprentices were in construction, advanced manufacturing, information technology, utility, and energy occupations.

- Veterans who become apprentices in approved registered apprenticeship programs can use GI Bill benefits if they qualify for the program. The Arizona Apprenticeship Office works closely with Arizona's Workforce Area One Stops. The office also conducts outreach to business service representatives and the Tribal Nations within the state to increase the availability of apprenticeship programs in Arizona for jobseekers and employers.

- RSA partners with AHCCCS through an Interagency Service Agreement (ISA) to provide enhanced VR services to individuals determined to have a serious mental illness. The purpose of the ISA is to increase the number of employed individuals with psychiatric disabilities being served by the statewide Managed Care Organizations (MCO). The current ISA is funded with AHCCCS matching 21.3 percent of federal funds. The FY 2017 and FY 2018 ISA budget is $14.8 million per year. The budget covers operating and client expenditures, which include 52 specialty Behavioral Health VR Counselors who work with and are assigned to the various statewide behavioral health clinics.

- RSA provides enhanced, structured, and goal-oriented vocational and educational activities through coordination and collaboration with high schools statewide. Students with disabilities participate in activities that are geared to help the student prepare for, obtain, and maintain employment. In FY 2017 RSA partnered with 27 high school districts. This joint collaboration allowed 2,928 students with disabilities to receive enhanced vocational services while in high school.

- In FY 2017, 1,671 individuals with significant disabilities gained competitive integrated employment as a result of participation in the VR program and earned an average hourly wage of $11.37, which is higher than the state minimum hourly wage of $10.00.

- In 2017, RSA continued to work collaboratively with DDD, University Center for Excellence in Developmental Disabilities (UCEDD), and the Arizona Developmental Disabilities Planning Council to implement the Arizona Employment First initiative. Employment First emphasizes integrated competitive employment as the primary daily activity for individuals with disabilities of working age.

- In 2017, RSA continued to be involved in the planning and implementation of the Arizona Transition Conference. The annual conference provides information to ADES staff, educators, youth, and parents about the opportunities that exist for youth with disabilities to successfully transition from high school to post high school employment. Staff from RSA hosted several sessions to inform about the implementation and impact of the WIOA which places an increased emphasis on providing pre-employment transition services to students with disabilities to allow them the opportunity to successfully transition from high school to employment.

- DDD continues to focus on ensuring young adults with disabilities successfully transition from school to work. Division staff participate in the Arizona Community of Practice on Transition (CoPT). Meetings are monthly and support development and maintenance of local CoPT's. DDD assisted in developing a transition tool for families. Educators and other stakeholders use the tool to provide consistent messaging about actions to take regarding employment outcomes. DDD developed the Arizona Transition Slide Guide for presentation at the 17th Annual Arizona Transition Conference which had more than 900 attendees. The theme for the conference was achieving successful employment outcomes. Four sessions were presented by DDD staff. The sessions included some of the following topics:
  o Partners in Transition: Educators, Vocational Rehabilitation, and Families Working Together;
  o Transition to Employment: Skills needed to enter the competitive workforce;
  o Understanding DDD and Employment Services; and
  o Employment First: From Strategic Planning to Implementation.

- DDD's seven District Employment Specialists regularly facilitate in local CoPT's, high school transition fair, job fairs, and other events highlighting employment. Joint training is conducted in conjunction with DOE Exceptional Students Transition Specialists. DDD and the DOE collaborate to plan a student's transition from school to employment. The division also works closely with the Arizona Parent Training and Information agency (known as Raising Special Kids) to provide training for family members. Training focuses on transition related topics with an emphasis on employment as the most desirable postsecondary outcome for children with disabilities.

- DDD collaborated with RSA and ADE to develop an ISA. The goal of the ISA is to achiever greater interagency cooperation and provide a smoother transition for high school students with disabilities to employment. The intent is to maximize employability and integration into the community. The ISA outlines the responsibilities of each partner to identify and provide outreach to students with disabilities. The three partners provide technical assistance, training, transition planning and development and implementation of student individualized services.

- DDD is encouraging providers of Center Based Education (CBE) services who meet service specifications to add the new Career Preparation and Readiness Services to their contracts. This service strives to increase the number of members moving to integrated employment by providing pre-vocational services to individuals currently enrolled in CBE.

- DDD provides in person training and technical assistance for Support Coordinators to provide a comprehensive understanding of the available member employment supports. Support Coordinators play a key role in assisting members to obtain suitable employment. DDD created a Computer Based Training (CBT) course entitled *Employment Supports and Services*. Support Coordinators and their Supervisors are required to complete the CBT once every three years.

- The DDD Strategic Plan 2016–2020 prioritizes the importance of increasing the number of members who are employed. Employment Services staff are visiting Support Coordination meetings to provide training and discussion of employment related topics, changes in policy and regulations, and answer questions. Employment Services conducts provider information meetings in each district to discuss recent changes, provide updates, and answer questions.

- WIOA included a new requirement that workers with disabilities age 24 or younger complete various activities designed to improve their access to competitive integrated employment. These activities include transition services, vocational rehabilitation, and career counseling services before they are employed at a subminimum wage. WIOA also requires that all workers with disabilities, regardless of their age who are paid a subminimum wage, receive regular career counseling and information about self-advocacy, self-determination, and peer mentoring. RSA worked collaboratively with UCEDD, AHCCCS, DDD, Arizona Disabilities Planning Council, Arizona Association of Providers of People with Disabilities, and ADE to develop and distribute joint guidance regarding implementation for Section 511 of WIOA-Limitations on the Use of Subminimum Wage.   The guidance explains the roles and responsibilities of each entity when providing services to individuals with significant disabilities.

- VR staff provided Career Counseling and Information and Referral (CCI&R) services to approximately 2,163 individuals currently participating in subminimum wage activities. CCI&R services are designed to inform individuals with disabilities and caregivers of VR services and other resources for pursuing competitive, integrated employment.

- DDD continues its active role within the broadly based statewide partnership implementing the Arizona Employment First Strategic Plan developed in 2015. Division staff continue to participate in presentations to parent and community

groups, providers, school organizations, and advocacy groups. Employment First is a key foundation of DDD policy. Community based, integrated employment is the primary goal for working age youth and adults with disabilities. Once suitable employment is obtained, supports are provided to assist in maintaining employment.

Provide temporary assistance to Arizonans in need while they work toward greater self-sufficiency

- In 2015, DERS initiated the Personal Accountability Pilot now renamed the SNAP Career Advancement Network (CAN). In order to expand the Supplemental Nutrition Assistance Employment and Training (E&T) Program service delivery areas. SNAP CAN is a community- based E&T partnership providing employment readiness opportunities to eligible SNAP recipients. Services provided through SNAP CAN partner organizations are designed to connect participants with tools and resources needed to overcome barriers and obtain employment. SNAP CAN assists eligible SNAP recipients to gain skills, training, and work -related experience in order to help obtain suitable employment and reduce SNAP Program dependency. Seven community-based organizations are currently contracted with ADES to provide E&T services through SNAP CAN.

- SNAP CAN allows DERS to apply the SNAP E&T 50/50 local/federal match funding model. The United States Department of Agriculture (USDA) Food and Nutrition Service (FNS) reimburses states 50 percent of the Federal Financial Participation to support SNAP recipient participation in allowable SNAP E&T activities. With the 50 percent reimbursement DERS applies a 5 percent monitoring fee and sends the remaining balance back to the contractor providing the activities. The remaining balance is retained by DERS to administer the program. Reimbursement is only provided when allowable activities are paid for with non-federal funds not used to match other federal funds. This allows DERS to engage more SNAP recipients in diverse community settings and offer various approaches to improve employment outcomes for participants. This community- based approach will allow DERS to significantly expand program capacity.

- A productive partnership made possible by an MOU between DAAS and the community-based nonprofit Arizona Caregiver Coalition (ACC) has enabled the continued operation of the Caregiver Resource Line (CRL), a statewide toll-free service that provides a "No Wrong Door" access point to family caregivers seeking support and services. The CRL uses space, phones, and data equipment provided by ADES, but all of the people staffing the phones are trained volunteers overseen by a volunteer coordinator provided by the ACC.

- ADES holds monthly consultation meetings with Arizona Indian Tribes to discuss their issues as they relate to the Department. Under the direction of

the ADES Tribal Relations Liaison, the group revised the Department *Tribal Government Consultation* policy and procedures, which ensures open, continuous, and meaningful consultation with Arizona's Tribes.

- In further continued effort to work in partnership with the ADES Office of Tribal Relations under OCE and promoting positive working relationships with all 22 federally-recognized American Indian Tribal Nations throughout Arizona, ADES DBME created a full-time Tribal Liaison position dedicated specially to all Tribal-related matters for DBME. Recognizing the importance of ongoing Tribal relations and successes of the Division-specific Tribal Liaison, DERS and DDD have both created Divisional Tribal Liaison positions to provide direct assistance to Tribes and Tribal Members for their respective ADES Divisions.

- During FY 2017, DDD received assistance from approximately 62 volunteers, working a total of 5,086 hours. Trained volunteers assist in many areas, ranging from Human Rights Committees, the Adaptation Station, and the DDD Arizona Training Program Coolidge (ATPC), helping with special projects such as the assist-a-family holiday outreach project and helping with office and clerical tasks. The Adaptation Station designs and constructs adaptive equipment for children and adults with Developmental Disabilities. During FY 2017, 26 volunteers contributed 4,088 hours. Volunteers produced and adapted over 985 items for 216 members. Volunteers completed work on behalf of 100 therapists who serve DDD members in community agencies. Some of the work included crafting easily operable switches for toys, building therapeutic positioning devices and furniture, sewing weighted vests, blankets and lap pads. A cost savings of 75 percent was realized due to the Adaptive Station's ability to produce items for the cost of materials only. Many of the items produced are not offered by outside sources.

- DDD continues its partnership with Pilot Parents of Southern Arizona to provide the Partners in Leadership program, which is an innovative leadership training program that teaches people to be community leaders and to effect systems and policy changes at the local, state, and national levels. The program is designed for individuals who have a disability and for parents raising children with a disability. Partners in Leadership provides the most current information and education about disability policy; the legislative process; and local, state, and national issues that affect individuals with disabilities. Participants are people who are ready to work for long-term system changes and for changes in public policy. The overall goal of the program is to foster a partnership between people who need and use services for disabilities and those who determine public policy. Graduates of the program gain the ability to teach policymakers a new way of thinking about people with disabilities.

- DDD contracts with Raising Special Kids and Pilot Parents of Southern Arizona to provide peer counseling, which provides self-help opportunities through education, training, information, encouragement, and support to individuals,

families, and other caregivers. Peer counselors also communicate with professionals in fields such as education, healthcare, child protection, and law enforcement to increase awareness and understanding of developmental disabilities.

- The DDD Housing Engagement Resources and Opportunity (HERO) Unit continues to provide staff support to the Developmental Disability Advisory Council (DDAC) with approximately ten council meetings per year and public forums in each district. The council reviews and makes recommendations to the DDD Assistant Director regarding the provision of services to people with developmental disabilities. DDAC membership is composed of 17 members, including persons with developmental disabilities who receive services from DDD; parents and guardians of children with developmental disabilities; private-sector agency providers of in-home services, residential services, and adult day services; representatives from developmental disability advocacy organizations; and a foster parent representative. The mission of the DDAC is to provide, in partnership with DDD, advisory oversight on behalf of members, families, and providers by defining appropriate services from the member's perspective.

- The HERO Unit provides support to Human Rights Committees organized within each District across the state. These committees are composed of local volunteers who provide independent oversight in matters related to the rights of people with developmental disabilities in areas such as incidents of abuse, neglect, or exploitation. Committees usually meet monthly to:
  o Review any incidents that may have involved neglect, abuse, or denial of rights of members receiving services;
  o Review behavior programs that involve the use of behavior-modifying medications or aversive techniques;
  o Review any proposed research involving members receiving services; and
  o Make recommendations to DDD about changes needed to protect the rights of members receiving services.

- CommunityConnect, an e-newsletter for community leaders and community members across Arizona that is produced by the Department, provides those who deliver human services with resources, information, and a platform for sharing community successes among groups and geographically dispersed communities. The e-newsletter reaches over 10,000 Arizonans.

- DCSS uses its Community Outreach Unit to better serve and educate the people of Arizona. This community-people-centric group collaborates and creates ongoing partnerships with locally focused groups that include: Fatherhood Programs, Parental Accountability, Court Programs, and Community Correctional facilities. Some of the services the DCSS Outreach Program offers educate the public on available child support services and resources. The DCSS Outreach Team offers live presentations by trained

liaisons and a new video tailored to diverse populations and their respective needs. Examples include representation in many community events and organizations, such as Resource and Wellness fairs, conferences, and Veteran's StandDown Events. Organizations that DCSS partners with include correctional facilities, domestic violence shelters, rehabilitation clinics, faith-based organizations, high schools, tribal partners, and nonprofit organizations. Other methods used by DCSS for community outreach include partnering with OCE to utilize interdivisional resources that allow DCSS to reach community members with a multitude of needs. Through this partnership, DCSS can further expand its reach with the use of the ADES On the Go mobile units and offering services through the satellite offices involved in the ADES On the Spot initiative.

- In 2017, CCA released 6,622 children from the Child Care Priority Wait List.

- In FY 2017, the VR program was able to remove 271 individuals from the waitlist. This is the first time since 2009 the program has been able to move individuals off of the waitlist.

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

- During FY 2017, the Office of Special Investigation Public Assistance Benefit Fraud Unit (PABF) completed and finalized 9,138 investigations. The investigations resulted in an estimated cost avoidance of $5,281,242. The Investigations Support Unit referred 437 cases for administrative action and 87 for prosecution. The prosecution referrals resulted in 19 convictions and a total $236,252.40 in court ordered restitution. The SNAP Trafficking Detection Unit identified 105 individuals committing Intentional Program Violation resulting in overpayments totaling $16,671. The individuals were all disqualified from receiving SNAP benefits for a minimum of one year. The UI Benefits Fraud Unit referred 271 cases to the Attorney General's Office for prosecution. The anticipated recovery amount is $1,499,811. Seventy two administrative cases were referred back to UI for anticipated recoveries totaling $221,053. Fifty Eight identity theft cases were established with projected recoveries totaling $96,946. The Office of the Attorney General had 307 UI case direct complaints filed with the courts with 194 convictions. Court ordered restitution totaled $759,065, court ordered fines $42,745 and court ordered fees of $7,975. UI recoveries paid prior to sentencing totaled $1,034,732.

- DCSS distributed nearly $700,000,000 in child support collections to families during FY 2017.

- Employers play an important role in DCSS and are relied on for reporting up-to-date data, processing withholding orders, and overall participation in the

child support program to ensure that support funds are disbursed to children in a timely manner. By withholding child support payments from employee paychecks and enrolling children in their parent's health insurance plans, employers help ensure the financial security of children and families. DCSS offers a service called e-Employer, where employers can receive and respond to income withholding orders, medical support notices, employment verifications, and terminations online. There is no cost, and this service expedites support to the families.

- DCSS was recently awarded the Procedural Justice-Informed Alternatives to Contempt (PJAC) demonstration grant which allows testing new programs designed to increase collections and keep noncustodial parents out of the court system. Initiatives include: two way texting to remind parents of meetings, office locations and deadlines, domestic awareness violence training for employees, and allowing DCSS staff to travel to locations outside of the office for appointments.

  - o FAA began by creating a value stream of the interview process for initial Nutrition Assistance program applications. Since September 2016, the agency has worked with a pilot office to continue to improve service levels. Week long Kaizen events were held for management staff to assist with improving lobby flow, internal quality, and determining standard work.
  - o Delivery of full day structured learning events for all regional management and staff throughout the state that focused on teaching the five key concepts for AMS.

- DBME FAA has also successfully rolled out AMS core deployment in the Chandler office and is working toward core deployment at additional offices next year. In conjunction with the electronic application process through the automated HEAplus application, emphasis is placed on completing the entire application and authorization process in one visit. DBME is decreasing the number of repeat office visits and phone calls, minimizing lobby traffic while providing timely and more accurate eligibility determinations. The dramatic increase in the SNAP timeliness rate is one example of the success DBME continues to experience. The timeliness rate for SNAP applications as of June 2017 has increased to 97.44 percent. In October 2010 the timeliness rate was 79.6 percent.

- The DDD Customer Service Center (CSC) works closely with individuals, families, system partners, providers, and community stakeholders. The Resolution System (RS) is an automated system used to track member,

provider, and community grievances; inquiries; and summarize resolution of the issue. Grievances are tracked in the RS and the complainant is updated on a regular basis. RS helps to identify patterns of concern to ensure systemic identification and resolution.   During FY 2017, DDD responded to 3,839 complaints. The unit also responded to more than 14,907 other phone calls that were not entered into the RS because they were handled during the initial phone conversation. The calls included referrals to other agencies, community resource information requests, and updates on staff locations.

- The DDD CSC consolidated 16 toll free numbers into one. Stakeholders now call one automated number and are directed to various units throughout the Division or they may speak with a "live" representative for assistance.

- The DDD CSC delivered 756 presentations in FY 2017. Attendees included stakeholders, community partners, emergency management teams, school districts, hospitals, family groups, DDD colleagues, various community fair attendees first responders, and health and wellness event attendees. The CSC also provides community resource assistance (food banks, dental, and emergency shelters) to members of the community.

- The HERO Unit coordinates and develops the DDD Member Update newsletter that is published three times each year. The Unit also provides resource assistance to members of the community including Social Security benefit, Medicare and Medicaid information to DDD members and families.

- The RRP provides linguistically and culturally appropriate Foster Care designed to meet the needs of refugee children identified by the U.S Department of State. The program prioritizes obtaining foster care providers for children without a parent or guardian, and children that have no family care available.   The Trafficking Victims Protection Reauthorization Act extends Unaccompanied Refugee Minor (URM) eligibility to certain special immigrant juveniles (Special Juvenile Immigrant Status) and to unaccompanied minors with U.S. Victims of Crimes visas. The URM Program welcomed nine new minors during FFY 2017. Nine youth were emancipated during FFY 2017.

Section 5–Economic Conditions and Outlook[1]

The Arizona Office of Economic Opportunity (OEO) is projecting gradual gains in employment in Arizona from Quarter 3 of 2016 to Quarter 2 of 2018. An over-the-period gain of 138,553 jobs are projected to be gained over the projected years (2016 Quarter 3 to 2018 Quarter 2). In the current projection period, the annualized rate of growth for total employment is 2.4 percent.

The overall employment situation in Arizona continues to improve. This is consistent with improvement seen in many economic indicators, including population growth. Population grew faster in 2016 at 1.1 percent compared to 0.7 percent nationally, based on OEO population estimates. Population is projected to grow at 1.7 percent in 2017 and 1.7 percent in 2018.

During February 2016, Arizona recovered 100 percent of jobs shed since the prerecession peak on October 2007. However, the recovered gains were not equally shared among all industries or all sub state areas. Construction; Manufacturing; Government; Other Services; Trade, Transportation, and Utilities; and Natural Resources and Mining are still recovering jobs shed. Education and Health Services; Leisure and Hospitality; Financial Activities; Professional and Business Services; and Information have recovered all lost jobs. Phoenix Metropolitan Statistical Area (MSA), Flagstaff MSA, and Yuma MSA have fully recovered the number of jobs shed while Prescott MSA, Tucson MSA, and Lake Havasu-Kingman MSA are still in the process of recovery.

The steady growth was driven by continued expansion in three industries: Education and Health Services; Professional and Business Services; and Leisure and Hospitality. The growth recorded recently in Arizona is projected to continue into the near future. Employment is projected to grow at an annualized rate of 2.4 percent during the two-year projection period. Ten of eleven major sectors are projected to grow from 2016 Q3–2018 Q2. Arizona has historically (1993–1999, 2004–2006) seen stronger nonfarm employment growth rates than what has been observed in recent years. Although nonfarm employment has grown in both absolute and relative terms since the recession, this recovery has been mild when examined in the historic context.

Factors supporting Arizona's economic growth

- Continued improvement in real Gross Domestic Product (GDP), real personal income, and employment at the state and national levels;
- Increases in Arizona's per capita personal consumption expenditures;
- Sustained growth in total wages and salaries;

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1. This section has been provided by the Arizona Office of Economic Opportunity

- Continued increases in private sector employment, increases in private domestic investment, and modest increases in private residential construction permits;
- Declines in the US and Arizona unemployment rates;
- Increases in the labor force participation rate in Arizona;
- Rising levels of building construction permits, construction starts, and housing prices;
- Positive growth rates in population, nonfarm employment, and real personal income in 2016;
- Continued increases in household net worth;
- US household debt service payments as a percent of disposable personal income were below 10 percent in 2016; and
- In 2016, real median household income in the US ($59,039) exceeded the level from 2007 ($58,149). 2016's real median household income ($59,039) is even higher than the 1999 level of $58,665.

Some factors that could further dampen the growth of the local economy are given below; however, the positive factors listed above outweigh the uncertainties in the sections described below in support of our projection:

- Arizona's mining sector has recorded declines due to a slowdown in world commodities markets;
- In 2016, Arizona's population below the poverty level (16.4 percent) exceeded the US population below the poverty level (14.0 percent); and
- The unemployment rate in Arizona consistently remains higher than the US unemployment rate.

Arizona Industry Employment Projections (2015–2017)

During the two-year projection time period, five sectors are projected to grow at a faster rate than the overall total annualized employment growth rate of 2.4 percent, and six sectors are expected to grow at a slower rate. The major sectors with higher expected annualized growth rates are Construction (3.9 percent), Professional and Business Services (3.3 percent), Education and Health Services (3.3 percent); Leisure and Hospitality (2.8 percent); and Financial Activities (2.7 percent). The major sectors expected to grow at a slower rate than total employment are Trade, Transportation, and Utilities (1.5 percent); Other Services (1.0 percent); Information (0.7 percent); Manufacturing (0.5 percent); Government (0.3 percent); and Natural Resources and Mining (-1.1 percent).

Professional and Business Services (PBS): The PBS sector is projected to have an increase of 27,582 jobs (6.6 percent) over the two-year projection period. The Administrative and Support and Waste Management and Remediation Services subsector will provide the largest share of this increase followed by the Professional, Scientific, and Technical Services subsector.

Education and Health Services (EHS): The EHS sector is projected to gain 38,757 jobs (6.6 percent) over the projection period. Growth is projected to be broad in both the Educational Services subsector and the Health Care and Social Assistance subsector.

Trade, Transportation, and Utilities (TTU): The TTU sector is projected to gain 15,925 jobs (3.0 percent) over the two-year period. Retail Trade is expected to have the most employment gains within TTU subsectors projecting gains. Fewer gains are projected in Wholesale Trade and Transportation and Warehousing. Utilities is expected to remain static.

Leisure and Hospitality (L&H): The L&H sector is projected to gain 19,018 jobs (5.6 percent) over the two-year period. The largest projected job gain is expected in the Food Services and Drinking Places subsector. Fewer gains are projected in the subsectors of Accommodations and Arts, Entertainment, and Recreation. An improving economy, tourism, and population increases are expected to bolster employment in the L&H sector.

Construction: This sector is projected to gain 10,943 jobs (7.8 percent) over the two-year period. The Specialty Trade Contractors subsector is expected to have the largest employment gain, and the Construction of Buildings subsector is projected to have the second largest employment gain. Home repair, home maintenance, rising building permits, and population growth are factors that support growth in this sector.

Financial Activities (FA): Projected employment growth in FA over the two-year period is expected to increase by 10,879 jobs (5.4 percent). The Credit Intermediation and Related Activities subsector is projected to provide a substantial portion of this growth.

Information: This sector is projected to have a gain in employment of 630 jobs (1.4 percent) over two years. The largest job gains are projected in the Internet Service Providers, Web Search Portals, and Data Processing Services subsector.

Manufacturing: This sector is projected to have an employment increase of 1,593 jobs (1.0 percent) over two years. Nondurable Goods like Food Manufacturing are projected to grow substantially. Gains in Durable Goods are expected primarily from Fabricated Metal Products.

Other Services (**Except Government**) **(OS):** OS is projected to gain 1,943 jobs (2.0 percent) over two years.

Government: Government is projected to have a small gain of 940 jobs (0.6 percent) over the two-year period. Most of these gains are expected to be due to increases in federal employment.

Natural Resources and Mining (NRM): The NRM sector is projected to lose 737 jobs (-2.2 percent) over the two-year period.

Conclusion

Arizona is projected to gain 138,533 jobs over the two projected years (2016 Quarter 3 through 2018 Quarter 2). This represents an annualized growth rate of 2.4 percent over the projection period. This is consistent with improvements observed in other economic indicators.

In February of 2016, Arizona recovered 100 percent of the jobs shed from the prerecession peak. Many economic fundamentals in Arizona continue to improve. Ten of the eleven major sectors are expected to grow over the two projected years. Home prices continue to increase but are still below prerecession peak levels.

Ten of the eleven major sectors of the Arizona economy are projected to gain jobs during the 2016–2018 projected time period: Education and Health Services (38,757 jobs); Professional and Business Services (27,582 jobs); Leisure and Hospitality (19,018 jobs); Trade, Transportation, and Utilities (15,925 jobs); Construction (10,943 jobs); and Financial Activities (10,879 jobs). Smaller gains are projected in these sectors: Other Services (1,943 jobs); Manufacturing (1,593 jobs); Government (940 jobs); and Information (630 jobs). Natural Resources and Mining is the only major sector that is expected to see a loss (-737 jobs).

Some sectors are projected to have a higher employment growth rate while others have a lower rate when compared to the overall annualized employment growth rate of 2.4 percent. The annualized growth rate over the 2016–2018 projected period for the five sectors projected to grow at a faster annualized rate than the overall employment rate in descending order of magnitude are Construction (3.9 percent); Professional and Business Services (3.3 percent); Education and Health Services (3.3 percent); Leisure and Hospitality (2.8 percent); and Financial Activities (2.7 percent). The remaining five sectors projected to grow at a slower annualized rate than all industries are Trade, Transportation, and Utilities (1.5 percent); Other Services (1.0 percent), Information (0.7 percent); Manufacturing (0.5 percent); and Government (0.3 percent). Natural Resources and Mining is expected to show an annualized decline of -1.1 percent.

There are many positive indicators suggesting improvement in the overall economy and this momentum will continue through 2018. Nonfarm employment is rising modestly and more workers are returning to participate in the labor force. Economic indicators such as: GDP, employment, household net worth, income levels, personal consumption expenditures, residential real estate markets, and private domestic investment are showing improvements since the recession.

There are also risks and uncertainties associated with the indicators mentioned above, but the positive factors listed above outweigh the uncertainties in support of our projections and the overall health of the Arizona economy.

Section 6 – Statistics
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison between Arizona and United States Population
For Calendar Years Ended December 31
(2016 is the most recent data available)

Year	Arizona Population	United States Population	Percentage Change In Arizona Population	Percentage Change in U.S. Population
2007	6,274,981	301,231,207	2.6	1.0
2008	6,368,649	304,093,966	1.5	1.0
2009	6,389,081	306,771,529	0.3	0.9
2010	6,401,569	309,349,689	0.2	0.8
2011	6,438,178	311,663,358	0.6	0.7
2012	6,498,569	313,998,379	0.9	0.7
2013	6,581,054	316,204,908	1.3	0.7
2014	6,667,241	318,563,456	1.3	0.7
2015	6,758,251	320,896,618	1.4	0.7
2016	6,835,518	323,127,513	1.1	0.7

Sources: Arizona estimates were provided by the Arizona Office of Economic Opportunity; U.S. estimates were provided by the by U.S. Census Bureau.

Note: The information contained in the sources used for this table is continuously revised, and, accordingly, the amounts in the above table have been revised. Therefore, amounts presented may not match the amounts reported for prior years.
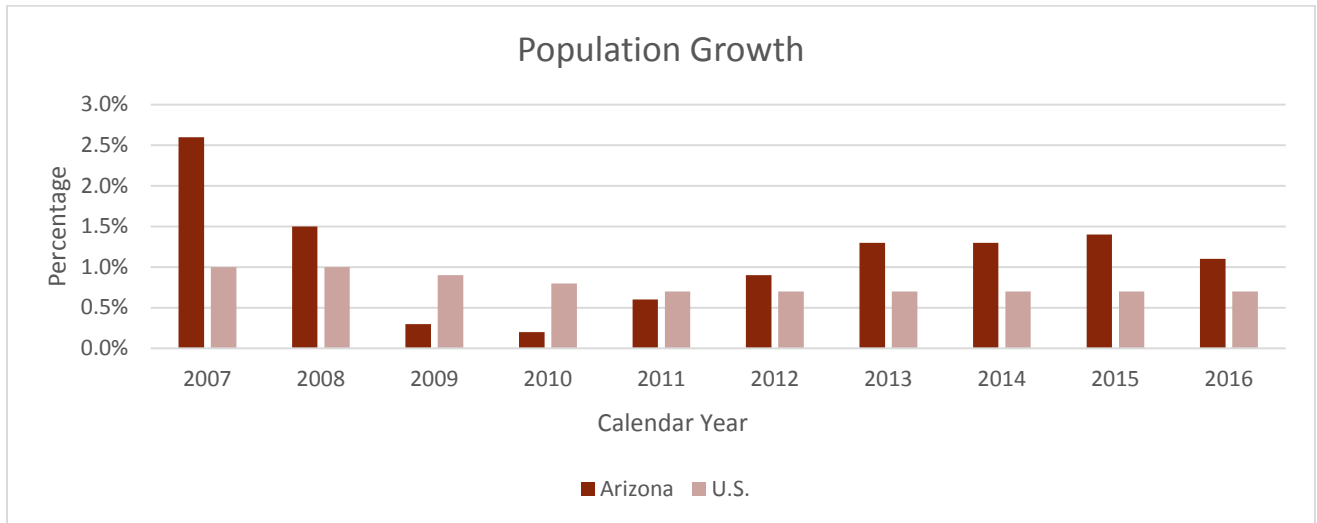
Comparison between Arizona and United States per Capita Income
For Calendar Years Ended December 31
(2016 is the most recent data available)

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
2007	35,751	39,821	3.0	4.4
2008	35,717	41,082	-0.1	3.2
2009	33,746	39,376	-5.5	-4.2
2010	33,558	40,277	-0.6	2.3
2011	34,921	42,461	4.1	5.4
2012	36,066	44,282	3.3	4.3
2013	36,558	44,493	1.4	0.5
2014	38,055	46,464	4.1	4.4
2015	39,217	48,190	3.1	3.7
2016	40,243	49,571	2.6	2.9

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Definitions: Per capita personal income is equal to personal income divided by the population.
Personal income is the income received by a single individual. It includes compensation, interest, and dividends.
For more information, go to http://www.investopedia.com/terms/p/personalincome.asp#axzz2CQSD5Y2y.


Changes in Per Capita Income
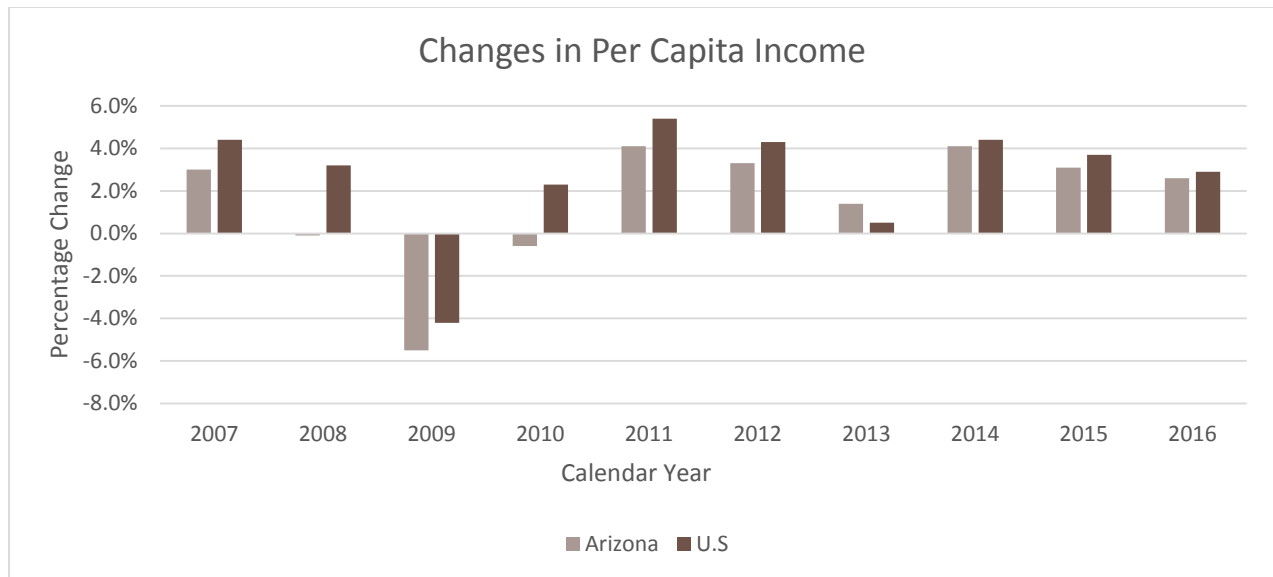
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Expenditures by Funding Source
(Governmental Funds and Unemployment Insurance Benefits)
For Fiscal Years Ended June 30

Year	State Funds	Federal Funds	Other Funds	Total Funds
2008	801,862,086	1,703,396,765	1,080,817,875	3,586,076,726
2009	705,314,168	2,359,577,901	1,540,321,161	4,605,213,230
2010	512,735,693	3,804,712,359	1,667,553,184	5,985,001,236
2011	579,759,832	3,701,195,606	1,341,056,629	5,622,012,067
2012	604,219,713	3,293,038,152	1,277,799,638	5,175,057,503
2013	629,865,944	2,966,252,807	1,220,146,970	4,816,265,721
2014	712,154,746	2,601,376,328	1,340,970,358	4,654,501,432
2015	509,521,850	2,050,920,455	1,221,030,446	3,781,472,751
2016	522,466,498	2,084,020,593	1,245,194,037	3,851,681,128
2017	553,228,673	2,016,878,278	1,369,755,399	3,939,862,350

Source: The Arizona Department of Economic Security Financial Statements.

Note: The Federal Funds amounts include amounts for SNAP benefits distributed.
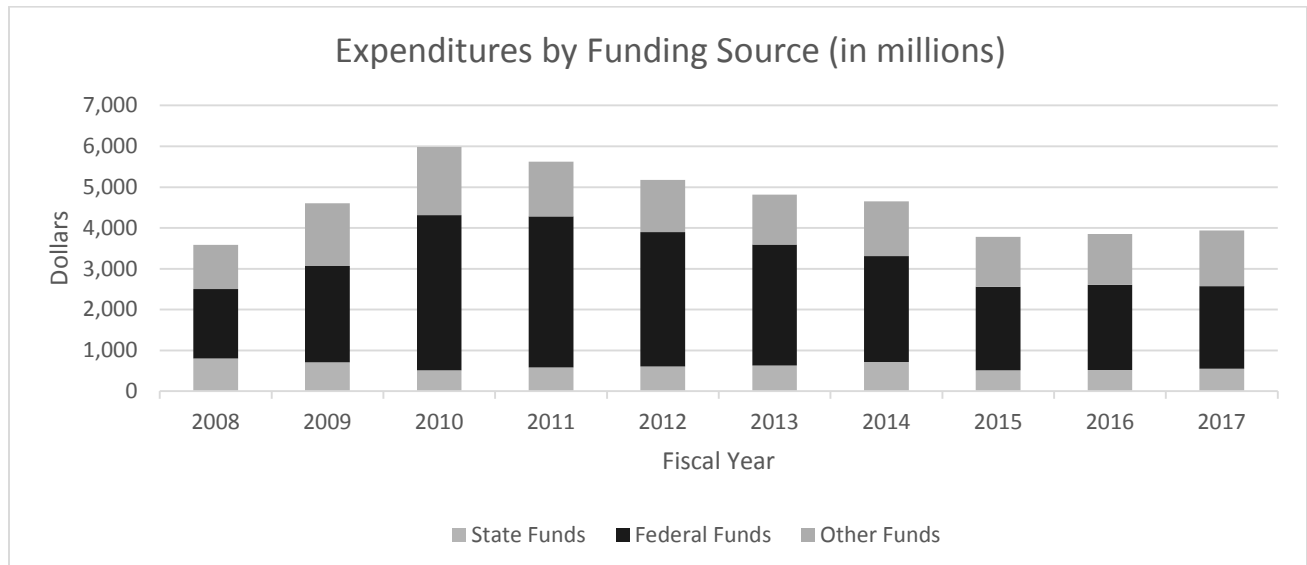
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Revenues by Funding Source
(Governmental Funds and Unemployment Insurance Benefits)
For Fiscal Years Ended June 30

Year	State General Fund Appropriations	Federal Financial Assistance	Employers' UI Contributions	Interest on Investments	Other	Total
2008	796,735,199	2,313,806,342	300,370,732	52,175,707	45,081,303	3,508,169,283
2009	686,602,626	3,102,226,928	268,808,745	40,829,934	114,566,869	4,213,035,102
2010	518,620,000	4,588,870,453	355,638,066	10,776,494	108,314,873	5,582,219,886
2011	550,548,801	4,414,792,386	414,044,300	977,582	55,876,445	5,436,239,514
2012	597,429,200	3,972,085,235	437,052,743	1,129,695	154,992,653	5,162,689,526
2013	618,246,400	3,694,568,412	444,818,667	4,008,883	161,017,989	4,922,660,351
2014	700,910,900	3,436,728,776	455,978,607	-1,502,163	91,741,898	4,683,858,018
2015	482,587,200	2,959,753,512	462,869,933	856,713	75,765,893	3,981,833,251
2016	523,934,200	2,814,650,216	482,955,379	1,276,079	72,135,929	3,894,951,803
2017	538,272,200	3,064,809,732	495,927,177	1,607,587	82,649,481	4,183,266,177

Source: The Arizona Department of Economic Security Financial Statements.

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

Revenues by Funding Source in Millions
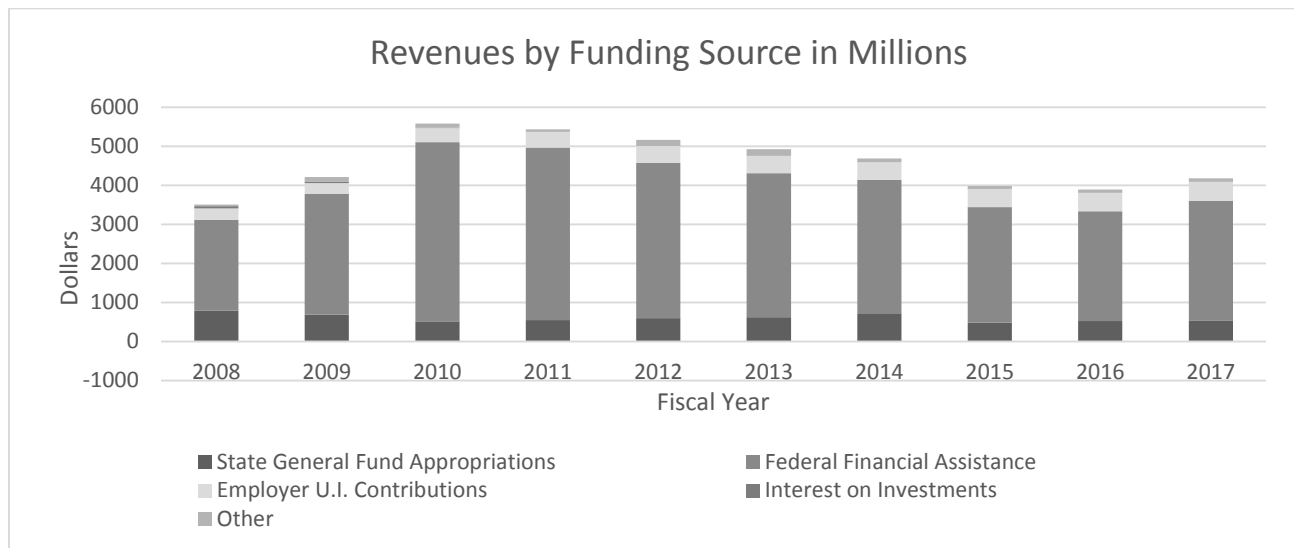
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Comparison between Arizona and United States Unemployment
For Calendar Years Ended December 31
(2016 is the most recent data available)

Year	Number of Unemployed in Arizona	Number of Unemployed in U.S.	Unemployment Rate Arizona (%)	Unemployment Rate U.S. (%)
2007	118,100	7,078,000	3.9	4.6
2008	192,400	8,924,000	6.2	5.8
2009	320,400	14,265,000	10.3	9.3
2010	319,800	14,825,000	10.4	9.6
2011	285,600	13,747,000	9.5	8.9
2012	249,900	12,506,000	8.3	8.1
2013	228,800	11,460,000	7.6	7.4
2014	207,300	9,617,000	6.7	6.2
2015	187,200	8,296,000	5.9	5.3
2016	169,400	7,751,000	5.2	4.9

Note: 2016 figures are new. Arizona figures for 2013–2015 have been revised. U.S. figures have not changed.

Sources: Arizona: Office of Economic Opportunity.
United States: Department of Labor, Bureau of Labor Statistics (BLS).

Definitions: A person is unemployed if he or she has no job but is looking for work.
The unemployment rate is the number of unemployed as a percentage of the labor force.
The labor force is the sum of the employed and the unemployed.
For more information go to www.laborstats.az.gov
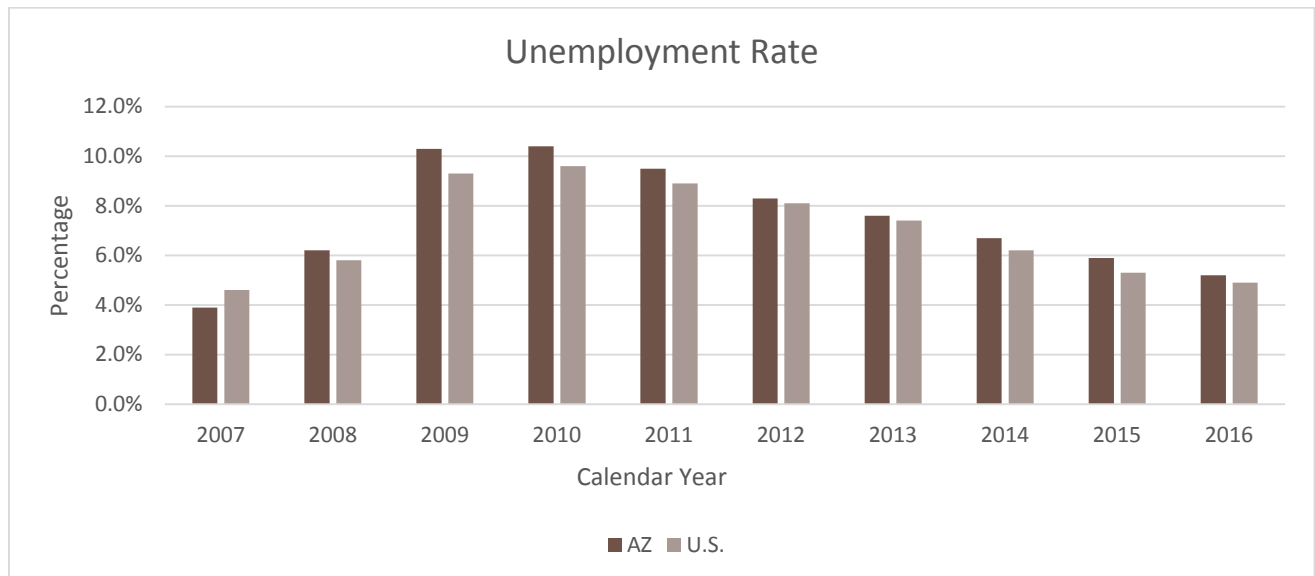
Unemployment Insurance Financial Transaction Summary
For Fiscal Years Ended June 30

Year	Total Employers' Contributions	Total Benefits Paid	Fund Balance
2007	330,183,208	246,783,048	1,029,325,981
2008	309,214,081	354,892,511	1,032,075,498
2009	276,732,990	1,061,358,568	602,590,236
2010	339,745,124	2,123,766,228	16,689,508
2011	412,472,497	1,684,068,675	16,864,876
2012	434,253,686	1,053,948,338	4,113,696
2013	446,578,260	654,321,961	14,944,329
2014	458,133,325	447,350,166	8,244,046
2015	463,467,338	320,502,958	135,097,528
2016	484,087,186	288,551,728	332,677,410
2017	498,431,287	270,807,529	571,558,822

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 Contributions to Benefits and Fund Balance (in millions)
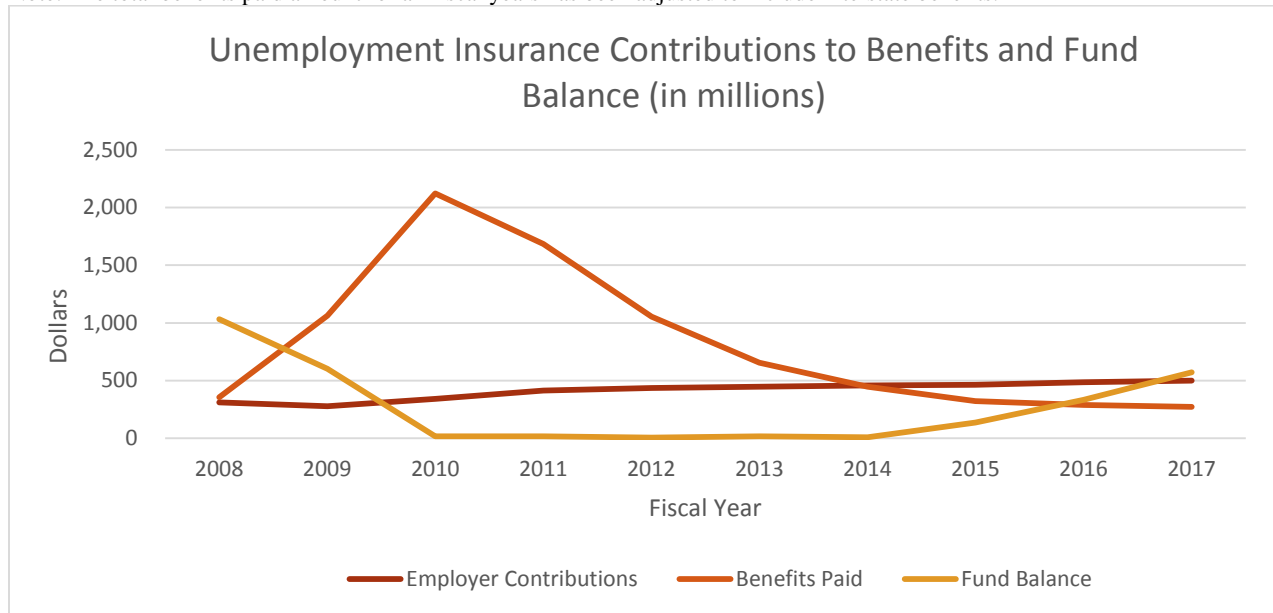
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Supplemental Nutrition Assistance Program (SNAP) Benefit Participants
For Fiscal Years Ended June 30

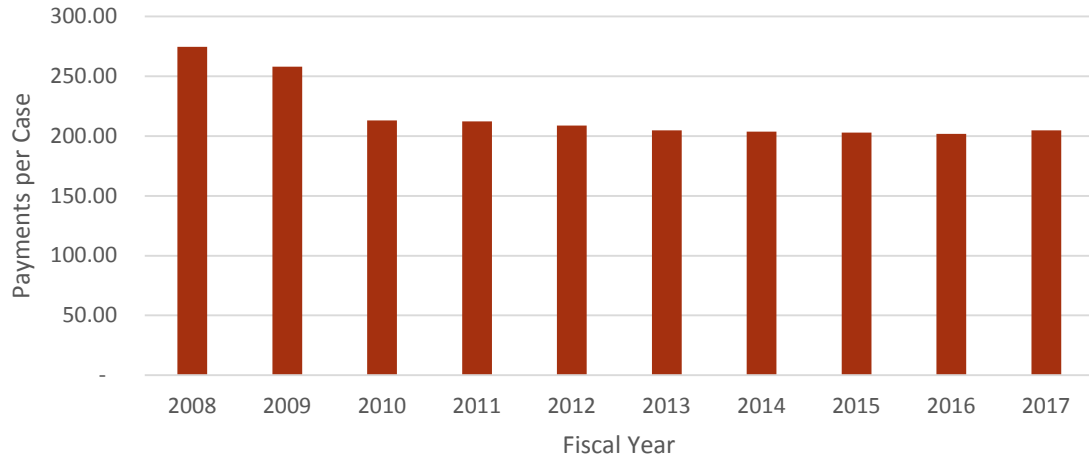| Year	Average Monthly Number of Households	Average Monthly Number of Persons	Average Monthly Allotment Per Household	Average Monthly Allotment Per Person	Average Monthly Benefits Distributed
2008	246,767	600,549	244.49	100.44	60,340,187
2009	313,126	752,772	277.44	115.41	86,875,088
2010	422,583	986,413	302.07	129.41	127,649,820
2011	458,580	1,049,522	291.35	127.30	133,607,965
2012	484,785	1,123,068	292.40	126.22	141,752,178
2013	479,386	1,116,068	288.90	124.09	138,493,811
2014	460,320	1,070,674	276.45	118.86	127,257,464
2015	448,754	1,027,845	273.06	119.22	122,535,437
2016	434,328	980,536	272.06	120.51	118,162,179
2017	422,591	946,184	269.26	120.26	113,785,667

Source: The Arizona Department of Economic Security, Division of Benefits and Medical Eligibility, Family Assistance Administration.

Note: The information contained in the sources used for this table has been revised to reflect most current data. Therefore, amounts presented may not match the amounts reported for prior years.
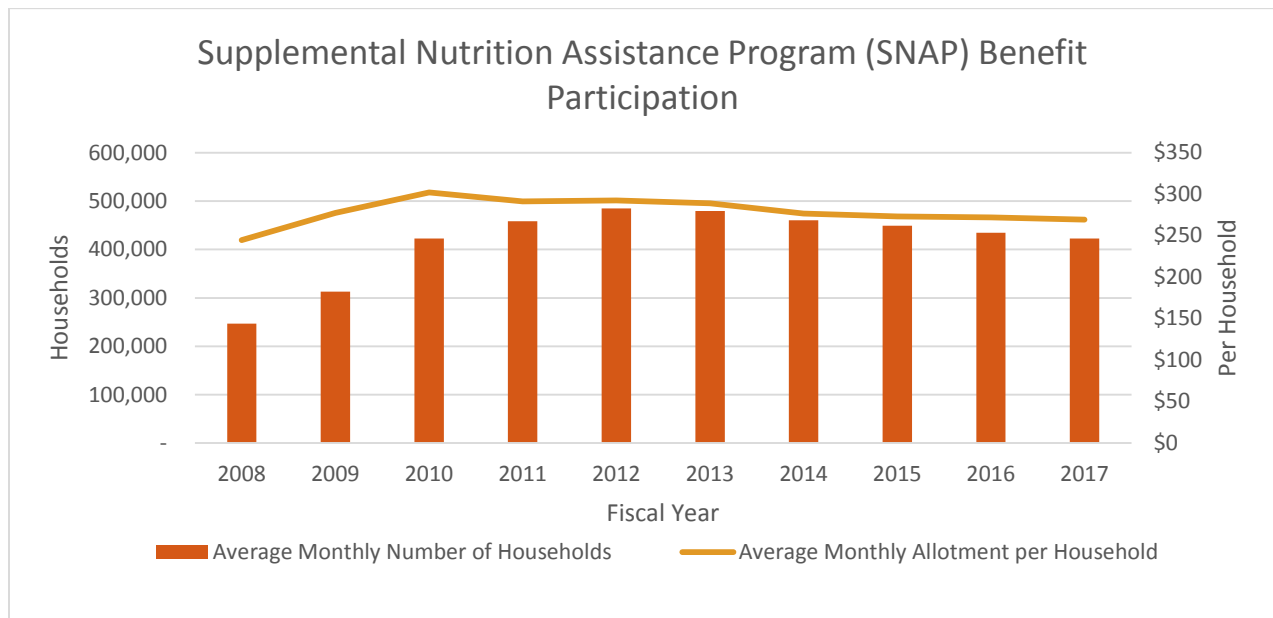
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Temporary Assistance for Needy Families Cash Assistance
For Fiscal Years Ended June 30

Year	Average Monthly Number of Cases	Average Monthly Number of Recipients	Average Monthly Payment Per Case	Average Monthly Payment Per Recipient	Average Monthly Payments
2008	37,030	80,221	274.59	126.75	10,167,799
2009	38,467	83,969	258.19	118.28	9,931,702
2010	37,779	82,127	213.21	98.08	8,054,784
2011	19,827	44,842	212.42	93.92	4,211,688
2012	17,310	39,194	208.89	92.26	3,615,885
2013	17,203	39,050	204.89	90.26	3,524,770
2014	14,621	32,888	203.82	90.61	2,980,065
2015	12,269	27,272	203.00	91.32	2,490,483
2016	10,192	22,171	201.89	92.81	2,057,745
2017	8,510	18,762	204.79	92.89	1,742,759

Source: The Arizona Department of Economic Security, Division of Benefits and Medical Eligibility, Family Assistance Administration.

Note: Effective July 2010, the maximum state time limit to receive monthly Cash Assistance benefits was reduced to 36 months. Effective August 2011, the maximum state time limit to receive monthly Cash Assistance benefits was reduced to 24 months. Effective July 2017, the maximum state time limit to receive monthly Cash Assistance benefits was reduced to 12 months. Effective October 1, 2017 the household may be eligible for a time limit extension up to an additional 12 months when it is requested and all adult household members are in compliance with Jobs program requirements.


Average Monthly Number of Cases

Average Monthly Payment Per Case

ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Jobs Program
Comparison of Participants and Participants Employed
For Fiscal Years Ended June 30

Year	Number of Participants	Total Employed	Percentage Retained Employment for at Least 90 Days
2008	46,558	18,101	33
2009	53,800	13,097	27
2010	46,010	8,416	45
2011	31,380	7,052	40
2012	29,643	6,662	18
2013	24,741	7,098	66
2014	22,601	5,024	75
2015	17,967	4,755	49
2016	13,226	4,099	57
2017	10,795	3,525	70

Source: The Arizona Department of Economic Security, Division of Employment and Rehabilitative Services, Workforce Development Administration.

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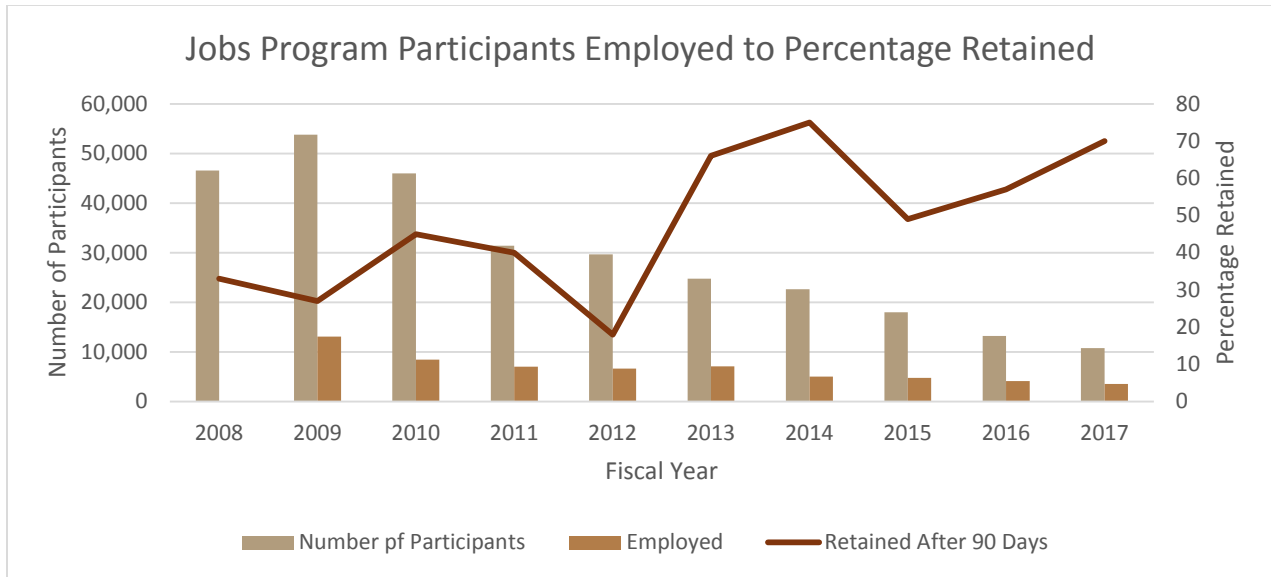
ARIZONA DEPARTMENT OF ECONOMIC SECURITY
Child Support Services Collections
For Fiscal Years Ended June 30

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
2008	33,362,400	5,926,800	291,069,400	19,853,500	332,425,300	682,637,400
2009	31,337,600	7,402,700	294,618,000	27,266,400	328,738,000	689,362,700
2010	25,854,600	7,086,300	299,449,600	28,356,400	321,096,000	681,842,900
2011	21,248,700	6,757,400	301,646,700	29,625,500	329,574,400	688,852,700
2012	19,651,800	6,679,900	304,956,800	30,516,200	340,901,500	702,706,200
2013	17,557,700	6,604,800	305,361,400	32,124,800	350,691,200	712,339,900
2014	15,890,900	6,188,400	302,955,000	31,417,800	358,270,300	714,722,400
2015	13,248,300	6,001,000	299,959,600	30,582,700	359,527,200	709,318,800
2016	11,530,200	5,675,700	300,488,800	29,512,600	354,966,800	702,174,100
2017	10,650,700	5,538,900	300,439,000	29,812,700	352,742,300	699,183,600

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

Child Support Services Collections (in millions)