



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Douglas A. Ducey  
Governor

Timothy Jeffries  
Director

AUG 27 2015

The Honorable Douglas A. Ducey  
Governor of Arizona  
1700 West Washington  
Phoenix, Arizona 85007

Dear Governor Ducey:

I am pleased to submit the Arizona Department of Economic Security's *State Fiscal Year 2015 Annual Welfare Reform Report* as required by Laws 1997, Chapter 300, Section 76. The report highlights the issues and accomplishments of Arizona's welfare programs during state fiscal year (SFY) 2015, which includes data from SFY 2015 and provides comparisons to SFY 2014.

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

Sincerely,

Timothy Jeffries  
Director

Enclosure

cc: President Andy Biggs, Arizona State Senate  
Speaker David M. Gowan, Sr., Arizona State House of Representatives  
Joan Clark, Director, Arizona State Library, Archives and Public Records



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# DEPARTMENT OF ECONOMIC SECURITY

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*Your Partner For A Stronger Arizona*

## State Fiscal Year 2015 Annual Welfare Reform Report



Douglas A. Ducey, Governor  
Timothy Jeffries, Director

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## **I. Introduction**

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

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

## **II. Department Overview**

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

On May 29, 2014, Arizona Laws 2014, Second Special Session, Chapter 1, (Senate Bill 1001) established the Department of Child Safety (DCS), separate from the Department of Economic Security, to provide oversight, transparency, and independence for the state's child welfare function.

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

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

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

- Serve Arizonans with integrity, humility, and kindness;
- Support Arizonans to reach their potential through social services that train, rehabilitate, and connect them with job creators;

- Provide temporary assistance to Arizonans in need while they work toward greater self-sufficiency; and
- Provide children with food, health care, and parental financial support; provide services to individuals with disabilities; and protect the vulnerable by investigating allegations of abuse, neglect, and exploitation.

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

- Teamwork: We collaborate with humility, and partner with kindness;
- Respect: We appreciate each other, and value those we serve;
- Integrity: We never lie, cheat, steal or bully; nor tolerate those who do;
- Accountability: We commit to excellence, innovation and transparency; and
- Diversity: We represent all Arizonans, and honor those in need.

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

The Department provides services to approximately two million Arizonans.

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

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

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

The Department provides early intervention services for infants and toddlers with developmental delays and home- and community-based services for clients with intellectual and developmental disabilities. The Department assists parents in receiving

child support payments by locating absent parents, establishing paternity, establishing legal obligation to pay, and evaluating the absent parent's ability to pay.

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

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

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

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

The Arizona Department of Economic Security is responsible for administering Arizona's state-operated TANF block grant in accordance with Title IV-A of the Social Security Act as amended by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, reauthorized in February 2006 under the Deficit Reduction Act of 2005 and extended for federal fiscal year 2011 as part of the Claims Resolution Act of 2010. TANF was subsequently reauthorized until September 30, 2014, through the Consolidated Appropriations Act of 2014. The most recent extension was contained in the Continuing Appropriation Resolution for 2015 that extended funding for the TANF block grant through September 30, 2015. TANF funds, combined with state general funds, are used to administer many of the programs highlighted in this report.

The following organizational units work in collaboration to achieve the state's human services goals. All of the programs affect or are affected by TANF, even if not directly funded by TANF.

- The DES Division of Benefits and Medical Eligibility (DBME) is responsible for administering the Cash Assistance program;

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

The Family Assistance Administration (FAA) within DBME determines eligibility for the Cash Assistance program on the basis of federal laws and regulations, state laws and rules, and DES policies. Staff in FAA consider the family's income, resources, and other factors to determine eligibility. FAA refers work-eligible individuals to the DERS Employment Administration's Jobs Program for participation in work activities. These individuals are also referred to the Child Care Administration within DERS for child care services and to DCSS for child support services. Families experiencing homelessness or domestic violence situations that are preventing them from reaching their highest level of self-sufficiency may also receive services to address these issues.

#### **IV. Department Accountability**

The Department of Economic Security established the Office of Inspector General (OIG) in SFY 2015 as an outgrowth of the Department's Office of Accountability (OA). OA's primary mission was to develop, implement, and refine an agencywide approach to performance management and accountability. In this capacity, OA led the agency's efforts to monitor compliance with federal and state requirements; ensure accountability of DES employees, contractors, providers, and customers; prevent, detect, mitigate, investigate, and prosecute fraud, waste, abuse, and misconduct; identify and evaluate risks; and promote economy and efficiency throughout the agency. Recognizing the strategic importance of OA's role in the agency, OIG was instituted to improve and expand the scope of OA's functions and to bolster the professional identity of its staff in ensuring integrity and accountability in the Department.

OIG is composed of seven principal functions: audit, assessment, and review; continuous improvement; administrative and criminal investigation; research and analysis; risk management; investigation and resolution of equal opportunity complaints; and hearing and deciding appeals pertaining to the unemployment insurance and public assistance programs administered by DES. The portfolio of functions collectively supports and advances OIG's mission to protect the integrity of DES programs and services.

OIG continues to safeguard the welfare of Arizonans by preventing and detecting fraud, waste, abuse, and misconduct and by collaborating with the Department's program and operational areas to conduct audits focused on improving management controls and examining adherence of contractors to contractual requirements and billing specifications, holding accountable those who violate program policy, rules, regulations, and state and federal laws. OIG also provides service to and assists DES Divisions in analyzing and interpreting findings from internal and external audits, investigations, assessments, and reviews to evaluate programmatic and operational risks and issues and to provide strategic analyses and recommendations in support of identification, development, and prioritization of risk responses, driving continual improvement of DES programs, functions, and processes.

To maximize the results of OIG's initiatives, OIG engages and partners with multiple entities within and outside the Department. As an example, the OIG SNAP trafficking detection initiative is designed to focus on recouping monies that were improperly received by recipients of the SNAP program and to develop strategies to combat illegal SNAP trafficking schemes. To this end, OIG partners with the U.S. Department of Agriculture's Office of Inspector General Investigations, the Arizona Office of the Attorney General, and local law enforcement entities for the sole purpose of preventing SNAP fraud. By involving other government agencies and stakeholder groups, the office aims to foster shared ownership and promote a culture of accountability and transparency in the agency's operations.

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

OIG remains committed to its fraud-fighting efforts, reducing waste, eliminating abuse and misconduct, and improving the efficiency of the Department's programs and services to maximize the impact on the people served and inspire public confidence in the integrity of the agency.

## **V. Economic Conditions**

While Arizona's economy has improved in the wake of the Great Recession, the recovery has been slow, and Arizona and the nation continue to be affected by national and global economic uncertainty. According to the U.S. Department of Labor, from May 2014 to May 2015, the seasonally adjusted unemployment rate for Arizona dropped from 6.9 percent to 5.8 percent. Although this is a large year-over-year decrease, Arizona's economic recovery continues to lag behind the recovery in other states, and Arizona's May 2015 unemployment rate is not significantly different than the national average of 5.5 percent.

As a result, Arizona continues to see a substantial increase in poverty. According to the U.S. Census Bureau's 2013 Current Population Survey, Annual Social and Economic supplement, 20.2 percent of Arizonans live in poverty, up from 14.3 percent in 2007, and



one in four children in Arizona is living below the federal poverty guidelines. In 2015, the federal poverty guideline for a family of four is \$24,250 per year. In addition to the impact of economic conditions, social conditions in the state affect the need for Department services. For example, as more people have children later in life, a growing segment of the population is raising children while simultaneously caring for aging parents.

Families that had not done so previously are now seeking assistance to meet basic needs such as housing, food, and health care. As one example of the rising demand for Department services, from SFY 2007 to SFY 2015, the number of Arizonans enrolled in SNAP increased by 91 percent, from 537,000 to over 1 million, or over 15 percent of the state's population. Recently, economic conditions have begun to stabilize, and, after reaching a peak in October 2011, demand in Arizona for SNAP has leveled off.

The Department has also seen caseloads grow in adult programs. From SFY 2014 to SFY 2015, the number of reports to Adult Protective Services (APS) of vulnerable adult abuse, neglect, or financial exploitation increased by 19 percent. While the Department did anticipate continued growth in the number of APS reports in SFY 2015, the rate of growth was far in excess of the 4 percent growth rate experienced in SFY 2014. The continued growth in the number of reports has made it difficult for APS to manage the increased investigative workload within caseload and timeliness standards.

## **VI. Program Updates**

Beginning in SFY 2010, the Department began making several significant changes to its programs serving persons moving from dependence to greater self-sufficiency. Some of these changes reduced services while others shifted how services were provided. Many of the innovations were collaborative efforts with community partners. Listed below are highlights of the program changes.

### ***Cash Assistance***

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

- In March 2009, the Department implemented a 20 percent Cash Assistance benefit payment reduction to all recipient families. This reduction continued throughout SFY 2015.
- The Department has imposed an additional time limit for receipt of Cash Assistance benefits in Arizona. Originally, families with an adult recipient of Cash Assistance were subject only to a 60-month lifetime limit of receipt of benefits from any state. In SFY 2011, the Department added a 36-month lifetime limit of receipt of benefits in Arizona for all Cash Assistance cases except cases in which cash benefits are provided only for a child who is in the legal custody of the state and placed in unlicensed foster care. Effective August 2011, while continuing the exclusion for a

child placed in unlicensed foster care, the Department further reduced the 36-month lifetime limit to a 24-month limit.

- In SFY 2015, 2,153 families that were receiving Cash Assistance benefits were notified at the end of their 22<sup>nd</sup> month of participation that their eligibility would be terminated because of the 24-month time limit unless they requested and were approved for a hardship extension. An additional 382 families reached the federal 60-month lifetime limit of receipt of benefits. A total of 2,497 families, or 23 percent of the families receiving assistance, were eligible to receive continued benefits because they qualified for a family hardship extension from the 24-month or 60-month time limit as of the end of SFY 2015.
- The Department continues to focus on assisting those who would be directly affected upon implementation of the lifetime limit changes and who will potentially lose their Cash Assistance benefits. Mailers and telephone autodial messages are sent to those who would be affected to inform them of the change. The Department renewed contracts with community partners, including city and county governments and private temporary employment agencies, in order to maximize the opportunity for employment placement prior to the effective date of the time limit reduction. In addition, this targeted population was offered structured job search and work experience activities.
- During SFY 2011, the definition of a family was modified to include a dependent child, the parents of the child who reside with the child, and all nonparent relatives and their spouses who also reside with the child. To be considered needy, a family's countable income after application of appropriate disregards cannot exceed 100 percent of the federal poverty level or 130 percent of the federal poverty level if assistance is requested by a nonparent caretaker relative for only the dependent child. Prior to implementation of this change, families that were caring for relative children were eligible to receive assistance to care for those children regardless of the relative caretaker's income situation. In SFY 2015, 2,914 Cash Assistance cases were closed or found ineligible at application as a result of the family's income exceeding the new needy family income limits.
- Prior to the enactment of the means-testing arrangements included in Laws 2010, 7th Special Session, Chapter 11, many children in the Permanent Guardianship program were determined eligible for Cash Assistance. When received, the Cash Assistance payment offset the subsidy amount funded from the Permanent Guardianship appropriation. Because of changes to the eligibility requirements in the Cash Assistance program, in many cases this offset is no longer available for the Permanent Guardianship program. The Cash Assistance program funding was reduced for the children removed from service because of the new means-testing requirement, and the full subsidy is now covered by the Permanent Guardianship program.
- The Department eliminated Cash Assistance benefits for women in their third trimester of pregnancy with no other dependent children. Effective June 16, 2010,

only families with an eligible dependent child are potentially eligible for Cash Assistance.

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

### ***Grant Diversion***

The Grant Diversion program is an alternative to the traditional TANF Cash Assistance program in Arizona. Grant Diversion is first and foremost a program that promotes long-term self-sufficiency through employment. Grant Diversion allows persons with no long-term barriers to employment and who may have financial need in excess of the potential Cash Assistance benefit amount to qualify for short-term financial assistance. Grant Diversion recipients may receive employment services and one-time financial support in excess of the Cash Assistance program benefit amount in order to resolve issues such as eviction, car repair, or utility bills while securing employment.

Participation in the Grant Diversion program in lieu of the Cash Assistance program is voluntary for the applicant. Applicants who are potentially eligible for at least one dollar of cash assistance and did not participate in the Cash Assistance program in the month of application or Grant Diversion program in the month before the application month may be eligible to receive Grant Diversion program benefits. Nonparent relatives applying for the Cash Assistance program for the needs of a child only are not eligible to receive the Grant Diversion option. Grant Diversion program recipients are awarded a payment of three times the full monthly amount they would receive under the Cash Assistance program. An eligible household is restricted to only one Grant Diversion payment in a 12-month period. In SFY 2015, 8,570 families received Grant Diversion benefits.

The Grant Diversion program is administered by DBME. Applicants, who are considered job-ready, are given the opportunity to consult with employment specialists to assist them in securing employment. The program is showing remarkable success. In calendar year 2014, 90 percent of families that received the Grant Diversion option did not return for additional cash assistance within six months of receiving this assistance.

### ***Work Activities***

The Jobs Program is Arizona's mandatory employment and training program for work-eligible individuals in households receiving Cash Assistance benefits. The program engages individuals in a variety of work-related activities to improve their employability skills and offers supportive and some specialized services to remove barriers to employment. During SFY 2015, the Jobs Program served 17,967 individuals. The Jobs Program has been continually successful, teaming up with its community partners to provide employment services to those in need throughout Arizona. The Jobs Program case management and employment services are operated by two private vendors:

MAXIMUS Human Services Inc., which serves Maricopa County, and ResCare Workforce Services (ResCare), which serves the remaining counties in Arizona.

The Maximus Jobs Program in Maricopa County follows an intensive case management model, providing individuals with comprehensive supports with an emphasis on resolving barriers to hasten job seekers' return or attachment to the workforce. Following assessment and service plan development, most participants are immediately engaged in MAXAcademy, a series of work readiness and life skills development workshops supplemented with job-club/networking sessions designed to prepare job seekers for successful job search and job placement outcomes. Workshops address topics such as personal presentation and interviewing skills, resume development, effective job-seeking skills, and professional dress. These workshops are designed to promote the skills necessary for seeking and obtaining gainful employment.

In Maricopa County, the Jobs Program collaborates with various community agencies to assist with delivering employment readiness and personal development workshops such as Arizona Women's Education and Employment, World Hunger Education and Training, and Dress for Success.

Additional partnerships that help address participants' employment readiness needs and barriers include:

- Goodwill of Central Arizona, which assists Jobs Program participants with job-seeking skills, job leads, unpaid work experience positions, and unsubsidized employment opportunities;
- Arizona Bridge to Independent Living, which conducts and arranges for specialized support for individuals with disabilities; and
- Literacy Volunteers of Maricopa County, which provides on-site General Education Development (GED) classes using a combined classroom and computer-assisted instructional approach.

Colocation at two Maricopa County One-Stop Service Centers provides Jobs Program participants with additional job search resources and opportunities for access to supplemental programs and services that address employment-related barriers. Fully equipped job search resource rooms are available to participants at all Maricopa County Jobs Program sites, and vocational training options are extended to participants through partnerships with postsecondary training providers countywide.

Employers are actively involved in work readiness activities by attending regularly scheduled job clubs, on-site recruitment and hiring events, and at job fairs held at five Jobs Program sites in Maricopa County. In addition, program staff actively participate in several employment-focused groups throughout Maricopa County, such as the monthly East and West Valley Employer Outreach coalitions that involve a variety of community partners and agencies, including Mesa Community College, the DES Employment

Administration, Maricopa County Workforce Connections, and multiple employers. Jobs Program staff are members of the National Employment and Training Professional Association and attend regular meetings. The Jobs Program is also an active member of the Maricopa Human Capital Collaborative, which comprises city, state, county, for-profit, and nonprofit organizations throughout Maricopa County.

Outside Maricopa County, the Jobs Program population is served by ResCare Workforce Services, which partners with an extensive network of community organizations to help participants achieve their self-sufficiency goals.

The ResCare Jobs Program in Pima County engages participants for rapid transition to employment following a “work first” model, which focuses on connecting participants to the workforce as soon as possible. Many participants take advantage of ResCare’s proprietary “Roadmaps to Success” readiness program, a two-week job readiness workshop designed to position participants for a successful job search and ultimate transition to self-sufficiency. The workshop focuses on how to stand out in a competitive job market and includes learning modules that improve interview skills, build better resumes, and provide tips on how to tap into hidden job opportunities, such as identifying opportunities before they are advertised. Job seekers learn critical skills that allow them to effectively leverage in-person contact using electronic media to create a more efficient and positive interaction with potential employers. Participants have access to a substantial number of topic-specific training programs in a variety of subjects through the ResCare Academy. In addition, participants have access to state-of-the-art tools such as Resume Hero that help them to create the kind of resumes that lead to job interviews. Resume Hero is ultimately used to connect job seekers to positions specific to their skill set and to their work experience.

ResCare has also implemented Talent Market, a new job search tool available for job seekers. Once job seekers create a resume in Resume Hero and post their resume to Career Builder, they attend a Talent Market workshop to learn about the features included in the Talent Market system. Job seekers and ResCare staff use Talent Market to look for job openings that match the job seeker’s skills and interests. ResCare staff use Talent Market to track job seeker activity, post announcements for workshops and job fairs, and notify job seekers of suitable job openings.

In addition to the “Roadmaps to Success” job readiness program, the Jobs Program has had substantial success partnering with community resources to provide employment services to participants across Pima County. The Jobs Program works with county and city workforce agencies to host job fairs and on-site recruitments connecting job-ready participants with a vast number of employment opportunities. In these events, employers have the advantage of being able to hold information sessions, collect applications, conduct on-site interviews, and make offers of employment.

The Jobs Program in Pima County partners with many other groups and agencies as well, such as Goodwill employment services, the Beacon Group, and the county’s One-Stop Service Centers/WIA Title I-B programs to engage participants in work experience and

employment, eventually leading to a greater chance of self-sufficiency. Informational job fairs are frequently held with employers such as AFNI, APAC, ADECCO, and Circle K. The Jobs Program also works with organizations such as TMM Family Services Inc. and Mr. Car Wash in Tucson. TMM provides low-income housing and a thrift store where Jobs Program participants may be placed to gain work experience. Mr. Car Wash not only accepts unpaid work experience volunteers at their administrative office but also allows for subsidized employment opportunities in which ResCare may eventually transition volunteers to a paid employment position within the company. This is contingent on the participant's successful completion of the volunteer assignment.

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

The Jobs Program in Pinal County is allied with a number of community groups and agencies to help remove the barriers that many clients face. These partners include:

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

In addition, Jobs Program employment specialists in Pinal County actively collaborate with many community employment-oriented organizations such as Central Arizona College, operator of the WIA Youth Program. The Youth Program is designed to prepare Arizona's youth to either enter postsecondary education, training, or employment after completing secondary education. The aging of Arizona's workforce is a constant concern, and this program can be an effective and badly needed resource for meeting Arizona's future workforce demands.

Another organization that Pinal County's Jobs Program partners with is the Portable Practical Education Program (PPEP). PPEP's mission is to improve the quality of rural life. PPEP's dedicated professional staff provides a variety of services, including human,

economic, microbusiness, education, charter school, health, housing, counseling, employment, job training, humanitarian aid, and services to persons with developmental disabilities.

The ResCare Jobs Program in Yuma County registers participants in ResCare Academy, delivering online access to courses that provide job search and readiness, GED test preparation, and vocational and motivational instruction. Case managers partner with DES Employment Service, Goodwill Industries, and the Yuma Private Industry Council to offer additional employment leads, organize and host job fairs, and provide educational activities and opportunities to build and enhance job seeker skills. Case managers also collaborate with One-Stop Service Center/WIA partners, including Vocational Rehabilitation, to assist, assess, and place participants requiring reasonable accommodation.

Jobs Program participants are provided the opportunity to learn and enhance their employment skills by participating in community service or work experience activities. The Jobs Program in Yuma continues to increase the number and types of work experience sites available throughout the community, offering program participants an ever-expanding variety of job skills training that often leads to employment opportunities. Some of these sites include:

- **Yuma County Library District:**  
A community service provider, Yuma County Library District recently indicated that “80 percent of participants have left with employment or enrolled in college.” They are “very excited about the benefits this program has offered participating candidates” and believe that “the success rate of this program will have a huge impact (in their) community.”
- **Factory 2-U:**  
A local retailer, Factory 2-U has said that that they have been “very pleased” with the ResCare participants they have hired.
- **Children’s Day Care Center:**  
A child care service provider, Children’s Day Care Center believes that hiring program volunteers has been a “great way to give back to (their) community.”
- **The City of Somerton (Yuma Metropolitan area):**  
The City of Somerton’s community service site has thanked ResCare “for the great support they provide to the community” and has hired a Jobs Program participant and former work experience volunteer for work at the site.

Furthermore, the Jobs Program in Yuma has established partnerships with employers. These partnerships involve case managers conducting hiring events for employers. This has led to several successful employment matches. For example:

- **Advanced Call Center Technologies:**  
A human resource and employment recruiter, Advanced Call Center Technologies has remarked that its partnership with the program “has created a great source of qualified candidates for immediate hire.” One of the company’s key hiring challenges has been the provision of transportation and child care. The company feels the program has alleviated these issues “making all the candidates job-ready.”

The La Paz County Jobs Program, along with the DES Employment Service program has relocated to the One-Stop Service Center at the La Paz Career Center, offering a greater coordination of services. Participants are referred to the La Paz Career Center/WIA partner and are offered GED and medical assistant certificate programs, increasing their employability. The Employment Service program offers job referrals, which often lead to employment, to Job Program participants.

In Cochise and Santa Cruz Counties, the ResCare Jobs Program partners with various community agencies in assisting participants with building and enhancing skills needed to gain employment. Partners include local Goodwill and One-Stop Service Centers as well as:

- **Catholic Community Services:**  
Provides individuals with volunteer experience in a variety of areas. Participants are able to volunteer as tax preparers, receptionists, or door greeters, developing the customer service skills and soft skills, such as punctuality and time management, needed to be successful in the workplace.
- **St. Vincent de Paul:**  
Provides individuals with volunteer experience. Participant volunteer work may include working as a stocker, maintenance person, janitor, or food services worker. Clothing vouchers may be provided to obtain clothing needed to gain and keep employment.
- **Constructing Circles of Peace:**  
Provides counseling and other resources to help individuals overcome barriers with background issues and other obstacles hindering employment.
- **Lomelie’s Day Care:**  
Provides training and work experience to Jobs Program participants. In some instances these trainees are hired into paid positions.
- **Canyon Valley Memory Care:**  
Has hired four Jobs Program participants and has indicated a need to hire another fifteen with an additional site being finalized.

In Yavapai County, ResCare Jobs Program staff work closely with different agency partners, including Arizona Workforce Connection, Bob Stump VA Hospital, the Northern Arizona Council of Governments, Goodwill Industries, New Horizons,



Salvation Army, Habitat for Humanity, Arizona Women's Education and Employment, Catholic Charities, Stepping Stones, and ResCare Home Care. Some of the agency partners offer additional skill building while others offer computer labs for Jobs Program participants to use. The Jobs Program works with partners on job fairs that participants attend. Many of these participants have been successful in obtaining gainful employment.

ResCare Jobs Program staff in Mohave County actively participate in job fairs and job readiness workshops conducted by the DERS Employment Administration offices located in Kingman and Bullhead City, establishing strong working relationships with local employers such as the Marriot, the Lilly Pad Day Care (Kingman), the Tropicana, and the Service Company (Bullhead City). Employment Specialists assist with filling open positions within companies by referring qualified Jobs Program job seekers.

The Coconino County Jobs Program, like the programs of the other rural counties mentioned above, works closely with the community to remove barriers and improve employability. The Jobs Program has a strong relationship with Goodwill Industries (Goodwill of Northern Arizona), who provides computer and employment skills. Goodwill Industries has also been used as a site for providing work experience to further develop the skills of the job seekers. Like many small communities, Employment Specialists have to think outside the box, and home visits are becoming routine to help Jobs Program participants engage in the program and eventually move into employment.

### ***Child Care***

In response to budget deficits, the Department's Child Care Administration imposed a waiting list in February 2009 that restricted child care services to four groups of individuals: those currently receiving child care assistance, those referred for services as a result of DCS intervention, individuals that were TANF-related families needing to engage in work preparation or job search activities, or individuals transitioning to employment from Cash Assistance. This waiting list remained in effect throughout SFY 2014, and, as of June 2014, there were 6,207 children on the waiting list. Beginning in July 2014 and throughout SFY 2015, the Department conducted six releases of the waiting list, providing an opportunity for over 8,450 families to receive child care services. After eligibility determination, to date, over 4,000 families that were released have been authorized to receive quality child care to support continued employment. At present, in addition to immediate eligibility for the groups listed above, the waiting list is in place for those families with incomes above 110 percent of the federal poverty level. Any families at or below 110 percent of the federal poverty level are given immediate eligibility. Child care services are highlighted in Appendix Four.

### ***Adult Protective Services***

As discussed previously, the increasing number of reports of vulnerable adult abuse, neglect, or financial exploitation has made it difficult for Adult Protective Services (APS) to manage the increased investigative workload within caseload and timeliness standards.

The FY 2016 budget included funding for an additional 11 FTE to address the continuing APS caseload growth. Also over the past two years, APS investigators have received upgraded computer equipment (tablets) and software (Dragon Speaks) that have helped them complete their work more efficiently and effectively. Additional automation support upgrades are anticipated as resources become available.

### *Crisis Services*

Short-Term Crisis Services provide help to households experiencing an emergent need that cannot be met with their own income and resources. To qualify for services, households must have income less than 125 percent of the federal poverty level or 150 percent of the federal poverty level if there is an elderly or disabled member in the household. Help provided can include emergency shelter, case management, eviction prevention, move-in assistance, utility deposits or payments, rent payments, and other special services appropriate for securing and maintaining employment.

The Rapid Re-housing Program provides permanent housing assistance in order to stabilize and serve individuals and families living on the streets or living in publicly or privately operated shelters designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels or motels) paid for by charitable organizations or by federal, state, and local government programs. Services include Temporary Emergency Shelter (120 days maximum), Housing Stability Case Management to assess participant housing barriers, developing a Housing Stability Case Plan, preparing participants to rapidly move to the most appropriate permanent housing alternative, and assisting with rent and utilities.

The Department also contracts for residential services for domestic violence survivors and their children and for homeless families. Services include emergency shelter for up to 120 days, transitional housing, counseling, and supports such as case management, transportation, child care, and life skills training. To qualify for services, minor children may be temporarily absent from the parent or relative for no more than 180 days from the time of access to the services.

Crisis services activity is identified in Appendix Six.

## Appendix One: Cash Assistance Program

**SFY 2015 vs. SFY 2014\***

	<b>Total Cash Assistance Cases (Average Month)</b>	<b>Total Cash Assistance Recipients (Average Month)</b>	<b>Total Cash Assistance Payments (Average Month)</b>	<b>Total Cash Assistance Payments (Average Per Case)</b>	<b>Total Cash Assistance Payments (Average Per Recipient)</b>	<b>Total Cash Assistance Payments</b>	<b>Two-Parent Cases</b>	<b>Average Months on Cash Assistance (Subject to State Limit Only**)</b>
<b>2015</b>	12,269	27,272	\$ 2,490,483	\$ 202.99	\$ 91.32	\$ 29,885,791	269	13.52
<b>2014</b>	14,621	32,888	\$ 2,980,065	\$ 203.82	\$ 90.61	\$ 35,760,780	389	13.10

	<b>Cash Assistance Cases Closed Due to Sanctions</b>	<b>Minor Parents Ineligible for Cash Assistance (Due to Minor Parent Provisions)</b>	<b>Cash Assistance Benefits Not Issued (Due to Minor Parent Provisions)</b>	<b>Number of Cash Assistance Cases with Benefit Cap Children</b>	<b>Payment Accuracy</b>	<b>Number of Cases That Reached the Federal Time Limit</b>	<b>Number of Cases That Reached the State Time Limit</b>	<b>Number of Cases That Received Benefits Past State Time Limit Due to Hardship Extension***</b>	<b>Number of Cases Ineligible Due to Needy Family Income Restrictions</b>
<b>2015</b>	2,350	26	\$ 1,251	2,521	96.10%	382	1,870	2,497	2,914
<b>2014</b>	2,275	75	\$ 3,204	4,098	95.69%	335	1,758	2,864	4,080

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

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

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

## Appendix Two: Work Activities through the Jobs Program

### SFY 2015 vs. SFY 2014

	Cash Assistance Recipients Waiting to Be Served as of June 30	Waiting Time (Days) After Becoming Eligible for Cash Assistance	Total Cash Assistance Recipients Served by Jobs Program	Total Cash Assistance Recipients Placed in Work Activities through Jobs	Number of Participants Deferred from Participation			
					Reason for Deferral			
					Domestic Violence	Caretaker of a Child Under Age One	Caretaker of a Family Member in Medical Need	Temporarily Unable to Work due to Physical or Mental Impairment
<b>2015</b>	199	3	17,967	9,159	21	1,085	78	1,006
<b>2014</b>	106	3	22,601	11,881	30	1,875	182	1,786

	Unsubsidized Employment			Adult Cash Assistance Cases Closed due to Earned Income	Percent of Total Adult Cash Assistance Cases Closed Due to Earned Income	Job Retention Rate Over 90 Days (Percent)	Persons Placed in Employment Who Did Not Return to Cash Assistance (Percent)
	Total Jobs Program Participants Who Found Employment	Average Hourly Wage	Persons Placed in Employment with Health Care Provided				
<b>2015</b>	4,755	\$10.00	2,500	3,180	13.62%	49%	88.26%
<b>2014</b>	5,024	\$9.67	2,371	3,925	13.85%	73%	86.95%

	Participants in Types of Work Activities				Unsubsidized Employment (percent)			
	Number of Participants in Job Search / Readiness Activity	Number of Participants in All Work Experience Activity	Number of Participants in Short-Term Work-Related Training Activity	Number of Participants in High School/GED Activity	Administrative / Office Support	Communications	Sales	Services and Agriculture Industry
<b>2015</b>	2,269	6,387	438	66	67%	0.4%	6%	26%
<b>2014</b>	3,944	7,271	549	117	52%	0.2%	12%	35%

### Appendix Three: Self-Sufficiency Assistance

#### SFY 2015 vs. SFY 2014

	<b>Work Related Transportation Assistance</b>	<b>Number of Individuals Who Participated in Vocational Education Activities</b>	<b>Number of Individuals Who Participated in Post-Employment Educational Training</b>	<b>Number of Individuals Who Engaged in Postsecondary Education</b>	<b>Number of Individuals Who Had Shelter/Utility Assistance Allowance Paid for by Jobs</b>	<b>Total Fair Labor Standards Act (FLSA) Supplemental Payments Issued</b>	<b>Number of Individuals Who Received FLSA</b>	<b>Number of Individuals Receiving Transitional Medical Services (Avg. Monthly)</b>	<b>Number of Families Who Received a Grant Diversion Payment</b>
<b>2015</b>	5,769	936	0	1	619	\$138,645	308	37,021	8,573
<b>2014</b>	5,894	525	0	0	287	\$85,654	270	43,963	9,244

## Appendix Four: Child Care

### SFY 2015 vs. SFY 2014

	<b>Total Children Authorized for Subsidized Child Care</b>	<b>Monthly Average of Children Receiving Subsidized Child Care (Monthly)</b>	<b>Total Number of Children Authorized to Receive Transitional Child Care</b>	<b>Monthly Average of Transitional Child Care Caseloads</b>	<b>Child Care Subsidies - Average Reimbursement</b>	<b>Total Amount Expended - Child Care Subsidies (Million)</b>	<b>Total Amount Child Care Co-Payments (Million)</b>	<b>Number of Individuals Who Participated in Employment Preparation Training</b>	<b>Number of New Certified Child Care Homes</b>
<b>2015</b>	30,677	25,834	5,451	4,810	\$355.55	\$110.35	\$5.75	463	137
<b>2014</b>	27,795*	23,761	5,617	5,156	\$353.89	\$100.96	\$5.13	457	117

	<b>Number of Child Care Providers Listed on CCR&amp;R Registry</b>	<b>Number of Referrals Received for Child Care Services</b>	<b>Number of Instances When Child Care Services Not Available</b>	<b>Number of Providers Accredited and Eligible for the Enhanced Payment Rates</b>	<b>Approximate Number of Children Per Month Receiving Child Care in Accredited Programs</b>	<b>Child Care Provider Referrals - Number of Calls</b>	<b>Child Care Provider Referrals - Families Served via Internet</b>	<b>Number of Individuals Who Participated in Child Care Provider Training</b>	<b>Number of Child Care Providers Who Received Special Technical Assistance Training</b>
<b>2015</b>	303	8,189	2	193	2,861	4,568	10,346	17,873	1,561
<b>2014</b>	345	8,243	1	162	1,770	4,959	11,211	16,969	1,285

\* Number has been updated to reflect most recent data.

## Appendix Five: Child Welfare Programs

### SFY 2015 vs. SFY 2014

<b>Arizona Families First (AFF) Program*</b>			
	<b>Number of Individuals Referred for Screenings for Substance Abuse Treatment</b>	<b>Number of Clients Who Received AFF Services</b>	<b>Average Length of Treatment (Days)</b>
<b>2015</b>	7,397	6,007	139
<b>2014</b>	6,516	5,464	124

	<b>Child Maltreatment Reports Received</b>	<b>Average Monthly Number of Families Receiving Comprehensive In-home Services</b>	<b>Average Monthly Number of Children Receiving Subsidized Guardianship</b>
<b>2015</b>	51,064	9,976	2,566
<b>2014</b>	45,365	5,677	2,524

\* Numbers for 2014 have been adjusted to reflect final validated data.

## Appendix Six: TANF-Related Programs and Services

### SFY 2015 vs. SFY 2014

	Crisis Assistance			Homeless Emergency Shelter	Domestic Violence Emergency and Transitional Shelter			Legal Services for Domestic Violence Victims		
	Number of Households Participating (Utility Assistance)	Number of Households Participating (Eviction Prevention)	Number of Households Participating (Special Needs)	Number of Persons Receiving Homeless Emergency Shelter Services	Number of Women and Children Receiving Shelter Services (Crisis Shelters)	Number of Women and Children Receiving Shelter Services (Transitional Shelters)	Counseling Hours in Shelter	Number of Victims Receiving Services in Self-Help Clinics	Number of Victims Receiving Services from Attorney or Paralegal	Number of Victims Receiving Services from Lay and Legal Advocates
<b>2015*</b>	35,793	1,695	9	10,068	8,005	323	147,704	2,953	5,237	3,645
<b>2014**</b>	34,544	1,801	7	9,702	8,441	344	162,104	2,438	5,617	2,857

\* The 2015 numbers are based on actual data for the first three quarters of SFY 2015 and an estimate for the last quarter of SFY 2015.

\*\* The 2014 numbers have been updated to reflect final data.

	Non-Marital Births
<b>2015</b>	38,912
<b>2014***</b>	38,597

\*\*\* The 2014 numbers have been updated to reflect corrected information.



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