

# DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

State Fiscal Year 2016 Annual Welfare Reform Report



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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 selfsufficiency 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, the Arizona State Legislature 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 (A.R.S. § 8-451).

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, bully or harass nor tolerate those who do;
- Accountability: We commit to excellence, innovation and transparency; and
- Diversity: We respect 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 childcare assistance. The Department manages the Unemployment Insurance Program, including collecting taxes and providing benefits.

The Department provides temporary assistance and services that support Arizonans' work to reach greater self-sufficiency. 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 a safety net of services to victims of domestic violence; individuals experiencing homelessness and hunger; families needing assistance with utility bills; and vulnerable adults who are victims of abuse, neglect, and exploitation. The Department assists individuals and families by determining eligibility for temporary cash assistance, nutritional assistance, Medicaid, Social Security Disability Insurance (SSDI), and Supplemental Security Income (SSI). In addition, 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 Tribal 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's services, homeless services, and domestic violence services, provide support to families that are experiencing a major life crisis. These programs work together to coordinate other supportive services that provide opportunity, care, and assistance for Arizonans in need.

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

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 Continuing Appropriation Resolution for 2015 extended funding for the TANF block grant through September 30, 2015. The most recent extension was contained in the Consolidated Appropriations Act of 2016 and extended funding

through September 30, 2016. TANF funds, combined with state general funds, are used to administer many of the programs highlighted in this report.

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

- The 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;
- The DES Division of Child and Family Engagement (DCFE) is responsible for administering 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
- DCS is responsible for TANF-funded services relating to child welfare investigations and case management, foster care and adoption services, kinship care, family preservation services, and family support programs.

The Family Assistance Administration (FAA) within DBME determines eligibility for the 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 Workforce Administration's Jobs for participation in work activities. These individuals are also referred to the Child Care Administration within DCFE for childcare services and to DCSS for child support services. Families experiencing homelessness or domestic violence situations that prevent them from reaching their highest level of self-sufficiency may also receive services to address these issues.

# IV. Department Accountability

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 agency wide approach to performance management and accountability. In this capacity, OA led the agency's efforts to monitor compliance with federal and state requirements; ensure the 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 eight principal functions: audit, assessment, and review; continuous improvement; administrative and criminal investigation; research and analysis; risk management; protective services; 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.

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

Arizona's economy has been steadily improving since the Great Recession, but some of Arizona's economic indicators still lag behind nationwide metrics. This is partly because Arizona was hit harder by the economic recession than most other states. According to the U.S. Bureau of Labor Statistics, from May 2015 to April 2016, the seasonally adjusted unemployment rate decreased from 6.1 percent to 5.5 percent. Despite the decrease, Arizona's unemployment rate is still above the national rate, which decreased from 5.5 percent to 5.0 percent over the same time period.

Poverty rates<sup>1</sup> have not recovered to the pre-recession levels of 2007 and, despite economic recovery, have begun to increase again since 2012 in Arizona and 2013 on the national level. For Arizona, the poverty rate pre-recession in 2007 was 14.3 percent and was most recently 21.2 percent in 2014. The national poverty rate mirrors this trend with a pre-recession rate of 12.5 percent in 2007 and a most recent rate of 14.8 percent in 2014 (see Table 1). Currently, one in four children in Arizona is living below the federal poverty guidelines, defined as an income level below \$24,300 per year for a family of four. Social conditions in the state are also increasing the need for Department services. For example, trends of more people having children later in life and increases in aging populations are causing more families to simultaneously raise children while caring for aging parents.

Over the past several years, the number of welfare recipients has decreased because of changes in eligibility requirements and moderate economic improvement. The number of TANF Cash Assistance recipients has steadily decreased from a peak average of 83,969 recipients per month in State Fiscal Year (SFY) 2009 to an average of 22,171 recipients per month in SFY 2016. The number of SNAP recipients has slowly declined from an average of 1,123,068 recipients per month in SFY 2012 to an average of 982,253 recipients per month through May of SFY 2016, representing 14.4 percent of Arizona's population. Eligibility changes for Cash Assistance have decreased the average number of recipients per month to levels below the pre-recession SFY 2007 level of 82,408. However, the number of SNAP recipients has not recovered to the pre-recession monthly average of 537,072 in SFY 2007.

The State of Arizona has experienced an increase in the reported homeless population. The Homeless Management Information Systems, compiled by three Continua of Care encompassing the state, reported 29,170 households experiencing homelessness in SFY 2014 and 36,497 households in SFY 2015. At the national level, homelessness decreased 2.4 percent from 578,424 in January 2014 to 564,708 in January 2015. In 2014 and 2015, Arizona had 5.0 percent and 6.5 percent of the national homeless population, respectively. The increase in homelessness in Arizona adds difficulty to meeting the needed level of Rapid Rehousing services, which are demonstrated to be the most effective way to end homelessness for a household.

<sup>&</sup>lt;sup>1</sup> Poverty rates reported by Calendar Year

	2007	2008	2009	2010	2011	2012	2013	2014
Arizona	14.3	18.0	21.2	18.8	17.2	16.2	17.8	21.2
USA	12.5	13.2	14.3	15.1	15.0	15.0	14.5	14.8

Table 1: Poverty Rate Comparison, Arizona and National<sup>1</sup>

### 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 2016.
- 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 implemented a 36month 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. Effective July 2016, the state time limit is further reduced to 12 months.
  - In SFY 2016, from July through March, 1,197 families were notified at their 22<sup>nd</sup> month of participation that their eligibility for Cash Assistance benefits was at risk of expiring because of the 24-month time limit. Because of the new 12-month time limit effective July 1, 2016, an additional 1,553 participants with ten or more months of participation through April 2016 were notified that they were at risk of reaching the state benefit limit in June. In addition, 280 families reached the federal 60-month lifetime limit of receipt of benefits in the year. A total of 416 families, or 28 percent, of the families reaching the state or federal time limit in SFY 2016 were determined eligible to receive continued benefits because they qualified for a family hardship extension.

- The Department continues to focus on assisting those who would be directly affected upon implementation of the lifetime limit changes and 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. In SFY 2016, 2,349 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 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 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 who 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 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 2016, 8,890 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 2015, more than 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 2016, the Jobs Program served 13,226 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, job-ready participants are assisted to prepare for employment through instruction in job readiness competencies, pre-registration for Work Opportunity Tax Credits, enrollment in education or training activities, and provision of supportive services to mitigate barriers to employment. Job seekers also attend weekly Job Clubs, which assist participants with job search challenges, inform them on new job leads, and expose them to employers who are ready to hire. Job search resource rooms are available to participants at all sites, including two that are Maricopa County ARIZONA@WORK Job Centers and two that are staffed by Goodwill Industries of Arizona.

Employers throughout Maricopa County recruit and hire participants at the Jobs Program site weekly. In its outreach and engagement of employers, MAXIMUS targets high-growth industries and occupations within the local labor market. These are aligned with sectors targeted by the Arizona Commerce Authority, Phoenix Economic Development, and local ARIZONA@WORK partners. Employers are actively involved in MAXIMUS work readiness activities by attending regularly scheduled Job Clubs, on-site recruitment and hiring events, and job fairs held at each Maricopa County Jobs Program site. In addition, MAXIMUS staff actively participate in and coordinate several employmentfocused networking groups throughout Maricopa County, such as the monthly East and West Valley Employer Outreach Coalitions. The coalitions involve a variety of community partners and agencies, including Mesa Community College, the DES Workforce Administration, Maricopa County ARIZONA@WORK, and multiple employers. MAXIMUS Business Services staff are members of the Phoenix Chamber of Commerce and the National Employment and Training Professional Association, and they attend regular meetings. MAXIMUS is also an active member of the Maricopa Human Capital Collaborative, which is comprised of public, private, and nonprofit workforce development-focused organizations throughout the county. Its membership with the Arizona Community Action Association keeps MAXIMUS case management staff informed about community-based poverty reduction initiatives and solutions.

Bringing employers and community partners to Jobs Program offices has proven to be a successful approach to engaging participants. In addition to the weekly presence of employers seeking to hire participants, other on-site resources include delivery of food boxes and professional clothing and on-site GED preparation classes. Services for refugees are jointly delivered in partnership with refugee resettlement agencies at MAXIMUS Jobs Program sites. Additional partnerships with community organizations that help address participants' employment readiness needs and barriers include:

- Goodwill of Central Arizona, which assists Jobs Program participants with jobseeking skills, job leads, unpaid work experience positions, and unsubsidized employment;
- ABILITY360, which conducts specialized assessments, co-case management, and SSI/SSDI benefits advocacy for individuals with disabilities;
- Arizona Women's Education and Employment (AWEE), which facilitates employment readiness workshops and Job Club sessions;

- Literacy Volunteers of Maricopa County, which provides on-site GED preparation classes using a combined classroom and computer-assisted instructional approach; and
- World Hunger Education Advocacy and Training (WHEAT), which offers training in customer service as well as workshop facilitation and access to professional clothing through its retail center.

Numerous community organizations have long-standing partnerships with MAXIMUS that provide efficient cross-referral procedures and coordinated delivery of case management and supportive services. Several examples of those organizations and services are listed below:

- Homeless shelters, transitional housing programs, and public housing programs such as UMOM, City of Phoenix and Maricopa County Public Housing Family Self-Sufficiency Programs, Dream Center, Save the Family Foundation, and Homeward Bound;
- Behavioral health service providers such as Terros, Weldon House, and Changing Lives Center, which address mental/behavioral health and substance abuse issues;
- Specialized service providers assisting ex-offenders such as Arizona Common Ground, Restoration of Rights, St. Joseph the Worker, and Community Legal Services;
- Domestic violence service providers such as My Sister's Place, Eve's Place, and A New Life Center;
- Basic needs providers, such as food and housing/utility assistance, provided by Maricopa County community action agencies, Phoenix Family Service Centers, local utility companies, St. Mary's Food Bank, and United Food Bank; and
- Financial education provided through Desert Schools Federal Credit Union.

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

Participants who are not job ready benefit from customized supportive services to mitigate employment barriers and prepare them for transitioning from public benefits. For example, participants with chronic health conditions or disabilities receive specialized functional, medical, and psychosocial assessments to identify capabilities and limitations, and they receive assistance through MAXIMUS case managers to develop and implement a service plan that prepares them for

alternatives to TANF dependency. For some, this may include accommodations and placement in employment that is tailored to their particular needs and interests while others may receive advocacy for SSI/SSDI benefits. Community Service Placements (CSP) and Unsubsidized Work Experience (UWE) continue to be viable employment preparation activities for Jobs Program participants who lack the confidence, experience, or skills to secure unsubsidized employment. CSP and UWE may also serve as a supplemental activity for participants engaged in job search. MAXIMUS maintains partnerships with public and private/nonprofit organizations that host CSP and UWE participants, such as Gilbert Senior Center, Manna Food Bank, Salvation Army, St. Vincent de Paul, Honor Health, Goodwill of Central Arizona, and Maricopa County Head Start. The majority of these organizations accommodate participants with felony backgrounds and often end up hiring the participant after a successful training period.

Vocational training activities through Maricopa County Community Colleges and private and nonprofit training institutions prepare participants who lack marketable skills for employment. A primary focus is on short-term training programs in targeted industry sectors, which offer employer-recognized certification or credentials as well as placement assistance upon the conclusion of training. Often WIOA co-enrollment is sought to expand vocational training options for Jobs Program participants.

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

In Pima County, ResCare offers "Roadmaps to Success" training, a two-week job readiness workshop designed to position participants for a successful job search and transition to self-sufficiency. The workshop focuses on how to stand out in a competitive job market. The workshop includes learning modules that improve interview skills; build better resumes; and provide tips on how to tap into hidden job opportunities, such as identifying opportunities before they are advertised. Job seekers learn critical skills that allow them to effectively leverage in-person contact using electronic media to create a more efficient and positive interaction with potential employers. Participants have access to a substantial number of topic-specific training programs in a variety of subjects through the ResCare Academy. In addition, participants have access to Resume-Pro, a state-of-theart tool for helping create resumes that lead to job interviews. Resume-Pro is used to connect job seekers to positions specific to their skill set and to their work experience.

Resume-Pro also connects to the job search tool application called Talent Market. Once job seekers create a resume in Resume-Pro and post it to Career Builder, they attend a Talent Market workshop to learn about the features included in the Talent Market search tool. Job seekers and ResCare staff use Talent Market to search for job openings that match the job seeker's skills and interests. ResCare staff use Talent Market to track job seeker activity, post announcements for workshops and job fairs, and notify job seekers of suitable job openings.

The newest assessment tool utilized by ResCare is the "Woofound" Career Pathways Explorer (CPE) tool by Traitify. This tool is a simple and quick interest assessment that connects the user to information from O\*NET OnLine, an occupational Web site sponsored by the U.S. Department of Labor. The interest assessment is used to explore information about jobs and careers and the pathways associated with those careers suited to a person with those particular interests. CPE also allows the job seekers to find information about jobs in the local area that are associated with their areas of interest.

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

Mister Car Wash not only accepts unpaid work experience volunteers at their administrative office but also has transitioned Work Experience and Subsidized Employment positions to a paid employment position within the company. Mister Car Wash in Pima County took in several work experience volunteers and, after creating an administrative position for ResCare's program, hired a participant, who had been involved in the work experience program. ResCare was able to support the participant with clothing and other supportive services during the transition to employment with Mister Car Wash.

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

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

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

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

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

Adecco, an employment service in Casa Grande, has partnered with ResCare for several years and has hired many Jobs Program and former work experience participants for work at their client sites.

- 99 Cent Only Stores (Casa Grande) hired several ResCare Jobs Program participants and has indicated a need to hire several more workers in the near future.
- Price Industries (Casa Grande) hired 11 ResCare Jobs Program participants and has expressed interest in hiring more clients in the fall of 2016.
- Bright International (Coolidge) hired five ResCare Jobs Program participants and recently expressed an interest serving more clients.

In addition, Jobs Program employment specialists in Pinal County actively collaborate with many community employment-oriented organizations, including Central Arizona College, operator of the WIOA Youth Program. The Youth Program is designed to prepare Arizona's youth to enter postsecondary education, training, or employment after completing secondary education.

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

The Mohave County Jobs Program partners with ARIZONA@WORK for job readiness and training activities. ARIZONA@WORK offers additional assessments, job referrals, paid work experience, and assistance with GED preparation. ResCare Jobs Program staff in Mohave County actively participate in job fairs and job readiness workshops conducted by the DERS Workforce 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. Community partners include the following:

- Goodwill of Northern Arizona is a strong partner in Mohave County. Goodwill
  has locations in Lake Havasu and Bullhead City with Job Centers offering job
  readiness and job search assistance as well as training to improve computer
  skills. In addition, they provide community work experience training and
  supervision at their retail stores, many resulting in full-time employment.
- The Boys & Girls Club provided a work experience opportunity for job seekers, resulting in a successful job placement in February 2016.
- Arizona's Families F.I.R.S.T. offers substance abuse education, support, and services to remove barriers to ensure child safety and promote a goal of employability.

- Mohave Mental Health and Southwest Behavior Health provide counseling, a peer support training program, group therapy, GED preparation, job development, and work experience. These services frequently result in successful employment for participants.
- Mohave Community College and Charles of Italy Beauty College have graduated many Jobs Program participants, who have gained employment. These two colleges also partner in job fairs and provide training programs.

As in other service areas, ResCare employment specialists in Yuma County partner with ARIZONA@WORK for additional employment leads, job fairs, and educational activities to build and enhance job seeker skills. The Yuma Jobs Program is also allied with a number of community groups and agencies to remove barriers and to support success. Participants requesting a reasonable accommodation are referred to Vocational Rehabilitation for assessment and cocase management. S.M.I.L.E., a center for independent living, offers education and advocacy information for disabled individuals. Numerous partners exist to provide assistance. For example, the Salvation Army Store provides interview clothing and utility assistance. The Western Area Council of Governments provides housing and utility assistance. Adult Literacy providers offer English language and GED preparation classes. Portable Practical Education Preparation (PPEP) Inc. offers training for families in agriculture. The Regional Center for Border Health offers medical and clerical certification training from which four Jobs Program participants graduated in June 2016 with improved employment opportunities.

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 the job skills and training that often lead to successful employment placements. Some of these partnerships include:

- The Yuma County Library District has been participating in the ResCare Workforce Program since September 2010 with nine locations in Yuma County. The Volunteer Coordinator writes, "It is our hope that this program continues to impact lives and provide for a stronger and healthier community. Education is power and we sincerely believe this program is a perfect resolution for the economy, participants, and our future."
- A partnership with Sears Holdings began in 2015 resulting in several successful employment placements. Recently the General Store Manager wrote, "Your program helps individuals not only financially but also helps mold them and train them to succeed in their future career decisions. I strongly believe that you make a difference in our community and as a company Sears Holdings is honored to be a part of it."
- A local retailer, Factory 2-U, has said that that they have been "very pleased" with the ResCare participants they have hired.

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, 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 childcare. 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 ARIZONA@WORK Job Center at the La Paz Career Center and is offering a greater coordination of services. Participants are referred to the La Paz Career Center/WIOA partner and are offered GED and medical assistant certificate programs, thereby increasing their employability. The Employment Service program offers job referrals, which often lead to employment.

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

- 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 needed to be successful in the workplace, such as punctuality and time management.
- St. Vincent de Paul provides individuals with volunteer experience. Volunteer work may include working as a stocker, maintenance person, janitor, or food services worker. Clothing vouchers may be provided to obtain clothing 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 for Jobs Program participants. In some instances, these participants are hired into paid positions.

In Yavapai County, ResCare Jobs Program staff work closely with different agency partners, including ARIZONA@WORK, Bob Stump VA Hospital, the Northern Arizona Council of Governments, Goodwill Industries, New Horizons, The Salvation Army, Habitat for Humanity, Arizona Women's Education and Employment, Catholic Charities, Stepping Stones, and ResCare Home Care. Some agency partners offer additional skill building while others offer computer labs for Jobs Program participants to use. Partners often collaborate on job fairs, frequently resulting in gainful employment.

The Coconino County Jobs Program, like the programs of the other rural counties mentioned above, works closely with the community to remove barriers and improve employability. The Jobs Program has a strong relationship with Goodwill Industries (Goodwill of Northern Arizona), which provides computer and employment skills. Goodwill Industries has also been used as a site for providing work experience to further develop the skills of job seekers. Because the community is small, 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 who were TANFrelated 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 childcare services. After eligibility determination, over 4,000 families that were released have been authorized to receive quality childcare to support continued employment. In June 2015, the waiting list was removed for families at or below 110 percent of the federal poverty limit (FPL), and these families were given immediate eligibility. The waitlist was reinstated in November 2015 and has grown to 7,895 children as of June 24, 2016. Childcare services are highlighted in Appendix Four.

# Adult Protective Services

The decreasing number of reports of vulnerable adult abuse, neglect, or financial exploitation has allowed Adult Protective Services (APS) to manage and maintain a targeted investigative caseload and improve timeliness standards. The SFY 2017 budget included one-time funding to address APS caseload growth.

# **Crisis Services**

Short-Term Crisis Services provides help to households experiencing emergent needs that cannot be met with their own income and resources. To qualify for services, households must have income 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; must have a child under the age of 18 who meets U.S. Citizenship or qualified legal resident criteria; and must be an Arizona

resident at the time of application. Services provided can include emergency shelter, case management, eviction prevention, move-in assistance, utility deposits or payments, rent payments, and other special services appropriate for securing and maintaining employment.

Rapid Rehousing, Temporary Emergency Shelter, and Homeless Prevention are the most commonly utilized interventions for individuals experiencing homelessness in Arizona. Rapid Rehousing and Temporary Emergency Shelter services provide assistance to individuals designated as "unsheltered homeless." Rapid Rehousing enables households to move from homelessness to permanent housing. Temporary Emergency Shelter provides temporary shelter for households while they are looking for permanent housing. Homeless Prevention provides financial assistance to households to prevent homelessness.

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

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

Rapid Rehousing and Emergency Shelter are now required to be provided together because Emergency Shelter is one of the best enrollment sources for Rapid Rehousing. Enrolling households from Emergency Shelter into Rapid Rehousing enables shelters to open beds for the next household experiencing homelessness, effectively moving households through the homeless system more expeditiously. The Homeless Coordination office anticipates that bundling services will also promote greater collaboration among providers.

In addition, the Homeless Coordination office has designated eight service delivery areas with the goal of increasing the reach of homeless services statewide. The Homeless Coordination office decided to utilize service delivery areas to require providers to extend their service areas, thereby increasing geographic coverage statewide.

The Homeless Coordination office anticipates that these changes will have a positive effect on reducing the number of individuals experiencing homelessness throughout the state. Households should move through the shelter systems more expeditiously, collaboration among providers should increase, and complete coverage of service delivery areas is expected to improve coverage throughout the state. These changes should also reduce wait times for

households entering shelters and reduce the total time in homelessness for households across the state.

The Department also contracts for services for domestic violence survivors and their children. These services are provided in residential settings or to victims who are living in the community and in need of support and information. Services include emergency shelter for up to 120 days; transitional housing; counseling; and supports such as case management, transportation, childcare, and life skills training. To qualify for services, minor children may be temporarily absent from the parent or relative for no more than 180 days from the time of access to the services. Crisis services activity is identified in Appendix Six.

#### Appendix One: Cash Assistance Program

	Total Cash Assistance Cases (Average Month)	Total Cash Assistance Recipients (Average Month)	Total Cash Assistance Payments (Average Month)	Total Cash Assistance Payments (Average Per Case)	Total Cash Assistance Payments (Average Per Recipient)	Total Cash Assistance Payments	Two-Parent Cases	Average Months on Cash Assistance (Subject to State Limit Only**)
2016	10,215	22,171	\$ 2,057,745	\$ 201.45	\$ 92.81	\$ 24,692,940	173	13.72
2015	12,269	27,272	\$ 2,490,483	\$ 202.99	\$ 91.32	\$ 29,885,791	269	13.52

#### SFY 2016 vs. SFY 2015\*

	Cash Assistance Cases Closed Due to Sanctions	Minor Parents Ineligible for Cash Assistance (Due to Minor Parent Provisions)	Cash Assistance Benefits Not Issued (Due to Minor Parent Provisions)	Number of Cash Assistance Cases with Benefit Cap Children	Payment Accuracy	Number of Cases That Reached the Federal Time Limit	Number of Cases That Reached the State Time Limit	Number of Cases That Received Benefits Past State Time Limit Due to Hardship Extension***	Number of Cases Ineligible Due to Needy Family Income Restrictions
2016	2,560	8	\$ 429	1,793	96.70%	280	2,657	2,271	2,349
2015	2,350	26	\$ 1,251	2,521	96.10%	382	1,870	2,497	2,914

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 2016 vs. SFY 2015

	Cash Assistance Recipients	Waiting Time (Days) After	Total Cash	Assistance Assistance Recipients Recipients Served by Jobs Placed in Work	N	umber of Participants	Deferred from Partic	ipation		
	Waiting to Be	Becoming	Recipients		Reason for Deferral					
		Assistance			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		
2016	176	3	13,226	7,162	48	1,769	31	1,375		
2015	199	3	17,967	9,159	21	1,085	78	1,006		

	Unsubs	idized Em	ployment	Adult Cash Assistance	Percent of Total Adult Cash Assistance	Job Retention Rate	Persons Placed in Employment Who Did
	Total Jobs Program Participants Who Found Employment	Average Hourly Wage	Persons Placed in Employment with Health Care Provided	Cases Closed	Cases Closed Due to Earned Income	Over 90 Days (Percent)	Not Return to Cash Assistance (Percent)
2016	4,099	\$10.25	2,392	2,565	12.03%	57%	88.18%
2015	4,755	\$10.00	2,500	3,180	13.62%	49%	88.26%

	Pa	articipants in Type	s of Work Activitie	es	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	
2016	1,407	5,438	277	40	70%	0.4%	6%	23.5%	
2015	2,269	6,387	438	66	67%	0.4%	6%	26%	

# Appendix Three: Self-Sufficiency Assistance

#### SFY 2016 vs. SFY 2015

	Work Related Transportation Assistance	Number of Individuals Who Participated in Vocational Education Activities	Number of Individuals Who Participated in Post- Employment Educational Training	Number of Individuals Who Engaged in Postsecondary Education	Number of Individuals Who Had Shelter/Utility Assistance Allowance Paid for by Jobs	Total Fair Labor Standards Act (FLSA) Supplemental Payments Issued	Number of Individuals Who Received FLSA	Number of Individuals Receiving Transitional Medical Services (Avg. Monthly)	Number of Families Who Received a Grant Diversion Payment
2016	4,984	624	0	0	700	\$ 109,386	315	26,799	8,890
2015	5,769	936	0	1	619	\$ 138,645	308	37,021	8,573

#### **Appendix Four: Child Care**

#### SFY 2016 vs. SFY 2015

	Total Children Authorized for Subsidized Child Care	Monthly Average of Children Receiving Subsidized Child Care	Total Number of Children Authorized to Receive Transitional Child Care	Monthly Average of Transitional Child Care Caseloads	Child Care Subsidies - Average Reimbursement	Total Amount Expended - Child Care Subsidies (Million)	Total Amount Child Care Co- Payments (Million)	Number of Individuals Who Participated in Employment Preparation Training	Number of New Certified Child Care Homes
2016	36,130	30,110	5,726	4,935	\$ 358.53	\$ 118.76	\$ 6.92	324	130
2015	30,677	25,834	5,451	4,810	\$ 355.55	\$ 110.35	\$ 5.75	463	137

	Number of Child Care Providers Listed on CCR&R Registry	Number of Referrals Received for Child Care Services	Number of Instances When Child Care Services Not Available	Number of Providers Accredited and Eligible for the Enhanced Payment Rates	Approximate Number of Children Per Month Receiving Child Care in Accredited Programs	Child Care Provider Referrals - Number of Calls	Child Care Provider Referrals - Families Served via Internet	Number of Individuals Who Participated in Child Care Provider Training	Number of Child Care Providers Who Received Special Technical Assistance Training
2016	3,143*	86,357**	13	226	4,377	6,162	13,107	10,785	3,722
2015	303	8,189	2	193	2,861	4,568	10,346	17,873	1,561

\* The methodology for 2016 data has been updated to provide a more complete picture by including all child care providers listed in the CCR&R Registry, not just registered non-certified providers. \*\* The methodology for 2016 data has been updated to provide a more complete picture by including an unduplicated count of each provider

referral made, not just the number of customers receiving one or more referrals.

# Appendix Five: Child Welfare Programs

#### SFY 2016 vs. SFY 2015

	A	Arizona Families First (AFF) Program								
	Number of Individuals Referred for Screenings for Substance Abuse Treatment	Number of Clients Who Received AFF Services	Average Length of Treatment (Days)							
2016	9,613	4,592	168							
2015	7,397	6,007	139							

	Child Maltreatment Reports Received	Average Monthly Number of Families Receiving Comprehensive In-home Services	Average Monthly Number of Children Receiving Subsidized Guardianship
2016	49,154	8,029*	2,716
2015	51,104**	9,880**	2,566

\* Numbers for 2016 reflect data available to date

\*\* Numbers for 2015 have been updated to reflect final data

#### **Appendix Six: TANF-Related Programs and Services**

#### SFY 2016 vs. SFY 2015

	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
2016*	31,866	1,598	3	7,461	8,132	269	139,223	2,926	8,014	3,410
2015**	34,745	1,367	9	10,068	8,005	323	147,704	2,953	5,237	3,645

The 2016 numbers are based on actual data for the first three quarters of SFY 2016 and an estimate for the last quarter of SFY 2016.
 The 2015 numbers have been updated to reflect final data

	Non-Marital Births
2016	38,008
2015	38,803

\*\*\* The 2015 numbers have been updated to reflect corrected information.

Under Titles VI and VII of the Civil Rights Act of 1964 (Title VI & VII), and the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Title II of the Genetic Information Nondiscrimination Act (GINA) of 2008, the Department prohibits discrimination in admissions, programs, services, activities, or employment based on race, color, religion, sex, national origin, age, disability, genetics and retaliation. The Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service or activity. For example, this means if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible. To request this document in alternative format or for further information about this policy, contact 602-364-3976; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request. • Disponible en español en línea o en la oficina local.