



DEPARTMENT OF  
ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*



# ANNUAL REPORT

## State Fiscal Year 2020

Douglas A. Ducey, Governor

## TABLE OF CONTENTS

<b>STATUTORY AUTHORITY</b>	<b>1</b>
<b>ARIZONA DEPARTMENT OF ECONOMIC SECURITY OVERVIEW</b>	<b>2</b>
<b>COMMITMENT TO SERVING ARIZONANS</b>	<b>4</b>
<b>COMMITMENT TO QUALITY</b>	<b>52</b>
<b>PROPOSED ACTIONS FOR NEXT FISCAL YEAR</b>	<b>65</b>
<b>ECONOMIC CONDITIONS AND OUTLOOK</b>	<b>68</b>
<b>STATISTICS</b>	<b>74</b>

## STATUTORY AUTHORITY

The Arizona State Legislature established the Department of Economic Security (DES/Department) in 1972 by consolidating multiple state entities to provide an integrated approach to human services. The Department invests approximately \$4 billion annually to provide critical and beneficial services to more than 2.9 million Arizonans in need.

In accordance with Arizona Revised Statutes (A.R.S.) § 41-1960, DES is required to submit an annual report to the Governor and Legislature that provides information regarding Arizona's economic security needs and resources; the use, training, and placement of manpower; and recommendations for the next Fiscal Year (FY). This report provides statistical information, highlights the current economic conditions within the state, and focuses on the efforts of programs within DES and its provider networks to deliver services to Arizona's children, adults, and families to ensure that they have an opportunity to live safely and become self-sufficient.

## DES OVERVIEW

The Department established a True North as part of continuous improvement efforts to serve as a constant reminder of DES's commitment to serve Arizonans.

### **DES TRUE NORTH**

*All Arizonans who qualify receive timely DES services and achieve their potential.*

The DES True North is supported by the Department's mission to make Arizona stronger through DES programs and services.

### **DES MISSION**

*The Department of Economic Security makes Arizona stronger by helping Arizonans reach their potential through temporary assistance for those in need, and care for the vulnerable.*

The Department has established four goals to accomplish this mission:

- 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.

The Department endeavors to fulfill its mission by employing five core values that serve as the foundation for the work performed by the Department:

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

DES had 8,285 employees and operated from 89 direct-service offices, 13 residential facilities, and 30 administrative offices at the end of State Fiscal Year (SFY) 2020. DES owns 24 of the facilities and leases two of those properties to private entities. The remainder of DES locations are leased. The Department is divided into six districts with the central administration located in Phoenix.

The Department has approximately 6,000 contracts and agreements with non-profit and for-profit organizations, governmental agencies, Tribal governments, and other community partners throughout Arizona. These contracts provide services to Arizonans across the human service delivery continuum and critical operational support to the Department and its staff.

## COMMITMENT TO SERVING ARIZONANS

The need for DES services is critical for the individuals, children, and families who make Arizona their home. The Department helps more than 2.9 million Arizonans reach their full potential every year by providing temporary assistance to those in need. The Department's commitment to building the capacity of Arizonans who receive DES services requires DES staff to demonstrate the Department's five core values every day through interactions with the public and fellow colleagues.

The Department has over 40 programs, housed among five divisions, that provide a wide array of services delivered through offices and staff throughout Arizona, and through a network of community-based providers. The Department works collaboratively with businesses, communities, local and national advocacy organizations, other state agencies, federal agencies that oversee programs, and Tribal nations to deliver services to Arizonans.

The multi-faceted programs within the divisions collaborate to provide other supportive services that provide opportunity, care, and assistance for Arizonans in need and provide temporary assistance and services to help them reach greater self-sufficiency. Client-facing divisions within the Department include:

- Division of Aging and Adult Services (DAAS);
- Division of Benefits and Medical Eligibility (DBME);
- Division of Child Support Services (DCSS);
- Division of Developmental Disabilities (DDD); and
- Division of Employment and Rehabilitation Services (DERS).

DES also provides support to staff through the Division of Technology Services (DTS), the Division of Business Services (DBS), and the recently created Division of Financial Operations.

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## **PARTNERSHIPS**

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

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

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## **PROGRAM SERVICES OUTSOURCED THROUGH CONTRACTS**

- Shelter and case management services for people experiencing homelessness;
- Shelter and supportive services for victims of domestic violence;
- Food and utility supports;
- Independent living and other community-based supports for older Arizonans;
- Caregiver Resource Line to provide access and information to family caregivers for respite care services, caregiver training, and referrals;
- Refugee resettlement services;
- Employment services for the Jobs Program;
- Supplemental Nutrition Assistance Program Career Advancement Network (SNAP CAN), a community-based employment and training partnership providing employment readiness opportunities to eligible Supplemental Nutrition Assistance Program (SNAP) recipients;
- Call centers to provide basic benefit information;
- Pharmacy benefit management for DDD American Indian Health Plan (AIHP) members;
- Child care provided by DES-contracted centers, group homes, and family child care homes for families that qualify for child care assistance;

- Child care training and technical assistance provided to DES-contracted child care providers to promote high-quality care;
- Child care resource and referral;
- Educational support for child care professionals through the Professional Career Pathway Project;
- Child support payment processing;
- Employer new hire reporting, which is used to validate employment and the incomes of child support obligors;
- Genetic testing to establish paternity;
- Workforce employment and training programs through the Workforce Innovation and Opportunity Act (WIOA) Title I; including helping employers recruit, develop, and retain qualified employees, and assisting job seekers in the pursuit of employment opportunities;
- Acute, long-term care, and behavioral health services to individuals with developmental disabilities;
- Rehabilitation and vocational services for individuals with disabilities to obtain or maintain employment and independence in the community;
- Central referral system for children referred to the Arizona Early Intervention Program (AzEIP); and
- Service coordination and team-based early intervention therapies, supports, and services for children referred to and eligible for AzEIP.

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## **BUSINESS FUNCTIONS OUTSOURCED THROUGH CONTRACTS**

- Mailroom services;
- Office supply delivery;
- Specialized printing;
- Office-moving services;



- Electronic Benefits Transfer (EBT) card issuance for Temporary Assistance for Needy Families (TANF) Cash Assistance (CA), SNAP, Child Support, and Unemployment Insurance (UI) benefits;
- Kiosks at local child support offices to collect child support payments;
- Translation and interpretation services;
- Typing and preparation of transcripts for administrative hearings;
- Teleconferencing and digital recording of administrative hearings;
- Telephone systems;
- Data entry of wage data submitted by employers; and
- Call center, claims processing, and system platform support for the UI Program.

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## **ACCOUNTABILITY**

The DES Office of Inspector General (OIG) exists to safeguard Arizonans by preventing and detecting fraud, waste, abuse, and misconduct. OIG has six principal functions:

1. Audit, assessment, and review;
2. Administrative and criminal investigation;
3. Research and analysis;
4. Risk management;
5. Protective security; and
6. Hearing and deciding the outcome of appeals for UI and public assistance programs administered by DES.

The Public Assistance Benefit Fraud (PABF) Unit completed and finalized 4,918 investigations during SFY 2020. The investigations resulted in an estimated cost avoidance of \$2,826,165. The PABF Unit referred 226 cases for administrative action and 75 cases for prosecution. The prosecution referrals resulted in 39 convictions and a total of \$278,640 in court ordered

restitution, \$3,845 in court-ordered fines and fees. PABF recoveries paid prior to sentencing totaled \$31,521.

The Unemployment Insurance Benefits Fraud (UIBF) Unit referred 143 cases to the Attorney General's Office for prosecution during SFY 2020. The anticipated recovery amount was \$573,872. The UIBF Unit referred 35 completed reports of investigation to DERS for civil collection. The findings of these investigations resulted in fraudulent overpayments in the amount of \$105,525. The UIBF Unit also referred 95 completed reports of investigation to DERS that involved identity theft in SFY 2020. The Attorney General's Office had 133 UI benefits case direct complaints filed with the courts with 245 convictions. Court-ordered restitution totaled \$58,055 and court-ordered fines and fees totaled \$55,568. UI recoveries paid prior to sentencing totaled \$775,858.

## **DAAS**

DAAS administers statewide advocacy, social services, and programs to serve at-risk and older adults, with an emphasis on those who have the greatest social and economic needs. DAAS consists of two administrations for service delivery: Adult Protective Services (APS) and Community Services Programs (CSP).

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### **APS**

APS receives and investigates allegations of abuse, neglect, and exploitation of vulnerable adults. Additionally, APS responds to reports of self-neglect, meaning a vulnerable adult is potentially unable to meet minimum basic needs due to a physical or mental impairment.

APS is divided into four districts with investigative responsibilities throughout the state. Allegations of abuse, neglect, self-neglect, and exploitation are reported to the APS Central Intake Unit. APS has a Quality Assurance team, a Policy team, and a registered nurse who

provides consultation regarding medically complex cases. Additionally, a specialized Financial Exploitation Unit (FEU) supports APS investigators by providing consultative services and investigating the most complex financial exploitation allegations. The APS FEU investigators are in districts throughout the state and investigate FEU cases statewide.

APS received 20,178 reports alleging maltreatment during SFY 2020, which was a 20 percent increase in reports over SFY 2019. The number of allegations reported to APS totaled 23,025 during SFY 2020, with abuse allegations comprising 24 percent; neglect allegations comprising 24 percent; self-neglect comprising 24 percent; and exploitation allegations comprising 28 percent.

On January 23, 2020, APS and the Arizona Department of Health Services (ADHS) hosted a community stakeholder meeting that included over 160 partners and advocates to gather feedback on building APS. APS used the feedback to develop an action plan based on recommendations from the Abuse and Neglect Prevention Task Force Committee in response to the Governor's Executive Order 2019-03, the Ad Hoc Committee on Abuse and Neglect of Vulnerable Adults, and the Arizona Developmental Disabilities Planning Council. The APS Action Plan, released in March 2020, outlined strategies and actions to strengthen APS and can be found on the DES website at

<https://des.az.gov/services/basic-needs/adult-protective-services-aps/aps-documents> and the ADHS website at <https://azdhs.gov/documents/director/aps-stakeholders/aps-action-plan.pdf>.

APS made active efforts to respond to recommendations in the APS Action Plan during SFY 2020, including:

- Creating self-neglect investigator positions tasked exclusively with cases of self-neglect allegations, coupled with a specific self-neglect training program.

- Assembling a project team to develop and deliver training to individuals mandated to report the abuse, neglect, and exploitation of vulnerable adults in partnership with the Office of Professional Development (OPD) and the National Adult Protective Services Association (NAPSA).
- Receiving and using federal Administration for Community Living (ACL) grant funds to enhance training and onboarding for new investigators and enrolling experienced APS investigators into a nationally recognized, competency-based APS training offered by NAPSA.

APS modified its investigation practices in SFY 2020 in response to the 2019 Novel Coronavirus (COVID-19) Pandemic to ensure the safety of both the client and the APS investigator by introducing tablet technology to help with virtual visits when appropriate and necessary. APS continued to make in-person contact with clients in emergent situations using Personal Protective Equipment (PPE). APS conducted phone or virtual interviews with individuals named as alleged perpetrators and others with pertinent information related to an investigation to further ensure community members' health and safety.

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## **CSP**

CSP strengthens the safety net for vulnerable and at-risk individuals and families through community services and engagement by providing services for Community Action and Aging Programs, the Refugee Resettlement Program (RRP), and Short-Term Crisis Programs. Some of the key programs and services provided are described below, whereas most direct services are contracted to community partners.

**Non-Medical Home and Community-Based Services (NMHCBS)** are designed to establish the necessary support services to retain functionally impaired individuals within their communities and avoid premature institutionalization. The NMHCBS system is a case-managed

system, where case managers use a strength-based approach and integrate client preferences and goals to determine eligibility and need, authorize services, arrange for the provision of services, and monitor the services. The Department contracts with eight Area Agencies on Aging to identify eligible recipients and provide services, such as home-delivered meals, personal care, homemaker services, and case management. The Department provided NMHCBS to 38,979 vulnerable older adults to help maintain their independence and avoid costly institutionalization in SFY 2020.

**The Long-term Care Ombudsman (LTCO) Program** operates as a non-regulatory resident advocacy program to resolve problems related to the health, safety, welfare, and rights of individuals who live in long-term care facilities. The LTCO Program received 1,891 complaints in SFY 2020. The Department contracts with eight Area Agencies on Aging to regularly visit all nursing and assisted living facilities statewide and to directly serve and respond to resident complaints regarding quality of life issues in those facilities. The LTCO Program is often the primary responder to complaints regarding involuntary discharges, which are the most frequent complaints in nursing homes and assisted living facilities. The Ombudsman complaint resolution process is often conducted without outside intervention, which can save on regulatory and legal costs while achieving the resident's desired outcome. In SFY 2020, 92 percent of verified complaints were resolved to the resident's satisfaction.

**The Family Caregiver Support Program (FCSP)** strengthens families by providing caregiver programs and services, including counseling and training; peer support groups; respite care services; and supplemental services. The FCSP assists families and informal caregivers', older relative caregivers, and grandparents raising grandchildren with appropriate support services that enable caregivers to continue safely providing care for their loved ones at home. Services

provided include counseling and training, respite, and supplemental services. DAAS provided support services to 7,473 caregivers in SFY 2020.

**The State Health Insurance Assistance Program (SHIP)** is an independent program funded by the U.S. Department of Health and Human Services (HHS), ACL, and entrusts the Arizona SHIP to empower, educate, and assist Medicare-eligible individuals, their families, and caregivers through objective outreach, counseling, and training to make informed health insurance decisions and optimize access to care and benefits. The Arizona SHIP provided one-on-one assistance to 25,513 Medicare/Medicaid beneficiaries and over 274 public events were held and attended by over 26,567 individuals during SFY 2020. Arizona's SHIP is instrumental in:

- Presenting and distributing information to groups and individuals on Medicare benefits, coverage rules, written notices and forms, appeal rights and procedures;
- Assisting individuals with obtaining coverage through options including Medicare, Medicare Advantage Part C Plans, and programs designed to help people with limited incomes pay for their healthcare. Programs for low-income individuals include Medicaid, the Medicare Savings Program, and the Low-Income Subsidy. The SHIP also helps individuals compare Medical Supplemental (Medigap) insurance policies and explains how the supplemental insurance options work in conjunction with Medicare; and
- Providing information on long-term care insurance and referring individuals to the Social Security Administration (SSA) and local Medicaid offices for additional assistance, when needed. Many SHIP counselors are volunteers trained and certified to assist older adults and individuals with disabilities.

**RRP** supports and advances the successful resettlement of refugees, who are individuals forced to flee their home countries due to persecution, war, or human rights violations.

RRP contracts with public and private organizations to provide culturally competent and linguistically responsive services. The services support successful resettlement and achievement of greater economic self-sufficiency. Most of the contracted services are employment-related and include English language education and case management. Additional programs include:

- Administration of Transitional Refugee Cash and Medical Assistance;
- Coordination of Refugee Domestic Medical Examinations;
- Refugee Health Promotion;
- Refugee Program Development;
- Refugee School Support;
- Refugee Youth Mentoring;
- Services to Older Refugees; and
- Unaccompanied Refugee Minors (URM).

RRP works in partnership with the Corporation for National and Community Service's AmeriCorps Volunteers in Service to America (VISTA) project. RRP provided opportunities for ten VISTA volunteer members who were placed with seven refugee serving partner agencies in Central and Southern Arizona in SFY 2020. The RRP addresses barriers to employment and seeks to enhance public health and education. The ten VISTA volunteer members provided 373 individuals with volunteer opportunities, contributing 7,119 hours of service. Through these projects, more than 656 refugees benefited from improved access to services, which is lower than the normal number due to the COVID-19 Pandemic.

The VISTA members also participated in four collaborative days of service, including the September 11th National Day of Service, AmeriCorps Week, Martin Luther King Jr. Day of Service, and World Refugee Day 2020. During these days of service, the VISTA members worked alongside the Welcome to America Project, HandsOn Greater Phoenix, St. Mary's Food Bank, Refugee Women's Health Clinic, and the World Refugee Day Planning Committee. Additionally, SFY 2020 was the second year of the AmeriCorps VISTA Summer Associate Program, also administered by RRP, in which two summer associates completed 400 hours of service and helped to provide educational programs to 124 students and refugee youth over the course of ten weeks. RRP contracts with Friendly House in Phoenix and Pima Community College Adult Education in Tucson to provide English Language Training (ELT) to refugees. The training emphasizes English learning as a direct path to gainful employment and self-sufficiency. There were 19,331 instances of course attendance, with 37,975 hours of ELT instruction provided to 705 clients during SFY 2020. RRP provides linguistically and culturally appropriate foster care designed to meet the needs of refugee children identified by the U.S Department of State through a contracted provider. RRP prioritizes providing specialized case management services and obtaining foster care providers for children without a parent or guardian and children who have no available family care. The Trafficking Victims Protection Reauthorization Act extends URM eligibility to certain special immigrant juveniles (Special Juvenile Immigrant Status) and to unaccompanied minors with U.S. Victims of Crimes visas. During SFY 2020, the URM Program resettled 14 new minors, while ten minors left the program.

**Short-Term Crisis Services (STCS)** provides help to households experiencing emergent needs that cannot be met with their own income and resources. Services provided may 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.



STCS helped 1,170 families with children receive Emergency Assistance to make their rent or mortgage payments to prevent foreclosure in SFY 2020. In parallel, the Low-Income Home Energy Assistance Program (LIHEAP) served 27,941 households with utility bills or fuel assistance, with a monthly average of 75 percent of these households containing one or more vulnerable member, which is defined as a member who is elderly, disabled, or a small child. LIHEAP funds were also provided to the Arizona Department of Housing's Weatherization Program and were used to improve the safety and/or energy efficiency of 562 homes.

Additionally, DAAS contracted Community Services Block Grant (CSBG) funding to 12 Community Action Agencies (CAA) during SFY 2020 to provide services to alleviate the causes and conditions of poverty. The CAAs leveraged CSBG funding with other resources at a ratio of 31:1 to serve 46,813 households, including 12,061 female single-parent households and 32,063 households at or below 100 percent of the federal poverty level. CAAs were aided in these efforts by volunteers who donated a combined 276,941 hours of their time. Additionally, CAAs undertook a broad range of community and economic development initiatives, including:

- The inclusion of vocational training, financial empowerment coaching, and business start-up assistance within Individual Development Account (IDA) Programs, further enhancing the IDA Program's ability to promote savings and asset building;
- The creation of transportation infrastructure in underserved rural areas; and
- The formation of networks and coalitions with other service providers to coordinate and enhance services provided to clients.

## **DBME**

DBME administers the Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) Cash Assistance (CA) Program, as well as managing the eligibility determination process for the population receiving Medicaid under the Modified

Adjusted Gross Income (MAGI) eligibility process as part of an interagency agreement with the Arizona Health Care Cost Containment System (AHCCCS). State economic conditions had started to stabilize until the impact of the COVID-19 Pandemic, which increased public need for assistance to obtain food, health care, and housing.

Applicants and participants in TANF CA, SNAP, and Medicaid have been able to review ongoing case status, report family changes, and receive important help regarding their cases via the My Family Benefits (MFB) website since 2010. This website has become a proven tool for empowering customers to maintain and monitor their benefits and case status. This process has benefited customers by making the information they need more readily available. Lobby and call center contacts are reduced by allowing the customer to submit change reports through the website. During SFY 2020, there were 135,671 MFB website page views. The MFB website has also been successful in helping clients to access detailed information regarding their TANF CA, SNAP, and Medicaid services by redirecting them to sites with information about such services as:

- EBT account information;
- The Hunger Relief Program;
- Medicaid health coverage;
- Mid-Approval Contact (MAC) online form;
- Updates on potential benefit overpayments; and
- Use of the online Health-e-Arizona Plus (HEAplus) application, which supports TANF CA, SNAP, and Medicaid application processes.

DBME has operated an Interactive Voice Response (IVR) system since SFY 2014, which uses intelligent routing, educational messages, new skill sets, and rules for staff handling telephone calls. Customers can receive electronic information regarding their TANF CA, SNAP, and

Medicaid benefits without having to wait to speak to a live person. When a customer requires additional assistance, the IVR intelligent routing transfers the customer to the correct resource. DBME processed 3,747,814 customer calls in SFY 2020, which included eligibility determination status, the request for administrative hearings, and policy clarifications. Improved call routing accuracy resulted in higher customer satisfaction and reduced cost to the Department.

The IVR is also able to recognize when a customer has submitted an online application and needs an eligibility interview and directs these calls to a DBME staff member for a telephone interview. During SFY 2020, 343,759 SNAP telephone interviews were completed, and 53,264 TANF CA telephone interviews were conducted. In July 2019, the IVR incorporated recorded customer education, as well as customer rights and responsibilities when customers call to complete their interview.

DBME continues to partner with Fidelity Information Services, LLC (FIS) regarding the value and security for EBT cards issued to customers and distribution of TANF CA and SNAP benefits in a timely and efficient manner. FIS works with Federal, State, and retail partners to give Arizona beneficiaries a smooth process for using state-issued benefits like SNAP and TANF CA. FIS offers a mobile application that gives customers another communication channel to manage their benefits. DBME has also rolled out a plan with FIS that allows customers to request a replacement EBT card through the IVR system to offer immediate assistance rather than having to wait to speak to a live person. The DBME IVR system electronically communicates the request for a replacement EBT card to FIS. On average, 400 people per day take advantage of this new IVR process.

In response to the Families First Coronavirus Response Act (H.R. 6201), DBME implemented a Pandemic EBT (P-EBT) Program intended to reimburse families who were eligible for the National School Lunch Program (NSLP) but lost that benefit due to school closures occurring in

March 2020 through May 2020 due to the COVID-19 Pandemic. DBME partnered with Arizona Department of Education (ADE) to obtain a roster of eligible children under the NSLP and then partnered with FIS to issue reimbursement using EBT cards. DBME also implemented a P-EBT online portal to allow families to update missing addresses or family custody information, as well as apply for NSLP if they lost their jobs during the school closure period. The opportunity to apply for reimbursement for this school closure period ended on September 30, 2020 and to date, DES has paid \$200,868,458 to 453,991 families on behalf of 637,205 students.

DBME has implemented a strategic franchise business model by introducing a new Client Education process to local offices, which leads to better prepared customers, first-contact resolution, and shorter wait times. The Client Education Model was introduced in SFY 2019. DBME made great strides in the development and implementation of the Client Education Model during SFY 2020. The model involved a new configuration of the office lobby flow that encouraged customers to interact with a variety of dedicated staff. Staff in these offices were provided with sequencing tools and training, including the Arizona Management System (AMS) principles to improve the client experience and workplace efficiency. DBME partnered with the Office of Continuous Improvement to conduct a value-stream mapping and a rural Kaizen event in November and December 2019. By March 2020, the Client Education Model was positioned in 12 field offices.

DBME enhanced the customer lobby experience through deployment of the Fast Tracker monitors where a customer may see their place in the queue. As of December 2019, all DBME offices were using the Fast Tracker to manage lobby traffic. Fast Tracker data drives the DES Office Locator website that now displays wait times per office.

DBME has also found a way to use customer wait-times to enhance connection and engagement through the Digital Signage Project, which has been implemented to collect,

manage, and publish content digitally in local offices throughout the state. The goals of the Digital Signage Project include:

- Raising awareness, educating customers, and promoting events of public interest;
- Disbursing sensitive information to customers and staff quickly and easily; and
- Minimizing the perceived wait time for customers by keeping the customers engaged in the digital content.

DBME also implemented GreenSpace, a project that is a Center of Excellence in a call center environment and provides a scalable solution to increase productivity, reduces waste, improves processes, and meets customer demand. The GreenSpace team moved into a new call center environment that includes cubicles for 285 Program Service Evaluators (PSE) and supervisors, and office space for Local Office Managers (LOM) and the Regional Program Manager. There is currently an expansion project being implemented that will house 51 cubicles and will become the new On-the-Job Training and Nesting area for new employees. The call center team joined forces with the local office team to experience face-to-face interviews for two weeks, serving 71 Arizonans a day with only seven PSEs with a case accuracy of 100 percent. The GreenSpace team is currently meeting or exceeding all established metrics and is continuing to follow a hiring and staff development plan for DBME to meet headcount commitments. The goal at the jump-off point in February 2019 was eight customers to be served per staff per day with an accuracy rate of 96 percent and an average handle time of 48.85 minutes. In July 2019, the goals were increased to 13 customers served per staff per day with an accuracy rate of 98 percent and an average handle time of 32 minutes. Currently, the actual metrics are 13.14 customers served per staff per day, with an accuracy rate of 98.3 percent and an average handle time of 29 minutes 57 seconds.

The SiteWire project, a people-first experience to make client interactions successful and to develop a faster path to the customer's highest potential, is another project DBME implemented. SiteWire is a three-part project that involves a DBME homepage redesign on the DES website, simplified notices to customers, and a mobile-friendly experience. This project was temporarily put on hold during the COVID-19 Pandemic response but has been reinstated with an expected completion in SFY 2021.

The Department continues to collaborate with AHCCCS in response to the Affordable Care Act and contracts with a private vendor to provide a separate call center for basic customer questions about Medicaid enrollment and services. The vendor also handles basic inquiries from customers regarding TANF CA and SNAP. The vendor accepts customer emails and conducts customer webchats. This private vendor call center responded to 870,150 telephone calls, 15,549 emails, 49,199 webchats, reset 53,900 HEAplus passwords, and entered 149,263 telephonic applications in SFY 2020.

DBME initiated and completed several new automation projects in SFY 2020, mostly associated with the COVID-19 Pandemic:

- SNAP and TANF CA certification periods were extended six months without having to complete an interview to avoid unhealthy interactions between local office staff and customers.
- Medicaid eligibility was automatically continued unless a person voluntarily requested to no longer be covered, was no longer a resident of Arizona, or aged out of their eligibility coverage and were not eligible under any other category.
- Food and Nutrition Service (FNS) allowed all families receiving SNAP to be paid the maximum benefit level during the state-declared pandemic emergency. As of September

25, 2020, DBME issued \$246,887,394 in benefit emergency supplements to 239,506 families.

- FNS allowed DBME to waive interview requirements in most circumstances for new SNAP applicants. Additionally, work requirements were relaxed for both SNAP and TANF CA recipients.
- New interfaces for pandemic unemployment benefits were incorporated into both HEAplus and DBME quality management processes.
- Workstations and networking software solutions were deployed to allow much of the DBME workforce to work as either a traveling telecommuter or a permanent remote worker in a virtual office environment.

Other notable project completions in SFY 2020 included enhancements to HEAplus for email and short message service (SMS) notice delivery. The HEAplus Maintenance and Operations contract was also rebid. New projects started in SFY 2020 that are expected to be completed in SFY 2021 include the following:

- MFB enhancements to make it mobile-friendly, document uploads, progress tracker dashboard, proof of eligibility, identity management, notice history display, and EBT balance inquiry. These projects were recommended by the SiteWire study.
- New notice generation system for AZTECS notices that integrates with e-communication and MFB to deliver notices by email, SMS, or mail depending on customer preference. This project was recommended by the SiteWire study.
- Completion of a feasibility study for complete AZTECS replacement.

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## **GRANT DIVERSION PROGRAM**

The TANF Grant Diversion Program allows eligible families with a job-ready adult to receive a one-time cash grant equal to three months of TANF CA benefits. The cash grant helps eliminate

immediate barriers to employment and provides the wage earner the opportunity to attain full-time employment within 90 days of DBME receiving the TANF CA application. There were 6,140 TANF CA eligible families in SFY 2020 who were diverted from long term TANF CA through participation in the Grant Diversion Program. Over 90 percent of families receiving a Grant Diversion payment from July 2019 to January 2020 did not return to the long-term TANF CA within 180 days.

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## **DBME OUTREACH**

DBME has partnered with the Office of Community Engagement (OCE), other DES divisions, and community partners to aid with outreach to areas of need and to make it easier for assistance to be received. Some of the areas DBME has connected with include:

- The DES On-The-Spot (DOTS) project, which provides delivery of DBME's Family Assistance Administration (FAA) services, including TANF CA, SNAP, and medical assistance at 25 sites in partnership with community service agencies across the state.
- Serving as the primary facilitator of informational sessions regarding benefits for inmates at the Arizona Department of Corrections, Rehabilitation, and Reentry (ADC) Second Chance Centers in Maricopa and Pima counties. A DBME Liaison presents information on the application process to inmates being released monthly.
- Serving as Chair of the State Nutrition Action Committee's Maximizing Reach Workgroup. The workgroup is in the process of working on the second phase of resource lists for the Northern, Southern, Eastern and Western regions, making them more relevant to those areas.
- Continuing the partnership with Maricopa Community Colleges (MCC) organizing DBME services at seven of the college campuses for the spring semester.



- Assisting in the coordination and facilitation of the Young Adult Transitional Insurance workgroup, which is an interagency workgroup between DES, the Department of Child Safety (DCS), and AHCCCS, addressing the needs of transition-age young adults leaving foster care.
- Working with DAAS, DERS, and ADHS to create a collaboration of all the entities of SNAP benefits, with the overarching goal being to educate staff and Community Partners about each branch of SNAP.

## DCSS

DCSS helps families to establish legal paternity for children, establishes and enforces child support orders, and helps locate noncustodial parents. DCSS encourages family responsibility and works to ensure that children are supported by their parents by connecting them to resources that remove barriers and support self-sufficiency. DCSS had 153,048 cases and collected more than \$727 million in SFY 2020.

Employers play an important role in DCSS and are relied on for reporting current data, processing withholding orders, and overall participation in the child support program to ensure support funds are disbursed in a timely manner. This helps to ensure the financial security of children and families through withholding child support payments from employee paychecks and enrolling children in their parent's health insurance plans. DCSS offers a service called e-Employer, in which employers may electronically complete income withholding orders, medical support notices, employment verifications, and terminations. Employers are not charged for this service, which expedites support to families. The Employer Relations Team (ERT) registered 616 employers for e-Employer in SFY 2020, with a total year-to-date of 3,226 employers registered for e-Employer. The ERT has collected \$1,515,700 from wages and bonuses, as well as the SSA to collect from qualifying benefits, in SFY 2020.

DCSS is federally charged to oversee the statewide administration of Arizona's Voluntary Paternity Program. Providing technical assistance and guidance, the Hospital Paternity Program (HPP) works collaboratively with hospitals and birthing facilities throughout Arizona, the ADHS Bureau of Vital Records, and each county's vital registration office to provide paternity establishment services for unmarried couples immediately following the birth of their child. This collaborative effort established paternity for 34,497 children born in Arizona to unwed parents in SFY 2020. The HPP remains number one in the nation and a key factor in DCSS's high rate of executing the acknowledgment of paternity document.

DCSS was awarded a grant of more than \$780,000 to design and implement projects attempting to increase the perception of fairness in child support legal proceedings. The Procedural Justice-Informed Alternatives to Contempt (PJAC) grant was awarded by the HHS Office of Child Support Enforcement (OCSE) in SFY 2016. The State of Arizona was selected as one of six entities to receive the five-year Demonstration Project grant. DCSS staff closely track randomly selected cases and actively engage parents in the child support process by providing enhanced services through community partnerships and referrals to other state agencies for support services. The goal is to avoid contempt proceedings leading to incarceration, court costs, and reliance on public benefits. DCSS case managers in Maricopa County use standard work developed to review cases for possible contempt of court situations. The cases are then randomly assigned to either a control group or a treatment group. There were 738 non-custodial parents whose cases were in the control group and 1,351 non-custodial parents in the treatment group as of SFY 2020. Staff associated with the PJAC grant have developed dispute resolution skills in efforts to remove barriers from non-paying parents. Specific case action plans are developed to meet the individual needs of clients to increase the consistency and reliability of child support payments. PJAC case managers are present during court appearances and are directed by the court to meet with non-paying parents immediately. DCSS has also developed

new family violence-related policy and procedures, desk aids, and training designed for the child support professional.

DCSS has found a way to better serve and educate the people of Arizona using its Community Engagement Team, which travels throughout Arizona to inform parents and caretakers about the multitude of opportunities available. This people-centric group collaborates and creates ongoing statewide partnerships with local community organizations including parenting and fatherhood programs, family law clinics, parental accountability programs, court programs, and federal, state, and private correctional facilities. The Community Engagement team educates the public on available child support services and resources and offers live presentations to trained liaisons that include the latest child support information. These sessions may provide an overview and a short video tailored to diverse populations and their needs and represents DCSS at many community events, homeless organizations, resource and wellness fairs, and conferences. Through the Community Engagement team, DCSS partners with correctional facilities, domestic violence shelters, rehabilitation clinics, faith-based organizations, community action agencies, high schools, Tribal partners, and nonprofit organizations. The DCSS Community Engagement team partners with the DES OCE to use inter-divisional resources that allow Outreach liaisons to serve community members with a multitude of needs. The DCSS Community Engagement team was able to share child support information with 4,914 people statewide at 460 events in SFY 2020.

## **DDD**

DDD helps empower Arizonans with developmental disabilities to lead self-directed, healthy, and meaningful lives. DES supports and serves over 44,000 people with developmental disabilities throughout Arizona. DDD offers habilitation, attendant care, employment, residential, and support coordination services to eligible members. The majority of DDD members are also

eligible for long-term care services through the Arizona Long Term Care System (ALTCS). DES continues to lead the country in providing services to members and families in their own homes and communities. Most DDD services are delivered by a statewide network of individual and Department providers with 99 percent of individuals served either in their home or other community settings.

HHS declared a nationwide public health emergency (PHE) related to COVID-19 on January 31, 2020, and Governor Ducey declared a state of emergency in Arizona effective March 11, 2020. As the PHE evolved in Arizona, DDD implemented strategies to help protect the health and safety of its members, service providers, and DDD staff, including:

- Developing a process for vendors to report service delivery changes to DDD's Quality Management Unit for review and approval prior to implementation;
- Publishing a web page dedicated to COVID-19 with information from the Centers for Disease Control and Prevention, ADHS, and other reputable organizations that serve individuals with developmental disabilities;
- Hosting 13 weekly virtual town hall meetings between April and June 2020 for members, families, and vendors at which division leaders explained the changes being implemented to mitigate the risks of COVID-19 to members and answered questions from attendees;
- Implementing virtual planning meetings for all members and Support Coordinators;
- Delivering therapy and habilitation services via telehealth;
- Allowing parents of minor children who qualify to become paid Direct Care Workers based on assessed need;
- Authorizing the delivery of home-delivered meals to members based on assessed need;
- Using multiple approaches to assist vendors with the increased costs associated with PPE, cleaning and sanitizing, and staff retention, including developing a temporary incentive rate book with 80 percent of the increase going directly to the Direct Care

Workers. Lump-sum payments were made to vendors based on the information provided through vendor surveys; and

- Negotiating rates to vendors providing care to members who were COVID-19 positive.

DDD contracted with two health plans in October 2019 - Mercy Care and UnitedHealthcare Community Plan - to implement, manage, and provide integrated physical and behavioral services and supports for members enrolled in ALTCS, including individuals with a serious mental illness (SMI) and individuals who were eligible for Children's Rehabilitation Services (CRS). Over 36,000 ALTCS members were transitioned into the integrated DDD Health Plans. Less than 50 members experienced any disruption in service delivery during the transition, which demonstrated the extraordinary success of DDD's planning, implementing, and monitoring of the integration. During the integration, DDD also identified opportunities to improve the experience of members enrolled in DDD's Fee-For-Service (FFS) AIHP. DDD continues to work with Tribal stakeholders and AHCCCS to ensure that American Indian members have timely access to physical and behavioral health services, including services for individuals with SMI and individuals eligible for CRS.

In October 2019, DDD established the Office of Individual and Family Affairs (OIFA), which consists of the DDD's Customer Service Center, Provider Relations, Affordable Housing, Outreach, and multiple liaison supports, including benefits coordination, DCS foster care information, justice, and member councils. With the development of OIFA, DDD added Behavioral Health Advocates to the team to empower members with co-occurring behavioral health, general mental health, or substance use needs, as well as members with SMI. The Behavioral Health Advocates provide focused support and guidance to members and families by helping them with navigating the behavioral health systems of care and community resources. The Behavioral Health Advocates also collaborate with the DDD Health Plans and AHCCCS

Complete Care Plans OIFA offices to educate and support members, families, community organizations, DDD staff, and stakeholders on the services and supports available. DDD OIFA leverages the expertise of its staff to provide clarity and transparency to the DDD community that supports them. DDD OIFA strives to educate first responder organizations and the public on DDD eligibility and services to remove barriers and destigmatize its population. DDD OIFA informally also supervises DDD's internal and external communications, community engagement, and Tribal Relations efforts.

In early 2019, DDD partnered with Raising Special Kids and the Northern Arizona University Institute for Human Development to conduct 60 in-person and three virtual member, family, and provider forums throughout the state to gather community input on DDD Long-Term Services and Supports (LTSS); ways DDD could improve its services; and other topics. All the data was then analyzed by the respective partner agencies who provided DDD with detailed reports of the findings. These reports can be found on the DDD website: <https://des.az.gov/services/disabilities/developmental-disabilities>. Based on the report findings, DDD introduced several initiatives in SFY 2020, including stakeholder Advisory Groups to give members, families, and providers a stronger voice in DDD's network development and service delivery decisions. The Division also implemented a project to publish videos outlining DDD services and supports, safeguards, and member expectations as well as addressing many questions surrounding DDD eligibility. When a video is finalized, it is posted to the DDD website for public viewing.

DDD initiated an open public forum initiative to maintain a healthy dialogue with the DDD community and to share the findings of these reports from Raising Special Kids and the Northern Arizona University Institute for Human Development. The Administrator of DDD's OIFA began traveling on a monthly basis to locations throughout the state in fall 2019 to discuss

DDD's strategic efforts to solidify processes that support the community responses to what works and its strategic plans to address the identified areas of improvement, with an emphasis on continuing to request and record community input on these topics.

On April 2, 2020, DDD initiated weekly virtual Town Hall events to address DDD's response to the COVID-19 Pandemic. These public virtual events, hosted by DDD Executive Leadership, provided guidance and direction for members, families, provider agencies, and stakeholders on DDD's actions taken to ensure continuity of care while mitigating the risk of spreading COVID-19. Between April 2, 2020 and June 26, 2020, DDD conducted 30 individual COVID-19 Town Hall events with almost 4,000 participants. In April 2020, these virtual events included two events for DDD staff only, six events for residential Qualified Vendors, and one event for Spanish-speaking families and providers.

The DDD Contracts Administration Unit developed amendments for two health plan contracts in SFY 2020 and worked in collaboration with the DES Office of Procurement to develop seven solicitations, five task orders, and three intergovernmental agreements. Procured services included home modifications, training in self-determination and self-advocacy, and Healthcare Common Procedural Coding System Transaction Code Set Compliance. The DDD Contracts Administration Unit extended its enhanced contractual support to all state-operated residential services. In SFY 2020, the DDD Contracts Administration Unit maintained over 750 Qualified Vendor Agreements and ensured their compliance with contractual requirements. Additionally, the DDD Contracts Administration Unit supported the Qualified Vendors, member service-related specialty contracts, as well as state-operated services through the COVID-19 Pandemic initiatives, which helped to ensure continuity of services and enhanced supports to members that continue to include in-home meals, sustained staffing levels, hazard pay, and PPE.

DDD continues to collaborate with the Arizona Department of Housing and AHCCCS to secure and maintain affordable housing for members through a Section 811 Project Rental Assistance (PRA) Program grant. The Section 811 PRA Program enables individuals with disabilities who are income and ALTCS eligible to live in integrated, affordable housing. The 811 PRA Program grant provided a subsidy for 55 apartments throughout the state of Arizona in SFY 2020. The apartments are leased as vacancies occur. DDD, in partnership with the Housing Authority of Maricopa County (HAMC), was also allotted 30 renovated apartments at the Coffelt-Lamoreaux Apartment Homes as part of affordable housing opportunities. These units continue to be a great opportunity for members and remain filled. During SFY 2020:

- 19 members moved into the 811 PRA Units and the Coffelt-Lamoreaux Apartment Homes;
- One member made a progressive move from a group home back into the community with natural support, which reunited a mother and son;
- Six members who were homeless successfully obtained housing through the DDD Affordable Housing Program;
- 15 members received a referral from Support Coordinators to the DDD Affordable Housing wait-list for the HAMC Mainstream Vouchers, of which four members successfully leased apartments using the vouchers, two members ported the vouchers to another Public Housing Authority, and one member exited the Mainstream Voucher Program; and
- Over 89 members received a referral from Support Coordinators to the DDD Affordable Housing waitlist for the Coffelt-Lamoreaux Apartment Homes and the 811 PRA Units.

There are about 750 children who are DDD-eligible and served by DCS. DDD and DCS work collaboratively to ensure that children receive the services for which they qualify. DDD has a



designated DCS Liaison to facilitate effective working relationships with DCS field sections, including site visits to individual DCS field sections, presentations on DDD information, participation in joint workgroups, and facilitation of inquiries from both DDD and DCS staff. Additionally, the DCS Liaison provides information and training on DCS policies and procedures to DDD staff, focusing on the importance of collaboration to achieve the best outcome for the child. During SFY 2020, DDD expanded information-sharing to DCS contracted service providers, including licensing/adoption agencies, parent aid agencies, and family preservation teams via virtual presentations due to the COVID-19 Pandemic. The DDD DCS Liaison Unit participated in a total of 118 statewide meetings or educational presentations to DCS staff and stakeholders during SFY 2020.

DDD endeavors to provide job training services to DDD members so that members successfully achieve competitive integrated employment with the help of the Vocational Rehabilitation (VR) Program, which is part of DERS. DDD and the VR Program have developed a collaborative Supported Employment pilot program to identify barriers to a coordinated, seamless, and timely referral of DDD members to the VR Program for Supported Employment services. Staff have streamlined the referral process by developing standard work to facilitate referrals, improve communication between the divisions, and increase the knowledge of staff, members, and families participating in both systems. DDD staff referred 453 DDD members to the VR Program for services related to competitive integrated employment during SFY 2020. DDD continues to collaborate with the VR Program regarding transition services and employment opportunities for DDD members. In response to the COVID-19 Pandemic, DDD allowed DDD Qualified Vendors to temporarily provide employment and other habilitative services using telehealth. Members were assessed to determine if virtual services would help them achieve their employment goals. All DDD Employment services can be provided to members using telehealth.

The goal of the DDD Employment Annual Improvement Plan is to increase the annual net gain of DDD ALTCS members engaged in community employment with support. There were 2,200 ALTCS eligible members ages 18 to 65 in community employment, which is both competitive integrated employment and group supported, on February 28, 2020. Due to the COVID-19 Pandemic, there were 1,219 members in community employment on June 30, 2020.

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## **AzEIP**

AzEIP was established under Part C of the Individuals with Disabilities Act (IDEA) as a program to oversee Part C services in Arizona and is a comprehensive, coordinated statewide system of early intervention supports and provides services to infants and toddlers from birth to three years old who have disabilities and their families. Arizona has one of the narrowest eligibility criteria across the 57 states and territories providing Part C services, including only those with the most significant delays and disabilities. AzEIP services are provided by contractors and service providers, including DDD and the Arizona Schools for the Deaf and Blind (ASDB). AzEIP served 11,429 infants and toddlers through the development and implementation of Individualized Family Services Plans (IFSP) and transdisciplinary collaboration during SFY 2020.

Prior to the COVID-19 Pandemic, AzEIP received a monthly average of 1,465 referrals in the last year, however, with an increase of families staying at home, there was a sharp decrease resulting in a monthly average of 1,175 referrals to AzEIP.

According to the AzEIP Annual Performance Report, which is submitted to the U.S. Department of Education (DOE), Office of Special Education Programs, AzEIP continues to improve its compliance and results outcomes. In SFY 2020, as a result of AzEIP services, over 70 percent of families who received services achieved greater than expected growth toward the global outcomes of positive social relationships, acquisition and use of knowledge and skills, and

taking action to meet needs, resulting in AzEIP contributing to the overall improvement of outcomes for children eligible for the program. The services provided to families with infants and toddlers with disabilities significantly reduces the potential for intensive services later in life. In addition to the impact AzEIP services have for children and families, AzEIP received a determination of 'Meets Requirements' for the second consecutive year because of the continued improvement and implementation of Part C through AzEIP.

AzEIP collects data regarding family outcomes and reports the data publicly both on an annual basis and upon a family's exit from AzEIP. During SFY 2020, families reported that 94 percent knew their rights, 92 percent reported services had helped them effectively communicate their child's needs, and 95 percent reported that AzEIP services assisted the family with helping their child learn and grow.

The following direct quotes are from the Federal Fiscal Year 2020 Family Assessment Survey, a tool used to measure the impact of AzEIP interventions, in the Family Comments section:

- *"[My son] started speech therapy. At the time, [my son's] speech was extremely limited. He was frustrated and threw things constantly. Since [therapy], he has improved drastically. He has more attention span; he is requesting various foods and toys and is all around a happier kid. We had a great team, and great experience."*
- *"[Our therapist] has done an exceptional job at taking [our infant/toddler] from zero words to a boundless vocabulary including shapes, numbers, and letters. We would have not had this much success without [our therapist's] knowledge and hard work. [Our therapist] has provided all resources needed to help [our infant/toddler] close his developmental gaps and the transition was seamless."*

- *"Over the past year, our biggest goal was wanting our child to communicate. Although our child is still not speaking, he is able to show us and select items such as food, snacks and entertainment, etc. The ladies that have visited us weekly really became like another family member(s). They taught me/us vital skills to help me/us work with my/our child. We worked on appropriate behavior in several outside locations, which was very helpful for our child and us. The ladies would also take the time to research special clothing my child needs, sensory minded gifts for birthday and Christmas, parenting tools when stress comes into play. I will truly miss our weekly visits."*
- *"We sincerely enjoyed working with AZEIP. Thank you for building trust with our son and helping him to build confidence with his speech. We feel he will be in a good position when he begins preschool next fall. Thank you for offering this program!"*
- *"I am so extremely happy to have had my daughter go through this program! In the few months of services, she has improved tremendously! Her speech has come a long way. [Our therapist] has taught us simple exercises to do with my daughter. I'm so grateful for [our therapists] and this program, THANK YOU!"*
- *"AzEIP helped not only our son but our entire family. The therapist, specialists, etc., all care very much for the whole family! All these folks are a true blessing to us! Thank you!"*
- *"The AzEIP Team was so helpful with my daughter. All of her therapists have helped improve my daughter's life and have helped her develop into a functional, smart, happy little girl. They have been there for any questions. I*

*have and have helped so much with her transition to new therapies/schools. Thank you so much [team]. You guys are amazing! [My Child] will miss you all."*

In addition to compliance and outcomes improvements, AzEIP demonstrated significant and meaningful stakeholder engagement to ensure a multi-system lens is applied in the implementation of services. AzEIP has an Interagency Coordinating Council (ICC) composed of family members, AzEIP service providers, and state agency representatives to advise and assist AzEIP with implementing early intervention systems and services. The ICC has engaged with the AzEIP office to complete additional materials to help families transition from AzEIP services into preschool special education, engage with service providers to implement best practices, and understand the impact of AzEIP through the lens of families served.

AzEIP has had a focus on improved efficiency particularly around data available within other state agency systems. AzEIP has engaged with ADHS in a data-linking project to ensure that referrals for children with identified hearing loss at birth are referred to AzEIP and begin services with AzEIP and ASDB more quickly after diagnosis. Additionally, AzEIP is in the second phase of implementation of data-linking with the ADE to ensure a smooth transition from Part C to Part B Special Education services. AzEIP presented information on the innovation and streamlining of data to better serve infants and toddlers with disabilities and their families at a national level to other states.

AzEIP has also engaged with the Early Childhood Personnel Center to make Arizona an Intensive Technical Assistance state, which will help Arizona achieve the goal of having a Comprehensive System of Personnel Development (CSPD) with highly qualified personnel to improve outcomes of children ages 0-8 and their families. AzEIP has engaged with partners from all state universities, early childhood programs at community colleges, various state

agencies serving children ages 0-8, and families of children with disabilities. As a result of this work, AzEIP has continued to remove barriers of communication across Department lines so that families can access needed support. AzEIP staff have presented at national conferences and mentored other state leaders regarding the implementation of the CSPD.

The COVID-19 Pandemic significantly impacted AzEIP in SFY 2020. AzEIP has seen an overall decrease in referrals, resulting in fewer families being served through the program. The decrease in referrals is somewhat attributable to a decrease in families going in for regular well-child checkups or not participating in child care as often, which are major areas that families receive screening for developmental delays. As families are becoming more comfortable with going to well-child visits or returning to other early childhood services, the numbers have gradually started increasing. However, it is also important to note that many families indicate AzEIP's alternative service provisions during the COVID-19 Pandemic have sufficiently met their needs. Based on this understanding, AzEIP and its contractors have implemented a campaign to ensure the community knows that AzEIP is accepting referrals and continuing to provide services by directly reaching out to families and potential referral sources. AzEIP has also created a new task force, a team of stakeholders including families and service providers, to support AzEIP in continuing to provide quality services to infants and toddlers with disabilities and their families.

As of August 2020, AzEIP is no longer a program within DDD and has been reorganized within DES, providing a streamlined reporting structure directly to the Office of the Director under the supervision of the Deputy Director of Community Services and Managed Care. This transition supports the monitoring and enforcement of requirements of IDEA and highlights AzEIP as Arizona's lead entity for implementing, monitoring, and enforcing the requirements of the IDEA for all service providers.

AzEIP, in partnership with ASDB, is planning to assess additional means to provide services to more children with identified hearing loss. Historically, children ages 0-3 have been identified as AzEIP and ASDB eligible primarily with a bilateral permanent hearing loss. AzEIP and ASDB have been analyzing data, particularly around children with unilateral hearing loss to determine if those children can be identified and determined eligible for AzEIP and ASDB. This change will enable AzEIP services to be provided to children with the intention of reducing the level of need for educational services as the children grow.

## **DERS**

DERS is a partner in ARIZONA@WORK, the statewide workforce development system that strengthens Arizona's economy by developing the workforce and matching employers with job seekers; helps employers recruit, develop, and retain the best employees for their needs; and serves job seekers of all ages, skill sets, and experience levels.

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## **UI**

Due to the COVID-19 Pandemic, the Coronavirus Aid, Relief, and Economic Security (CARES) Act established new federal programs, including:

- Pandemic Emergency Unemployment Compensation, a 13-week extension to regular, state-issued UI;
- Pandemic Unemployment Assistance (PUA), to provide unemployment benefits to individuals who exhausted or were ineligible for other employment compensation benefits; and
- Federal Pandemic Unemployment Compensation, which, through July 26, 2020, paid an additional \$600 of benefits each week in addition to other UI or similar benefits claimants were eligible to receive.

In addition to the substantial workload increase associated with implementing and operating the new federal programs, Arizona's regular UI Program experienced an unprecedented 661 percent increase in claims from SFY 2019 to the SFY 2020, with the number of applications rising from 173,727 to 766,755. Additionally, the program received 942,305 initial applications for PUA during SFY 2020. The program responded to the customer demand using a multipronged approach.

Calls to the UI call centers increased on average by 218.66 percent from SFY 2019 to SFY 2020. In response, the UI Program hired 113 additional call center staff at the two call center locations in Phoenix and Tucson to respond to questions or concerns from claimants and the public. By the end of SFY 2020, the call centers had fielded approximately 191,949 calls, in comparison to 57,511 calls during SFY 2019.

The increase in submitted UI claims required the program to supplement its adjudications staff. From April 2020 to June 2020, the UI Program hired 320 additional adjudicators, working both remotely and at the Phoenix and Tucson offices. During SFY 2020, UI adjudicators issued determinations for approximately 61,916 claims in both the regular UI and federal programs, resulting in the release of \$3,674,544,115 in benefits across all state and federal programs.

DES contracted with two outside vendors to provide call center support and claims processing capabilities in addition to the efforts to increase staff internally.

The call center service, Valor, with which DES contracted beginning on April 09, 2020, provided 76 additional phone agents to answer questions and concerns from claimants and the public. During SFY 2020, Valor agents answered 252,583 calls for the UI Program.

DES also contracted with Geographic Solutions, Inc. (GSI), a software solutions provider for workforce development, to supply the claims processing platform required for the PUA claims



submitted by Arizona claimants. GSI's portal supplemented the existing UI mainframe system, allowing the original system to operate unencumbered by the influx of applications for the federal program. During SFY 2020, there were 942,305 claims submitted using the PUA portal, and \$3,656,614,932 in PUA benefits paid to Arizona claimants as a result.

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## **ARIZONA APPRENTICESHIP OFFICE**

The Arizona Apprenticeship Office within DERS creates and develops registered apprenticeship programs in all industries in Arizona. The Arizona Apprenticeship Office added 77 new programs and 1,944 new apprentices during SFY 2020, including programs in health care, construction, manufacturing, information technology, hospitality, water and wastewater treatment, insurance, and other services. Veterans who become apprentices in approved registered apprenticeship programs can use GI Bill benefits if they qualify for the program. The Arizona Apprenticeship Office works closely with ARIZONA@WORK Centers and conducts outreach to business service representatives and the Tribal Nations within the state to increase the availability of apprenticeship programs in Arizona for jobseekers and employers.

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## **BUSINESS SERVICES**

The DERS Business Services team partners with Arizona businesses to develop solutions for their workforce needs. DERS fully utilizes the ARIZONA@WORK system to connect jobs to people. The DERS Business Services team is laying the foundation for a stronger Arizona economy and helping Arizona businesses succeed and grow by:

- Offering services to assist employers with their hiring needs;
- Providing labor market information to employers;
- Understanding and communicating workplace culture;
- Posting jobs on azjobconnection.gov at no cost; and
- Helping employers understand and navigate current workforce trends.

The DERS Business Services Team employer outreach representatives focus on helping Arizona employers hire the best person for the job by connecting them with people with disabilities, Veterans, and individuals who were formerly incarcerated. There were 66,478 active employer accounts; 2,758 newly created employer accounts; 462,489 jobs posted; and 15,460 direct services provided to employers in SFY 2020.

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## **CHILD CARE ADMINISTRATION (CCA)**

CCA provides child care assistance to eligible families who participate in employment activities and specific education and training activities related to employment by providing financial support intended to offset a portion of child care costs. This financial support allows families better access to high-quality, early care, and education settings for their children. Child care assistance is also available for children who are involved with DCS due to child abuse or neglect, and families with children experiencing homelessness.

Arizona's child care and early childhood education system are interconnected across the services and supports provided by community organizations, and state- or federally-funded programs like DES and CCA, along with partners such as HHS, First Things First, DCS, Head Start, Early Head Start, DOE, and local school districts that provide preschool education and before and after school programs for children.

The maximum child care reimbursement rates for the majority of SFY 2020 were the same as the rates for SFY 2019, which reflected the greater of either the 50th percentile of the 2010 Market Rate Survey or the 25th percentile of the 2018 Market Rate Survey. DES continued to provide the tiered reimbursement incentive payment for the DES-contracted child care providers that met the state-approved quality indicator to further support enhanced quality of child care services within their programs. In April 2020, the Arizona Enrichment Centers Program (AECPP) was introduced to assist frontline essential workers with their child care needs and provided

assistance throughout the rest of the SFY 2020. DES introduced new rate structures that were exclusive to AECP families based on the 75th percentile of the 2018 Market Rate Survey.

During SFY 2020, Arizona received \$88 million in supplemental Child Care and Development Fund (CCDF) discretionary funds to support Arizona's child care system through the federal CARES Act, a \$2.2 trillion economic stimulus package signed into law on March 27, 2020. With these funds in SFY 2020, CCA created and administered:

- \$47 million in grant funds to help all regulated child care providers with operational costs to safely remain open or reopen and preserve access to child care for Arizona's families. Incentive funding was provided for rural communities, quality providers, and new DES contracted providers.
- \$24 million in support of the AECP that provides priority child care for children of healthcare workers, first responders, and essential workers.
- \$7 million to increase the number of paid absences from two to five days for DES-contracted child care providers, encouraging parents to keep children who experience flu-like symptoms at home.

The remaining funds are being maintained as reserve funding to address unforeseen needs as the state safely reopens.

In all, CARES Act funding has provided crucial support for Arizona's economy, allowing local businesses and families to continue or return to work and helping child care providers and the child care workforce to maintain their businesses and employment.

In SFY 2020, the Department had an average of 56,393 children authorized for child care each month and reimbursed child care providers a total of \$229.3 million in child care assistance.

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## **RAPID RESPONSE**

The DERS Business Services team provides Rapid Response and layoff aversion services to businesses experiencing layoffs and plant closures by creating a customized plan alongside the employer to provide critical services and resources to both the business and the affected employees. Services are tailored to the unique needs of the business and include a comprehensive information session that covers resources available via the UI Program and the overarching ARIZONA@WORK system. During SFY 2020, 234 Worker Adjustment and Retraining Notifications were received with a total of 34,159 affected employees across the state, largely because of the COVID-19 Pandemic. Layoff aversion strategies included proactively reaching out to businesses and quickly connecting them to resources, including the Shared Work Program, Worker Training Programs, and sharing resources and information by leveraging social media platforms and system websites.

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## **SECOND CHANCE CENTERS**

DES, in partnership with ADC, opened the Second Chance Centers (SCC) in 2017, which focus on providing services to incarcerated individuals deemed most likely to recidivate, to create safer communities by reducing recidivism. SCCs now operate in three prisons in Arizona and have the capacity to serve 265 incarcerated individuals at Lewis Prison and 50 incarcerated individuals at Perryville Prison in Maricopa County, and 48 incarcerated individuals at Manzanita Prison in Pima County. DERS and ADC staff collaborate to remove employment barriers for SCC participants by providing vocational and soft skills training, resume assistance, interview techniques, basic computer training, and nutritional and medical assistance services.

DERS staff is also housed in five Community Based Resource Centers (CBRC) located in Maricopa County and Pima County. The CBRCs are housed in four parole sites, where parolees may be referred by their parole officer or walk in to receive job assistance and resources for background friendly employers. The CBRCs are also located at the Native Health Center, where

anyone involved in the justice system may receive job services. Parolees are also provided a referral to other agencies that can provide supportive services. DERS staff served 1,499 individuals at the CBRCs, with 870 job placements in SFY 2020.

Additionally, DBME assists incarcerated individuals with their nutrition and medical assistance needs at the SCCs. Arizona's waiver request for the Prisoner Pre-Release SNAP Application Filing was approved in December 2017, allowing the Department to accept applications submitted by incarcerated individuals prior to release from a correctional facility while considering the date of release from the correctional facility as the date of application. ADC has worked closely with DES on the application process and their Correction Officers act in an assistor role when entering a HEAplus application for an incarcerated individual. In SFY 2020, 946 incarcerated individuals applied for SNAP benefits and 98 percent of the applications were approved, while 3,003 incarcerated individuals applied for Medicaid and 78 percent of the applications were approved. There has been a significant decrease in the numbers due to the COVID-19 Pandemic. To ensure everyone's safety, the SCC canceled all enrollments at the end of May 2020. There are conversations to resume SCC enrollments soon, but there is currently no tentative date.

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## **VR**

The Rehabilitation Services Administration (RSA) partners with AHCCCS through an Interagency Service Agreement (ISA) to provide enhanced VR Program services to individuals determined to have an SMI to increase the number of employed individuals with psychiatric disabilities being served by the statewide Managed Care Organizations. The SFY 2020 ISA budget was \$12.1 million per year, with AHCCCS matching 21.3 percent of federal funds. This funding covered operating and client expenditures, which included 53 specialty Behavioral

Health VR counselors who worked with and were assigned to various statewide behavioral health clinics.

RSA provided enhanced, structured, and goal-oriented vocational and educational activities through coordination and collaboration with high schools throughout Arizona. Students with disabilities participated in activities geared towards helping them prepare for, obtain, and maintain employment. DERS partnered with 32 high school districts through Transition School to Work (TSW) agreements in SFY 2020, serving 3,271 students. DERS also continued to work collaboratively with other high school districts that did not have TSWs, serving 834 students. This allowed for a total of 4,105 students with disabilities to receive enhanced VR Program services.

VR Program staff provided Career Counseling and Information and Referral services, designed to encourage individuals with disabilities to consider competitive integrated employment and provided information regarding employment opportunities, independent living services, and other community supports to approximately 315 individuals currently participating in sub-minimum wage employment in SFY 2020.

Approximately 20,000 individuals with disabilities received services and support from the VR Program and 1,740 individuals with disabilities gained competitive integrated employment in SFY 2020 as a result of participation in the VR Program. Individuals worked an average of 30 hours per week and earned an average hourly wage of \$13.74, which is higher than the state minimum hourly wage of \$12.00.

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## **WIOA TITLE I**

The WIOA Title I, implemented in Arizona as a coordinated workforce system branded ARIZONA@WORK, aligns workforce investment, education, and economic development

systems to support a comprehensive, accessible, high-quality system to serve businesses and job seekers. DES administers three of the four WIOA core programs through DERS, serving businesses and job seekers, while prioritizing veterans and individuals with barriers, such as low-income individuals, individuals involved in the court system, and individuals with disabilities. DES collaborates with ADE, which administers the fourth core program and provides adult education and literacy services. DES and ADE are represented on the Governor's Workforce Arizona Council, which sets the strategic direction for ARIZONA@WORK.

DES is designated as the administrative and fiscal oversight agency for WIOA Title I funds and oversees the contracts with local governments in the 12 Governor-designated Local Workforce Development Areas (LWDA). Each LWDA is overseen by a Local Workforce Development Board (LWDB), that determines the strategy for the region across ARIZONA@WORK Programs. The LWDBs administer contracts for services to adults, dislocated workers, and youth. WIOA Title I Adult and Dislocated Worker Programs provide services that include career planning, structured job search, resume assistance, job referrals, employment history and skill assessment, training services, and supportive services. Individuals identified as needing additional training to be able to secure employment may be eligible for training services. The WIOA Title I Youth Program focuses on youth ages 14 to 24 with barriers to employment and out-of-school youth by providing an array of services that prepare youth for postsecondary education, training, or employment. The youth services include career planning, comprehensive guidance, counseling, tutoring, and summer employment opportunities. Work experiences include summer employment opportunities, pre-apprenticeships, internships, on-the-job training, or occupational skills training, and other supportive services. The WIOA Title I Adult, Dislocated Worker, and Youth Programs served 11,247 adults; 1,327 dislocated workers; and 4,380 youth in SFY 2020. Additionally, over 7,800 WIOA participants exited a WIOA Title I Program with an employment success rate of 84.3 percent and an average wage of \$9,560 per quarter.

The Eligible Training Provider List (ETPL) consists of approved educational providers who offer training services to meet the skill and educational development needs of adult, dislocated worker, and out-of-school youth program participants. These include persons who are disabled or may require VR Program services for current employment opportunities in Arizona. Each Eligible Training Provider (ETP) Program is evaluated by the LWDB ETPL approver using criteria that ensures the program meets the demand for occupations in the LWDA, aligns with the sector strategies and respective local plans, allows for informed customer choice prior to being approved for the ETPL, and results in certification or accreditation. There were 225 ETPs and 1,140 training programs (340 initial programs and 800 subsequent programs) active on the ETPL, which included programs in rural and metropolitan areas, as well as online training.

Due to the COVID-19 Pandemic, the State ETPL Coordinator conducted outreach to training providers to successfully support the shift from in-person training to virtual training to ensure consistency of training completion and employment opportunities for over 2,271 program participants, including 295 WIOA Program participants, during the Executive Order 2020-18, Stay at Home, Stay Healthy, Stay Connected mandated by the Governor.

The State ETPL Coordinator re-established a successful partnership with Maricopa County Community College District (MCCCD), the largest community college district in Arizona, and provided technical assistance in cooperation with the Workforce Policy Administration, to all ten colleges and training on the United States (U.S.) Department of Labor (DOL) waiver and mandated reporting requirements. MCCCD identified a core team to track performance, as well as reassess all MCCCD training programs on the ETPL. The MCCCD team immediately addressed the shift to virtual learning, expedited by the COVID-19 Pandemic, to ensure that the training programs listed on the ETPL were updated and able to continue to meet the training needs of Arizona's workforce during the Pandemic.



Additionally, the State ETPL Coordinator was involved in submitting requests for design, testing, and ongoing system enhancements of America's Job Link Alliance Rapid Storm. Updates to the Arizona Job Connection (AJC) legacy system website will provide improved ease of use for public access, consumer choice, and ARIZONA@WORK partners.

In SFY 2020, there were 2,025 participants who received training that resulted in an increase to their access to employment, higher earnings, and retention.

## **OCE**

OCE brings statewide awareness of DES services and engages community organizations in collaborative efforts to address the needs of Arizona's vulnerable populations. OCE aims to improve the quality of life of those in need by providing accessible, efficient, and effective services.

OCE has held bi-annual informational forums since 2016 in Tucson, Phoenix, Flagstaff, and Yuma. The purpose of these forums is to strengthen the shared mission with valued community partners by bringing awareness of changes or updates that have occurred within DES over the previous six months, engaging in dialogue regarding mutual efforts that impact the vulnerable populations served, and provide an opportunity to work with our community partners to identify systemic issues that need to be addressed. Other agencies have also been invited to participate in the forums including AHCCCS, DCS, ADC, and the Governor's Office of Constituent Services. OCE endeavors to ensure that human services providers are kept informed about DES operations and have an opportunity to provide feedback. The target audience for these forums is both leadership and direct-service staff from organizations that provide human services in each region.

Prior to the COVID-19 Pandemic, to strengthen communication with community partners, OCE hosted three successful DES Informational Forums on:

- October 3, 2019, in Phoenix, which included over 35 community partners;
- October 9, 2019, in Flagstaff, which included over 40 community partners; and
- October 30, 2019, in Tucson, which included over 45 community partners.

OCE hosted two virtual information sessions in April 2020 to strengthen the Department's shared mission with valued community partners and to bring awareness of changes that occurred within DES as a result of the COVID-19 Pandemic to ensure that human services providers in Arizona were informed of updates and had an opportunity to provide feedback. A total of 485 people attended virtual informational sessions from 254 different community partner organizations. On June 30, 2020, OCE held a third virtual informational session in its continuing effort to expand the Community Partner Communication, providing updates from the Department's senior leadership on the successful launch of the virtual office model throughout DES. This session, attended by 156 community partners, also provided an opportunity to provide information to community partners regarding the Department's efforts to serve Arizonans in a virtual environment, track staff productivity, and communicate the significance of this model. Attendees had the opportunity to ask questions and provide feedback for possible future topics. All questions were answered by the programs during the session or after the session via email.

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## **OFFICE OF TRIBAL RELATIONS (OTR)**

DES is committed to strengthening and building strong relationships with Arizona's 22 Tribal Nations and improving the quality, availability, and accessibility of human services to children, youth, and adults. The *Tribal Government Consultation Policy* (DES 1-92-03) and *Tribal*

*Government Consultation Procedures* (DES 1-92-03-01) were updated in April 2020, providing clarity for working with and ensuring that DES engages in open, continuous, meaningful communication, and consultation with the 22 Arizona Tribal Nations, including the exchange of information and mutual understanding prior to taking actions that will likely have a direct impact on the Tribes in Arizona.

The reorganization of the OTR's structure and re-prioritization of the way the Tribal Relations Manager and Tribal Liaisons conducted outreach to the 22 Arizona Tribal Nations was a focus during SFY 2020. Prior to the COVID-19 Pandemic, the OTR team scheduled six Tribal Informational Forums throughout Arizona during August and September of 2019 to provide an opportunity for Tribal program staff, community stakeholders, and Tribal DES customers to engage with DAAS, DBME, DCSS, DDD, and DERS and share division and program updates, policy changes, or notifications with attendees. The six locations of the Informational Forums were selected based on the proximity to the Tribal Nations and were held in Sacaton, Tucson, Yuma, Whiteriver, Kingman, and Tuba City. Due to the COVID-19 Pandemic, the Informational Forums scheduled in Spring 2020 were postponed until August and September of 2020.

The Tribal Relations Manager has been working with each division to ensure that DES provides advance notice to the Tribes of any upcoming changes to policy and DES programming that may impact Tribal citizens. During SFY 2020, OTR conducted the following Tribal Government Consultation/Informational Sessions:

- January 16, 2020: Able-Bodied Adult without Dependents (ABAWD) Waiver and ARIZONA@WORK State Plan;
- March 5, 2020: SFY 2020 TANF State Plan and SFY 2020 Social Services Block Grant Plan; and

- June 25, 2020: Supplemental Nutrition Assistance Program Education & Training (SNAP E&T) Program and the DDD AIHP.

Each of the client-facing program divisions has a Tribal Liaison that partners with OTR to provide support and address day-to-day and contract-related issues with each of the 22 Arizona Tribes.

DBME appointed a new Tribal Liaison in October of 2019, during which time there have been 16 meetings with Tribes, four of which were conducted in-person. After March 2020, OTR began working remotely due to the COVID-19 Pandemic, and communications with the Tribes were handled virtually or through phone meetings. Many Tribal staff were not in their offices because of Tribal Government Office closures, resulting in difficulty with communicating between OTR staff and Tribal staff because many Tribal staff did not have work laptops or work-issued phones to keep in contact.

The DBME Tribal Liaison was established as the contact for Tribes to correspond with for any issues or questions regarding TANF CA, SNAP benefits, or medical eligibility. The DBME Tribal Liaison was able to assist FAA in resolving 45 “Tribal billing errors” for the Tribal TANF Programs in SFY 2020. Once a request was received, the DBME Tribal Liaison was able to send the inquiry to the correct FAA staff for assistance, which resulted in a shorter delay in getting services to the Tribal citizen. The DBME Tribal Liaison was also available to assist FAA staff to find the right person within the Tribe to get additional information regarding a Tribal program process or Tribal citizen since the Tribal office was closed or there was difficulty getting Tribal staff on the phone.

The DBME Tribal Liaison streamlined the Food Distribution Program on Indian Reservations (FDPIR) SNAP benefits verification for the eight Tribes who have their own Tribal Food Distribution Programs. Due to Tribal members being quarantined in their homes because of their

exposure to COVID-19, the Tribal Food Distribution Director contacted the DBME Tribal Liaison to assist in resolving roadblocks in getting the Tribal citizens' SNAP benefits verification information. The verification was needed to fulfill the participation requirements for the U.S. States Department of Agriculture and to receive the verification in time so a quarantined Tribal citizen could receive a food box. In talking with the FDPIR Food Distribution Directors and understanding the need for a swift response, FAA was able to support the DBME Tribal Liaison to fill the role permanently so that the Tribes had quick responses. This change in the process drastically reduced the response time from one to three days to one to three hours to get the information back to the Tribes. Since starting this process in April of 2020, the DBME Tribal Liaison completed a total of 261 SNAP Benefit Verifications for Gila River Indian Community, Fort Mojave Indian Tribe, Navajo Nation, and White Mountain Apache Tribe.

The DBME Tribal Liaison also helped the six TANF Tribes - Hopi, San Carlos Apache, Salt River Pima-Maricopa, Pascua Yaqui, White Mountain Apache, and Navajo Nation - during the COVID-19 Pandemic in communicating with FAA regarding the suspension for work requirements for Tribal TANF participants as the Tribal offices were beginning to close. This kept FAA staff updated on changes to program requirements that were specific to each of the six Tribes. The DBME Tribal Liaison remained in contact with each of the six Tribal TANF administrators and their case managers to ensure that the Tribal citizens did not have any lapse in their benefits.

Currently, OTR is drafting standard work documents for each process that involves Tribes. The DBME Tribal Liaison has drafted standard work for Tribal Billing/Referral/Compliance issues that involve any of the Tribal TANF Programs and ensures any process issues that need to be addressed are handled in a timely manner and that the people or policies that need to be

involved are included. The DBME Tribal Liaison has also provided technical assistance to the Tribes to allow them to provide input during the standard work development process.

The DES Tribal Relations Manager has been working with the DDD AIHP project staff to create awareness and provide education about changes resulting from the DDD AIHP Integration for DDD Tribal members. The first changes to the DDD AIHP were announced and explained at each of the six Tribal Informational Forums in August and September of 2019 that covered changes being implemented on October 1, 2019. The Forums prompted a discussion between DDD AIHP team members and the five Tribal Regional Behavioral Health Authorities. In May 2020, the OTR began working with the DDD AIHP project team to ensure that communications with Tribes continue as plans are being laid out for AIHP Integration that begins on October 1, 2021.

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## **OFFICE OF THE OMBUDSMAN**

Complaints concerning the Department received by the Ombudsman's Office over the past three fiscal years had continued to decline, which was largely attributed to the implementation of AMS and the culture of continuous improvement that has been cultivated within DES. Since March 2020, at the start of the COVID-19 Pandemic, the Ombudsman's Office received a significant increase in complaints, raising the total of complaints in SFY 2020 to 14,549.

During SFY 2020, 74 percent of the complaints received were handled directly by Ombudsman's Office staff, and the remaining 26 percent were referred to the appropriate division-level client advocate(s) for response and resolution. The internal goals for responding to client inquiries and complaints are 24 hours, excluding weekends and holidays, for Ombudsman's Office staff, and 72 hours, excluding weekends and holidays, for division-level client advocates. Due to the COVID-19 Pandemic, the Ombudsman's Office responded to 59 percent of the 14,549 client complaints within 24 hours, with an average response time of 123

hours during SFY 2020, compared to SFY 2019, which had an average of 99.95 percent of 5,293 client complaints responded to within 24, with an average response time of three hours.

## COMMITMENT TO QUALITY

To provide Arizonans the best services and commit to excellence, innovation, and transparency, it is imperative for the Department to invest in providing quality training and resources to staff.

The OPD is responsible for providing training to the Department in various topics and has specialized division-specific teams that focus on training staff to implement programs that provide the services Arizonans need to achieve their potential.

DTS is responsible for providing the design, architecture, and operational support for DES's information technology needs, as well as a baseline of common services to the Department while the divisions provide business-related services.

During SFY 2020, a digital transformation effort began because of the COVID-19 Pandemic. DTS is transforming existing services and practices, adding remote enabling capabilities to create a digitally-enabled environment where 65 percent of DES employees can perform their duties remotely. This transformation required a change in architecture to allow greater use of Virtual Private Network capability, throughput from the Internet to internal DES resources, and a means of managing remote users both inside and outside the firewall. In supporting a remote workforce, DTS has begun modernizing the way in which Information Technology equipment is refreshed and supported, including developing a cloud-based desktop as a service option for short-term, surge support employees.

DTS continues to focus on application modernization; improving information security; enabling a distributed, remote workforce; and creating a common citizen portal providing access to DES resources and services. Establishing a baseline of business-serving capabilities, including identity and access management; a configuration management database; asset management; program and project management; and information security capabilities.



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## **TRAINING**

During SFY 2020, OPD implemented its breakthrough objective, the Collaborative Course Fulfillment Process. This process has allowed OPD to ensure that training development and delivery makes the best use of available resources and meets the deadlines and outcomes of the business need.

OPD delivered core learning programs for all divisions, leadership, and general professional courses to develop employees and increase engagement, and revised several major new hire programs for DBME, DDD, and DERS. The engagement scores relating to how employees feel in terms of being supported in education and training indicate that training efforts are having the desired effect. DES continued to provide LinkedIn Learning, which also contributed to the engagement scores.

In March 2020 amid the COVID-19 Pandemic, OPD successfully converted every training to a virtual delivery format within three weeks. OPD worked diligently in collaboration with divisions as business practices quickly changed. OPD swiftly adjusted training revisions in progress to accommodate the changing business needs, as well as the delivery method.

OPD implemented a leadership development program, Leadership Journey, using customized courseware from the Ken Blanchard Companies. Employees who attended the Leadership Journey were provided a journal to guide them through becoming effective leaders and provided follow-up "calls to action" and a capstone project to allow employees to demonstrate the knowledge they've gained. Leadership Journey was piloted with DBME and is intended to expand to all of DES in SFY 2021.

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## **LEVERAGING TECHNOLOGY**

Most of the Department's programs use document imaging for Department records that must be stored electronically. This process allows for easy access and is more cost effective than storing paper documents. In SFY 2012, the Department received a SNAP Process and Technology Improvement Grant that enabled piloting automated document recognition and indexing software in FY 2013. After testing various indexing tools, DES fully implemented the Lexmark Intelligent Document Capture/Brainware document indexing solution, which recognizes the type of document that is scanned and automatically indexes the document into its online document management system where it is retrievable by multiple search criteria. The change has led to greater efficiency by providing rapid access to client documentation records. The Hyland Corporation purchased Brainware in SFY 2020, making Brainware part of the OnBase suite. DBME used Optical Character Recognition (OCR) software as part of its MAC project in SFY 2020 to process MAC forms uploaded through HEAplus, email, or fax. The OCR process allowed 7,874 MAC forms to be processed without human interaction.

The Department also successfully transitioned all staff from Microsoft Outlook to Google mail and calendaring services in September 2019. Each division recruited Google Champions to help facilitate the transition, assist employees, drive change, and mitigate risk within the divisions.

## **DAAS**

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## **TRAINING**

In SFY 2020, APS received a three-year grant from HHS ACL to enhance APS Investigator training and improve APS' capacity to meet the needs of vulnerable adults. Through the three-year grant, the APS program will provide APS investigators with the nationally recognized, competency-based training offered by NAPSA, comprised of 23 core competency e-learning modules identified by NAPSA as information necessary for the practice of APS. Following the

completion of the modules, the APS investigators will apply to become NAPSA-Certified in the field of APS. The first group of APS investigators began the certification process in August 2020.

Between January and May 2020, the APS program, in collaboration with OPD and NAPSA curriculum training professionals, developed two Arizona-specific core competency Computer-based Trainings (CBT) to ensure Arizona-specific content was included within the NAPSA certification program offered to Arizona APS investigators. The first of the two Arizona-specific CBTs provides an overview of the Arizona APS program and the second CBT provides an overview of the statutes, rules, and policy that guide Arizona APS practice. The Arizona-specific CBTs will be available to all current APS investigators as part of the NAPSA certification program, newly hired APS investigators as part of the onboarding and new APS investigator training, and APS Investigation Unit Supervisors.

Additionally, the three-year ACL grant will be used to provide Core and Advanced Supervisor Trainings, developed by NAPSA. NAPSA began creating the curriculum for the advanced supervisor training, *Supervising a Remote Workforce*, at the end of August 2020 with piloting targeted for January 2021.

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## **LEVERAGING TECHNOLOGY**

APS continued with a three-year HHS ACL grant that was awarded in 2018 to strengthen its use of data and technology by using data to predict the service needs for proactive planning and resource allocation, resulting in improved client outcomes. The first part of the project was to build a data layer between the two systems used by DAAS to create a master client database. SFY 2020 marked the completion of the development of the data layer and the beginning of data analytics. The second part of this ACL grant is the replacement of the Arizona APS System, an outdated, web-based, internally developed system that has been in use for more than ten years. In March 2020, APS selected a vendor, WellSky, who will provide a cloud-based

solution, and the projected go-live date is March 2021. WellSky has worked with APS Programs in 12 states and has an aggressive, proven implementation plan.

## DBME

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### TRAINING

The FAA *Onboarding New Employees* (ONE) Training Program, implemented during SFY 2018, continues to be the formal curriculum used for in-person and virtual instruction for all newly hired PSEs. The FAA ONE Training Program consists of nine non-consecutive weeks of training delivered by the OPD DBME Training Team. After weeks three, six, and nine, trainees participate in a week of on-the-job training and activities supported by local offices and call centers. During SFY 2020, the addition of ten built-to-suit classrooms provided a significant increase to training capacity, giving the OPD DBME Training Team the ability to offer more in-person classroom training as demand increased. Currently, the 22 classrooms in 10 different locations yield 434 in-person trainee seats.

During SFY 2020, the FAA ONE Training Program accomplishments included:

- Hosting 43 FAA ONE Training classes;
- Graduating 521 PSE trainees, consisting of 182 call center/GreenSpace staff and 339 local office staff;
- Increasing the average of FAA ONE Training classes held per month from 5.3 in SFY 2019 to 11.92;
- Completing 260 continuous improvement actions to the FAA ONE Training curriculum, which averaged four improvement actions per Instructional Designer per month; and
- Successfully transitioning the FAA ONE Training Program from strictly in-person classroom training to completely virtual, instructor-led training within three weeks of teleworking during the COVID-19 Pandemic.

In addition to the new classroom builds, the OPD DBME Training Team moved locations, providing the team with an updated and more spacious working environment and opportunities to engage and develop alongside other OPD teams that are housed in the same location.

The OPD DBME Training Team participated in various AMS projects to support problem-solving and continuous improvement efforts for the business needs of OPD and DBME throughout SFY 2020, including:

- Conducting process improvement of the FAA ONE Training Program using AMS methods, which identified opportunities to improve onboarding, on-the-job training, and retention gaps;
- Raising the FAA ONE Pilot to "Gold" status, resulting in better delivery and application of program knowledge during and post-training;
- Implementing Phase two FAA ONE-Changes and Renewals curriculum, resulting in the inclusion of additional key eligibility and determinations content for classroom delivery;
- Updating the curriculum for the *FAA Civil Rights* CBT and *ABAWD* CBT; and
- Implementing the PSE Talent Challenge, which focused on improving results and efficiency in recruiting, onboarding, training, and retaining PSEs in DBME.

Leadership training and development has been a priority for DBME/FAA over the course of SFY 2020. DBME partnered with the OPD Leadership Development Program and the Ken Blanchard Companies to customize a series of leadership development workshops for 667 front-line leaders. The workshops focus on the skills and behaviors identified by staff and DBME leadership to be effective in the current work environment, align with AMS training, and contain DBME's three pillars of leadership: Courage, Compassion, and Selflessness. In SFY 2020, these leadership development workshops included:

- **Management Essentials:** A two-session course that provides strategies and approaches for a new leader and focuses on how to transition from the role of an employee to the role of a successful leader. There were 293 leaders who attended and completed one of the 16 initial sessions offered, with 74 percent who attended one of the 21 follow-up sessions.
- **Situational Leadership II:** A two-session course that introduces the concept of developmental levels of leadership styles and provides information about how to use those styles to interact with each employee to maximize employee productivity, engagement, retention, and morale. There were 53 leaders who attended and completed one of four initial sessions offered, with 91 percent who attended one of five follow-up sessions.
- **Coaching Essentials:** A course that provides information on how to conduct confidential coaching conversations by learning a four-step coaching model and focusing on using specific coaching styles that align with an employee's developmental needs. There were 36 leaders who attended and completed one of three sessions offered.
- **Building Trust:** A course that focuses on key elements of trust and the three-step process for restoring trust. There were 19 leaders who attended one of three sessions offered.

DBME plans to create a DBME Leadership Academy in SFY 2021 to expand these workshops to support and accelerate leadership development in staff.

DBME also worked with the OPD Team to design a 1:1 Plan-Do-Check-Act (PDCA) course for front line supervisors and managers. The 1:1 PDCA course teaches leaders how the PDCA cycle facilitates effective coaching to strengthen problem-solving capabilities, achieve stronger results, and develop professional relationships. All field office leaders received this training by December 2019.

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## **LEVERAGING TECHNOLOGY**

DBME developed Service Evaluator Answers Now (SEAN), an artificial intelligence Skype and web-based tool, that helps staff quickly find sections in the Cash and Nutrition Assistance Policy (CNAP) manual and allows PSEs to research policy when needed to correctly determine eligibility for customers. SEAN is also an easily accessible tool to the public and can be used to make inquiries regarding policy related to TANF CA and SNAP benefits. Each night SEAN is updated with the most common inquiries to increase response times. Staff can express their satisfaction with the response by selecting a "thumbs up" or "thumbs down" icon to indicate whether the response was successful and meaningful. During the fourth quarter of SFY 2020:

- The response time averaged less than a second, with an overall average response rate of 99.43 percent and an average satisfied response rate of 73 percent based on feedback from both internal and external users; and
- SEAN was accessed 10,268 times and had 31,243 questions asked with 58.7 percent being new users.

## **DCSS**

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### **TRAINING**

OPD and DCSS helped raise domestic violence awareness by helping child support professionals develop new skills through an eight-hour training specifically designed to support case managers in "recognizing, responding, and referring" (three Rs) cases appropriately. Case workers can help custodial parents pursue child support by following the three Rs as safely as possible without abuse. DCSS also released Secondary Trauma training for child support case workers, who may experience trauma because of the journey a family endures when seeking DCSS services. Approximately 145 case workers have taken this training during SFY 2020,

which has helped case workers develop a self-care plan and recognize the impact serving families has on case workers.

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## **LEVERAGING TECHNOLOGY**

Overall usage of the self-service applications continues to increase, indicating the widespread acceptance by DES customers.

The DCSS Payment Gateway allows noncustodial parents to make a child support payment electronically over the Internet or by phone. The Payment Gateway processed 85,771 payments, more than half of which were made via the Internet, that were distributed to custodial parents in SFY 2020 and totaled over \$27 million.

DCSS TouchPay kiosks allow noncustodial parents to make child support payments at local DES/DCSS offices and other locations using cash, credit, or debit cards, and checks without waiting in line to speak to a staff member. There were 20,747 payments processed by the TouchPay kiosks totaling over \$6 million that was distributed to custodial parents in SFY 2020.

## **DDD**

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### **TRAINING**

The OPD DDD Training Team was challenged with training all 2,000 DDD employees in preparation for the October 1, 2019 Integrated Health Plan transition. The OPD DDD Training Team successfully delivered the new training to 93 percent of all Division staff from August 18, 2019 to September 20, 2019. Between December 23, 2019 and January 31, 2020, the OPD DDD Training Team trained approximately 1,200 Support Coordinators and their leaders at offices statewide regarding two new tools to help assess respite and therapies.



In response to the COVID-19 Pandemic, all in-person training was canceled on March 17, 2020. The OPD DDD Training Team successfully converted all critical new hire training to a virtual format using Google Meets by March 30, 2020.

The OPD DDD Training Team is currently training all staff in the role of the health plan's care management processes. This virtual training was implemented on September 21, 2020, and by October 22, 2020, approximately 1,600 employees throughout the state, as well as employees of both Mercy Care and UnitedHealthcare, were anticipated to complete the training.

The OPD DDD Design Team continues to revise the six-week Support Coordinator New Hire training, with 125 modules designed to prepare Support Coordinators to be job-ready. Other course projects are in development, including enhancements to cardiopulmonary resuscitation and first aid. DDD continues to utilize e-learning through the Relias library of job-specific training. The OPD DDD Training Team is also involved in a workgroup to address abuse and neglect training for stakeholders, as required by Executive Order 2019-03, Relating to Enhanced Protections for Individuals with Disabilities. One of the focuses for SFY 2020 was reviewing and revising all existing training, as well as identifying job-specific training for each functional area within DDD. All projects are tied to current practices and philosophies established within DDD and will be assessed in relation to DDD's strategic needs.

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## **LEVERAGING TECHNOLOGY**

DDD's Customer Service Center (CSC) has consistently improved telephone performance standards to ensure all incoming calls from the toll-free number to the DDD CSC are answered promptly. The AHCCCS standard is 45 seconds or less. The DDD CSC exceeded the expectations of this standard during SFY 2020, with the average time to answer a call at 28 seconds, which has decreased by five seconds compared to the SFY 2019 average of 33 seconds.

The DDD CSC measures the number of calls that are resolved on the first ring. When this standard was created, the rate of calls answered by the first ring was 72 percent in June 2018. The rate for SFY 2020 was 86 percent.

The DDD CSC works closely with individuals, families, system partners, providers, and community stakeholders using the Resolution System (RS), an automated system used to track member and provider inquiries, community grievances, and summarize resolution of issues. Grievances are tracked in the RS and the complainant receives regular status updates regarding the grievance. The RS helps to identify patterns of concern to ensure systematic identification and resolution. DDD responded to 3,132 complaints and the DDD CSC responded to 22,375 telephone call inquiries or grievances in SFY 2020.

DDD made great strides in automation during SFY 2020, with the goal being to increase efficiency and enhance contract compliance.

The SimpliGov software was engaged to allow Support Coordinators to complete the Individual Planning Documents electronically during support planning meetings with the members and families. This project turned the paper document into a smart form that also allows for electronic signatures by the meeting participants and allows the members and families to have the final planning document immediately and electronically. This electronic form reduced the manual process for the Support Coordinator and, when fully implemented for all Support Coordinators, will save many hours of manual work.

DDD Qualified Vendors are required to submit monthly or quarterly progress notes to DDD, based on the type of service delivered. DDD streamlined the current process to allow vendors to submit their progress notes electronically, resulting in a reduction of more than 1,500 hours of administrative time spent by Support Coordinators and district administrators every quarter, with little impact to the Qualified Vendors. The new system has already processed more than

250,000 progress report files in a little over one year. The various methods of processing these reports currently in use are being replaced by a single, consistent process that will be used for all monthly and quarterly progress report submissions.

DDD launched a new online incident reporting submission process that replaced the existing email submission process by creating an Incident Reporting (IR) Portal. The IR Portal is integrated in the existing DDD Focus application. Users now have options for “Incident Entry” that will allow them to input a new IR and will also be able to view recent IRs entered, allowing for internal tracking and trending of each vendor’s own incidents.

This change will streamline the process for submitting IRs. The new online form has all the necessary information required for submission. Accurately completing these fields will reduce the need to provide additional information about the incident that may be omitted through the existing email submission process. This single submission point ensures incidents are being submitted only once and will allow for timely IR triage by DDD Quality Management staff.

## **DERS**

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### **TRAINING**

DERS staff and OPD's DERS Design and Delivery teams worked together on revisions of the UI Program for the General Inquiry and Adjudications courses to create a more fluid and organized learning experience in the virtual learning platform. Another major curriculum project that was completed was condensing the UI General Inquiry courseware from ten days to five days. DERS needed to expedite the training due to the extensive and urgent needs of hundreds of Arizona claimants. This training helped the DERS Delivery team train hundreds of DES call center specialists, contract call agents, and adjudicators. The DERS Design Team has also completed 17 PUA CBTs to assist with onboarding DES and supportive contracted teams to work through PUA claims and PUA Adjudications. The OPD Design and Delivery Teams also created dozens

of individual job aids, videos, and question and answer guides pertaining to PUA and assisted with hosting live call workshops, which focused on learning how to adjudicate single issues, creating role modeling videos of particular job functions of adjudicators, and instructing weekly back-to-back modules of all UI courses. Additionally, the RSA Core curriculum for VR Counselors was revised by DERS and OPD to accommodate the changing needs of the programs, policies, and customers of RSA and created an informative video for the SNAP E&T Program. The OPD Design and Delivery Teams are looking forward to assisting DERS with revisions to AJC, Reemployment Services and Eligibility Assessment, and WIOA Title I Programs.

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## **LEVERAGING TECHNOLOGY**

The ARIZONA@WORK's web-based labor exchange, case management, and reporting system – AJC – connects Arizona businesses with job seekers. AJC provides case management, data collection, and reporting capabilities for U.S. DOL Programs, including Veterans, Migrant and Seasonal Farmworkers, Re-employment, Trade Adjustment Assistance, and Work Opportunity Tax Credit. There is also the flexibility to include other workforce-related programs, such as the Jobs Program and SNAP E&T.

The UI Tax Program offers a variety of methods to employers for conducting business electronically. These options require no purchase of software by employers, and many require very little IT intervention. A total of 455,603 UI tax reports were filed electronically in SFY 2020, including 81,984 reports filed on the online Tax and Wage System and 373,619 reports filed using the bulk file upload system Arizona UI Reporting for Employers.

The UI Benefits Program offers the ease of filing initial and continuing claims to UI claimants, as well. In SFY 2020, 96.38 percent of new UI claims and 94.63 percent of continued claims were filed electronically via the Internet.

## PROPOSED ACTIONS FOR NEXT FISCAL YEAR

The Department is committed to helping Arizonans reach their full potential. DES continues to work within AMS to ensure the government is working at the speed of business by using Lean management principles to drive continuous improvement within each of the divisions.

OCE is leading the Department by being the support office in the “Voice of the Customer” efforts and continuing to improve the way the Department provides services to clients in SFY 2021. A series of focus groups and other events are scheduled to support different programs within the agency. OCE is committed to improving processes in the new virtual environment, which includes using tools to help support and communicate better with staff, stakeholders, and the community.

DCSS identified three strategic priorities for SFY 2021 to strengthen service delivery to meet the needs of all Arizonans so that DCSS emerges from the COVID-19 Pandemic stronger, leaner, and more efficient, including plans to:

- Modernize and expand access to child support services to provide timely and consistent payments to parents to facilitate a path to self-sufficiency. DCSS will serve most parents completely via telephone, online, and mail services, collectively called virtual services, in both the short-term and the long-term. Physical office locations will be maintained based on demand and limited in-person services will be available, similar to the model currently being used. All child support services, except for genetic testing and notary services are currently available via telephone, online, and mail services. Genetic testing establishes parentage and is conducted by a DCSS-contracted vendor in either a DCSS office or the vendor’s location. DCSS will explore options for notary services.

- Continue transforming the work environment from in-office to a virtual workplace where most staff will telework and provide services to clients virtually. Employees will feel more engaged in the workplace and will be active participants using AMS tools.
- Transform and modernize the Arizona Tracking and Location Automated System (ATLAS) by leveraging new technology and moving away from technology that requires manual intervention, is burdensome to learn and use, and is not intuitive. DCSS completed a feasibility study for the replacement of ATLAS, which provided an assessment of several options. The final report was submitted to the HHS OCSE in October 2017 and received approval in March 2018. DCSS is in the planning and procurement phases of the system modernization project with design and implementation anticipated to begin in January 2021. The new system is expected to enable substantial increases in child support collections, improvements in payment timeliness, and real-time access to debt information.

DDD identified improvements in its service delivery and contract design for Home and Community Based Services through its Qualified Vendor System in SFY 2020 and will continue stakeholder engagement by posting for public comment early in SFY 2021.

DDD held its first Current 2 Future (C2F) workshop in SFY 2020 with over 40 DDD leaders. The purpose of this event was to examine the major projects and impact on members and staff, and to identify required resources to complete the projects. This examination allowed DDD leadership to define the DDD's goals and objectives for the years ahead. This strategic planning allows DDD to focus on projects that will have the most positive impact on DDD members, employees, and businesses. DDD identified several initiatives to focus on for SFY 2021 to address compliance issues related to timely and appropriate service delivery for members, implementation of a Health Insurance Portability and Accountability Act (HIPAA) Compliant Claims Processing and Transaction Code Set System, timely resolution of quality of care issues,

and adherence to AHCCCS contract requirements and preparation for an operational review, which AHCCCS conducts every three years. Additionally, DDD will continue to improve access for Tribal members enrolled in an FFS plan and will continue its focus to identify and address barriers to success that exist in DDD's current organizational culture. DDD is committed to engaging its employees as it strives to fulfill its C2F Mission: To identify and adhere to agreed-upon processes and cultural changes to ensure compliance so that DDD can become a highly effective, innovative, quality-driven organization to continuously improve members' services and experiences.

The DDD Tribal Liaison continues to provide DDD with the Tribal Affiliation report so that consistency in the report is developed and maintained. At the end of SFY 2020, there were 2,017 DDD members who identified as American Indian or Alaskan Native. DDD hopes to further develop the report in SFY 2021 to look at specific services provided by DDD and have specific Tribal data to share with the Tribes to better understand how DDD works with Tribal families and the type of services the state is providing Tribal members.

Training remains a high priority for the Department to ensure staff have the knowledge and ability to serve Arizonans. In SFY 2021, OPD plans to:

- Continue the design of structured development programs for staff that will lead to advancement in knowledge over time, including identifying Learning Journeys for:
  - New hire training for all programmatic roles,
  - New supervisors,
  - Ongoing learning for experienced supervisors and above,
  - OPD trainers, and
  - OPD management staff.

- Continue delivery of *Real Colors* and other soft skills courses to improve customer service and teamwork of DES employees; and
- Increase the use of the LinkedIn Learning tool and implement a DES Leadership Mentoring Program and DES Leadership Speakers Series.

For the first time, AzEIP is planning to partner with ADE's Exceptional Student Services, a preschool special education team, to hold a conference focused on improving practices for professionals who serve children with disabilities ages 0-5. This will be the first time a collaborative conference is held between the two agencies and will have content related to best practices for family engagement and providing virtual services.

DERS will continue to work to help job seekers and families manage through the COVID-19 Pandemic as part of a Division-wide strategy initiated in SFY 2020. In doing so, DERS will maintain the continuous improvement of service delivery to clients applying for regular UI compensation and other federal programs authorized by the CARES Act as a top priority.

DERS plans to improve, modernize, and expedite workforce solutions for Arizona priority sector employers and job seekers in support of Arizona's Return Stronger efforts, thereby improving the efficiency and effectiveness of the employer and job seeker connection processes.

DERS plans to ensure child care is accessible to families and caregivers, and work with state agencies and key partners to minimize the disruption to the workforce and provide assurance to families and caregivers that learning and development will continue for their children during the COVID-19 Pandemic.

DERS also plans to modernize business models to improve service delivery and organization agility and has plans in place to adopt the virtual workplace as a long-term strategy.



## ECONOMIC CONDITIONS AND OUTLOOK<sup>1</sup>

Prior to the current recession brought on by the COVID-19 Pandemic, the Arizona economy recorded robust growth according to several key economic variables. Total nonfarm employment had increased year-over-year for 113 consecutive months, while the unemployment rate reached record lows. Since the end of the Great Recession in Calendar Year (CY) 2009, employment growth had rebounded in most sectors, while CY 2019 personal income levels and state gross domestic product both increased over CY 2018 levels. The current recession has interrupted the Arizona economy's positive momentum, but the previously strong position of the economy has left Arizona better prepared for a strong recovery.

Economic highlights for SFY 2020:

- The Arizona population continued to grow across the state and, barring the impact of COVID-19, is projected to continue to increase over the next several years.
- In June 2020, the Arizona unemployment rate was 10.0 percent, which was lower than the national U.S. unemployment rate of 11.1 percent in the same month.
- Arizona lost 93,900 jobs year-over-year in June 2020. These losses occurred in eight of the 11 supersectors: Natural Resources and Mining; Education and Health Services; Construction; Information; Manufacturing; Government; Professional and Business Services; and Leisure and Hospitality.
- Barring the effect of COVID-19, all supersectors are projected to gain jobs through the second quarter of 2021, with Construction expected to lead the way with 13.8 percent growth.

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<sup>1</sup> The Arizona Office of Economic Opportunity (OEO) produces demographic, labor force, regulatory, workforce, and economic information for Arizona. OEO submitted the summary of economic highlights for SYF 2020 in this section.

- Following ten years of growth, the State Coincident Index for Arizona, an indicator for measuring economic activity, declined to 142.0 in June 2020.
- Per capita personal income growth in Arizona is still behind the national average but grew 4.1 percent from CY 2018 to CY 2019. The U.S. per capita personal income grew 3.9 percent over the same period.

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## **ARIZONA POPULATION AND GROWTH**

Population growth in Arizona increased by 107,429 individuals, or 1.5 percent, in CY 2019. Roughly one-fifth of this growth is attributed to natural change (more births than deaths), while the remainder of the growth is attributed to net migration (more individuals moving into Arizona than there are individuals leaving Arizona). Barring the impact of COVID-19, Arizona's population is projected to continue to grow through CY 2021.

Arizona's population growth rate has exceeded 1.0 percent every year since CY 2013. Arizona had particularly low population growth rates during CY 2009 and CY 2010 due to impacts of the Great Recession, during which time the employment levels in Arizona declined and because employment opportunity is a major driver of population increases, net migration declined, as well. As the Arizona economy recovered between CYs 2011 and 2019, net migration began to increase. This population growth helped fuel economic growth through the infusion of new consumers demanding goods and services.

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## **ARIZONA UNEMPLOYMENT RATE**

Since the Great Recession, Arizona's unemployment rate and labor force participation have generally recorded positive changes. This trend ended abruptly in March 2020, when the Arizona unemployment rate increased and labor force participation decreased, which mirrored the national trends and can be attributed to the effects of the COVID-19 Pandemic. Arizona's

unemployment rate more than doubled from 4.7 percent in July 2019 to 10.0 percent in June 2020. The U.S. began SFY 2020 with a seasonally adjusted unemployment rate of 3.7 percent in July 2019 but ended with an unemployment rate of 11.1 percent in June 2020.

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## **ARIZONA LABOR FORCE**

The Arizona labor force participation rate has historically trended below the U.S. labor force participation rate. From SFY 2014 to SFY 2019, the Arizona labor force participation rate recorded growth, though in April 2020, experienced a sharp decline. This decline in labor force participation was due, in part, to the economic impact of the COVID-19 Pandemic. In Arizona, labor force participation was 62.2 percent at the beginning of SFY 2020. By the end of SFY 2020, labor force participation in Arizona was 60.2 percent. The U.S. began SFY 2020 with a labor force participation rate of 63.0 percent and declined to 61.5 percent by the end of SFY 2020.

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## **ARIZONA EMPLOYMENT GROWTH**

Arizona's nonfarm growth rates have equaled or exceeded U.S. nonfarm growth rates in every month since October 2014. Before declining to -7.5 percent in April 2020, Arizona nonfarm employment recorded positive year-over-year employment change for 113 consecutive months. Arizona nonfarm employment declined by 3.6 percent in July 2020, while U.S. nonfarm employment growth declined by 7.7 percent in July 2020.

In SFY 2020, nonfarm employment declined sharply from SFY 2019. Among the 11 supersectors, Trade, Transportation, & Utilities (1.1 percent), Financial Activities (0.4 percent), and Other Services (1.5 percent) were the only supersectors that recorded increases in year-over-year employment. Natural Resources & Mining (-2.2 percent), Construction (-1.5 percent), Manufacturing (-3.3 percent), Information (-7.6 percent), Professional & Business

Services (-5.7 percent), Education & Health Services (-0.1 percent), Leisure & Hospitality (-15.2 percent), and Government (-3.9 percent) all recorded decreases in employment in SFY 2020.

Numerically, Trade, Transportation, & Utilities gained 5,900 jobs, Financial Activities gained 1,000 jobs, and Other Services gained 1,400 jobs. Natural Resources & Mining lost 300 jobs, Construction lost 2,500 jobs, Manufacturing lost 5,800 jobs, Information lost 3,700 jobs, Professional & Business Services lost 24,900 jobs, Education & Health Services lost 400 jobs, Leisure & Hospitality lost 49,500 jobs, and Government lost 15,100 jobs. SFY 2020 employment declines mark the first year since SFY 2016 that any supersector lost jobs over the year.

The distribution of job growth is typically concentrated in the Phoenix Metropolitan Statistical Area (MSA), but in SFY 2019, the only MSA to gain jobs was the Sierra Vista-Douglas MSA. Six of the seven Arizona MSAs lost jobs in SFY 2019. Flagstaff MSA recorded the largest SFY 2020 job decline (-15.5 percent) followed by Lake Havasu City-Kingman MSA (-6.0 percent), and Yuma MSA (-5.6 percent). The MSAs that fared better than Arizona were Phoenix-Mesa-Scottsdale MSA (-3.0 percent), Prescott MSA (-0.9 percent), Sierra Vista-Douglas MSA (1.8 percent), and Tucson MSA (-2.6 percent). While the state did see a large decline in jobs in SFY 2020, it was not as drastic as the U.S.' total job loss of 8.7 percent.

From June 2010 to June 2020, Education & Health Services increased its share of nonfarm employment by 1.6 percent, the largest share increase over this period. Other supersectors that recorded positive employment share gains included Construction (1.3 percent), Financial Activities (1.2 percent), and Professional & Business Services (0.6 percent). The largest decrease in nonfarm employment share occurred in Government, losing 3.2 percent. This was followed by Leisure & Hospitality (-0.8 percent); Other Services (-0.3 percent); Trade, Transportation, & Utilities (-0.2 percent); and Manufacturing (-0.2 percent). The percentage

share of nonfarm employment remained unchanged for both Information and Natural Resources & Mining.

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## **ARIZONA INDUSTRY EMPLOYMENT PROJECTIONS (2019-2021)**

Short-term projections were published in February 2020 and do not reflect the recent economic impacts of the COVID-19 Pandemic. Because of this, short-term employment growth may differ significantly from projected estimates.

Barring the impact of the COVID-19 Pandemic, all Arizona supersectors are projected to gain jobs from 2019-2021. Ten of the eleven supersectors, along with Self-Employed, are projected to grow at a rate that exceeds projected population growth (1.4 percent). The three largest percentage increases are projected to occur in Construction (13.8 percent); Financial Activities (6.8 percent); and Manufacturing (6.3 percent). The largest numeric growth is projected to occur in Education & Health Services, which is projected to gain 37,911 jobs; Professional & Business Services, which is projected to gain 24,278 jobs; and Construction, which is projected to gain 23,881 jobs.

The coincident economic activity index is an economic indicator compiled by the Federal Reserve that tends to correlate with economic growth. As the coincident index increases, economic growth tends to increase. Arizona's coincident index peaked in February 2020 at 159.3, but declined in March 2020 to 154.3, and again in April 2020 to 130.1. By June 2020, Arizona's index was at 141.2, down from 154.3 in June 2019.

## STATISTICS

### ARIZONA DEPARTMENT OF ECONOMIC SECURITY COMPARISON BETWEEN ARIZONA AND UNITED STATES POPULATION FOR CALENDAR YEARS ENDED DECEMBER 31 (2019 IS THE MOST RECENT DATA AVAILABLE)

YEAR	ARIZONA POPULATION	UNITED STATES POPULATION	PERCENTAGE CHANGE IN ARIZONA POPULATION	PERCENTAGE CHANGE IN UNITED STATES POPULATION
<b>2009</b>	6,368,649	304,093,966	1.5%	1.0%
<b>2010</b>	6,407,774	309,326,085	0.6%	1.7%
<b>2011</b>	6,473,497	311,580,009	1.0%	0.7%
<b>2012</b>	6,556,629	313,874,218	1.3%	0.7%
<b>2013</b>	6,634,999	316,057,727	1.2%	0.7%
<b>2014</b>	6,733,840	318,386,421	1.5%	0.7%
<b>2015</b>	6,833,596	320,742,673	1.5%	0.7%
<b>2016*</b>	6,866,195	322,941,311	1.6%	0.7%
<b>2017</b>	7,048,876	325,147,121	1.5%	0.6%
<b>2018</b>	7,171,646	327,167,434	1.7%	0.6%
<b>2019**</b>	7,189,020	328,239,523	1.6%	0.5%

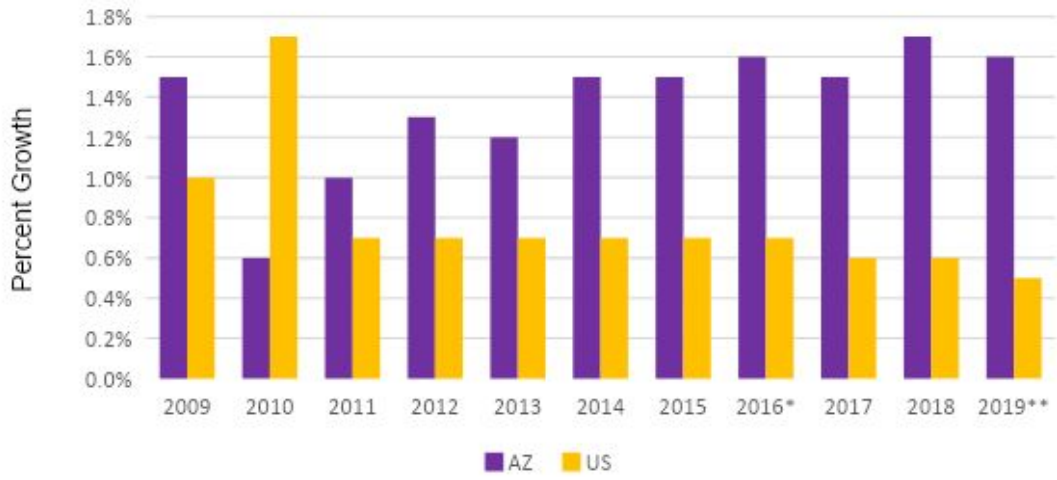
Sources: Arizona estimates were provided by the Arizona OEO; U.S. estimates were provided by the U.S. Census Bureau.

\* 2016 Population has been revised from the original published numbers.

\*\* Population of the City of Sierra Vista, Cochise County, and the State of Arizona were revised due to a challenge by the City of Sierra Vista (resolved 3/10/2020).

Note: The information contained in the sources used for this table is continuously revised and the amounts in the above table have been revised accordingly. Data presented may not match data reported for prior years.

## Population Growth



**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
COMPARISON BETWEEN ARIZONA AND UNITED STATES PER CAPITA INCOME  
FOR CALENDAR YEARS ENDED DECEMBER 31  
(2019 IS THE MOST RECENT DATA AVAILABLE)**

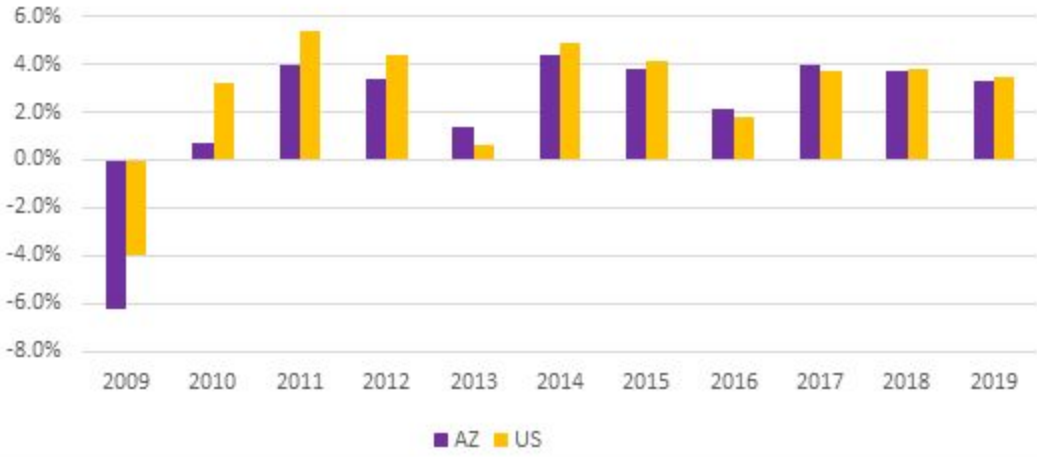
<b>YEAR</b>	<b>ARIZONA PER CAPITA INCOME</b>	<b>UNITED STATES PER CAPITA INCOME</b>	<b>PERCENTAGE CHANGE IN ARIZONA PER CAPITA INCOME</b>	<b>PERCENTAGE CHANGE IN UNITED STATES PER CAPITA INCOME</b>
<b>2009</b>	\$33,327	\$39,284	-6.2%	-4.0%
<b>2010</b>	\$33,555	\$40,546	0.7%	3.2%
<b>2011</b>	\$34,889	\$42,735	4.0%	5.4%
<b>2012</b>	\$36,064	\$44,599	3.4%	4.4%
<b>2013</b>	\$36,559	\$44,851	1.4%	0.6%
<b>2014</b>	\$38,175	\$47,060	4.4%	4.9%
<b>2015</b>	\$39,629	\$48,985	3.8%	4.1%
<b>2016</b>	\$40,456	\$49,883	2.1%	1.8%
<b>2017</b>	\$42,085	\$51,731	4.0%	3.7%
<b>2018</b>	\$43,650	\$53,712	3.7%	3.8%
<b>2019</b>	\$46,058	\$56,490	3.3%	3.5%

Source: U.S. Department of Commerce, Bureau of Economic Analysis: SA1 Personal Income Summary: Personal Income, Population, Per Capita Personal Income.

Definitions: Per capita personal income is equal to personal income of a given area divided by the resident population of the area. Personal income is the income received by a single individual and includes compensation, interest, and dividends.



### Changes in Per Capita Income



**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
COMPARISON BETWEEN ARIZONA AND UNITED STATES UNEMPLOYMENT  
FOR CALENDAR YEARS ENDED DECEMBER 31  
(2019 IS THE MOST RECENT DATA AVAILABLE)**

<b>YEAR</b>	<b>NUMBER OF UNEMPLOYED IN ARIZONA</b>	<b>NUMBER OF UNEMPLOYED IN UNITED STATES</b>	<b>UNEMPLOYMENT RATE ARIZONA(%)</b>	<b>UNEMPLOYMENT RATE UNITED STATES (%)</b>
<b>2009</b>	310,533	14,265,000	9.9%	9.3%
<b>2010</b>	320,251	14,825,000	10.4%	9.6%
<b>2011</b>	288,547	13,747,000	9.5%	8.9%
<b>2012</b>	252,529	12,506,000	8.3%	8.1%
<b>2013</b>	234,728	11,460,000	7.7%	7.4%
<b>2014</b>	210,504	9,617,000	6.8%	6.2%
<b>2015</b>	192,075	8,296,000	6.1%	5.3%
<b>2016</b>	174,579	7,751,000	5.4%	4.9%
<b>2017</b>	162,822	6,982,000	4.9%	4.4%
<b>2018</b>	166,205	6,305,500	4.8%	3.9%
<b>2019</b>	166,980	5,988,667	4.7%	3.7%

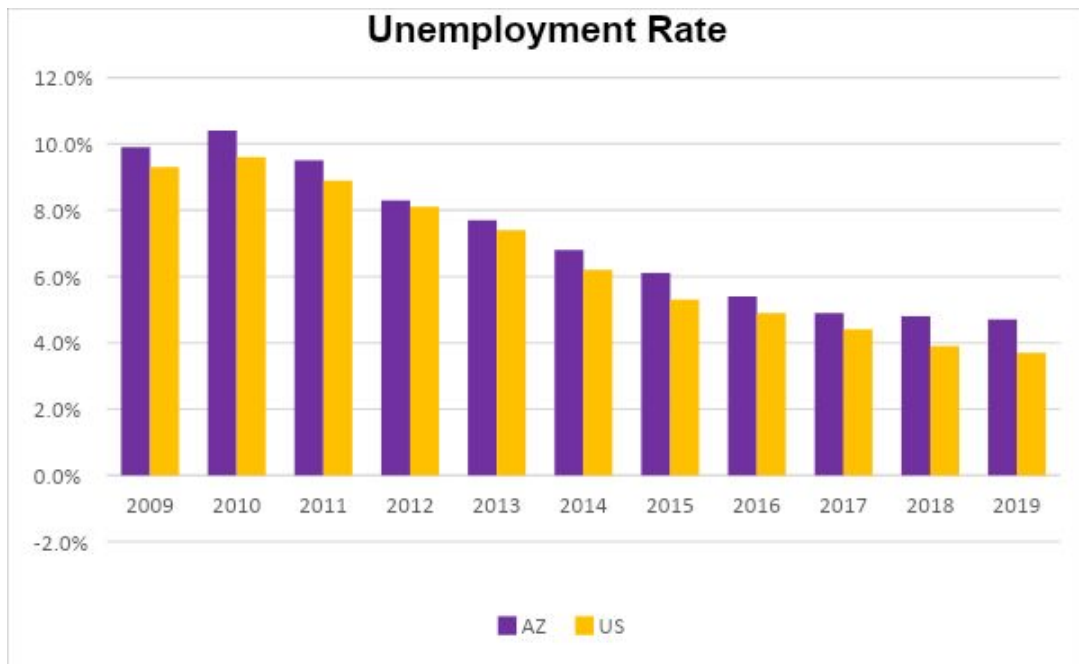
Sources: Arizona: Arizona data provided by the Arizona OEO; U.S. data provided by the U.S. DOL, Bureau of Labor Statistics (BLS).

Note: Figures are subject to revision.

Definitions: A person is unemployed if he or she has no job but is looking for work. The unemployment rate is the number of unemployed as a percentage of the labor force. The labor force is the sum of the employed and the unemployed.

For more information go to [www.laborstats.az.gov](http://www.laborstats.az.gov).

## Unemployment Rate

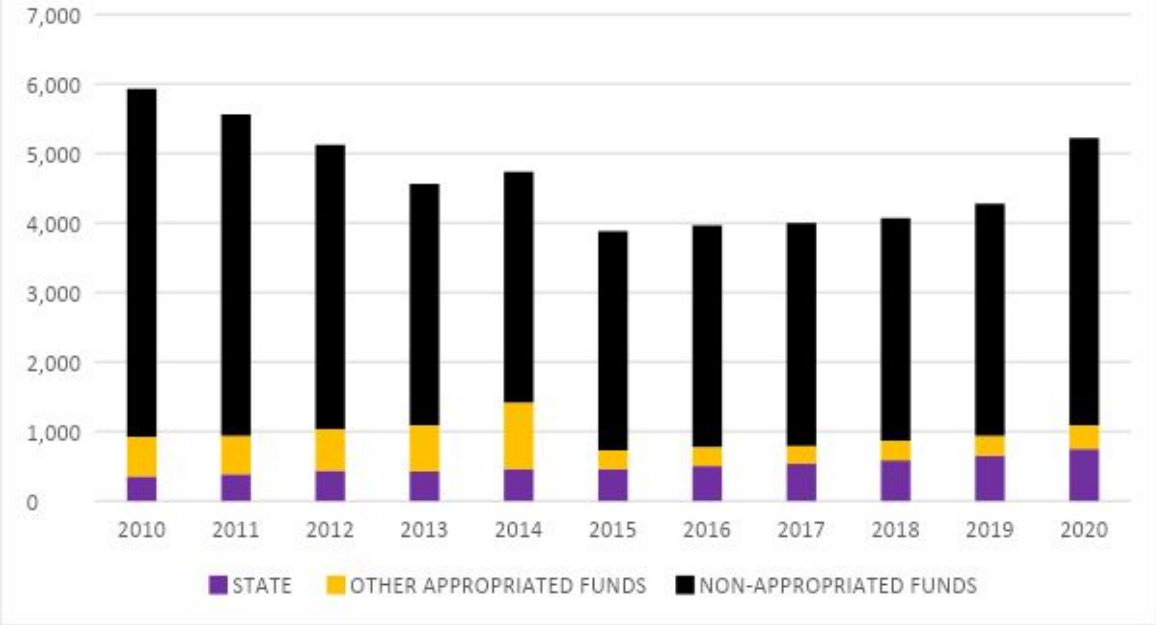


**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
TOTAL EXPENDITURES BY FUND TYPE  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>STATE FUNDS</b>	<b>OTHER APPROPRIATED FUNDS</b>	<b>NON-APPROPRIATED FUNDS</b>	<b>TOTAL FUNDS</b>
<b>2010</b>	\$354,908,900	\$568,732,300	\$5,008,483,700	\$5,932,124,900
<b>2011</b>	\$386,388,600	\$549,996,500	\$4,624,068,900	\$5,560,454,000
<b>2012</b>	\$437,373,100	\$599,577,200	\$4,091,369,800	\$5,128,320,100
<b>2013</b>	\$425,157,800	\$662,517,100	\$3,472,322,100	\$4,559,997,000
<b>2014</b>	\$461,322,500	\$953,274,800	\$3,320,671,600	\$4,735,268,900
<b>2015</b>	\$461,587,200	\$267,723,600	\$3,156,050,300	\$3,885,361,100
<b>2016</b>	\$502,934,200	\$271,847,900	\$3,187,665,700	\$3,962,447,800
<b>2017</b>	\$538,272,200	\$249,987,600	\$3,211,298,600	\$3,999,558,400
<b>2018</b>	\$586,110,300	\$283,478,200	\$3,202,137,100	\$4,071,725,600
<b>2019</b>	\$650,936,900	\$284,564,400	\$3,342,972,000	\$4,278,473,300
<b>2020</b>	\$749,708,200	\$341,874,500	\$4,134,090,200	\$5,225,672,900

Source: DES Budget Submission

### Total Expenditures by Fund Type (in Millions)



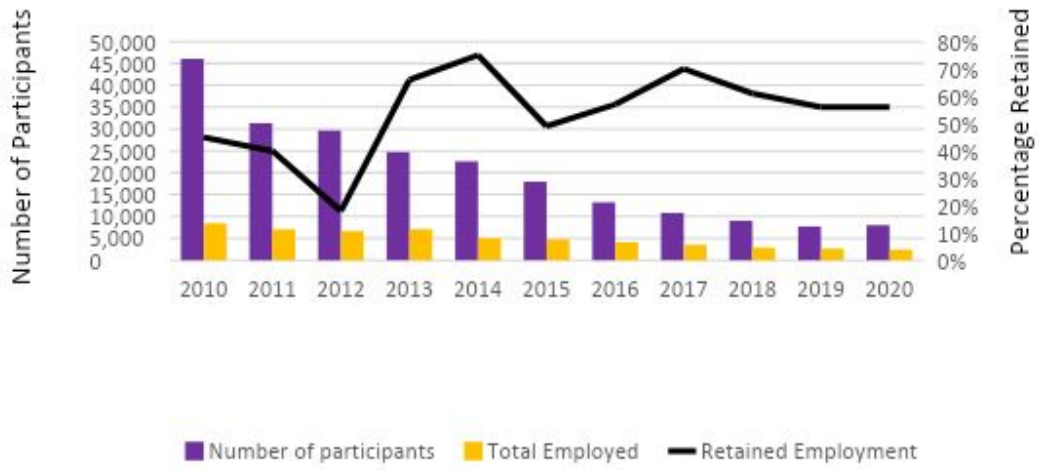
**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
STATE FUNDS RECEIVED BY DIVISION  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>DDD</b>	<b>DBME</b>	<b>DERS</b>	<b>ADMIN<sup>1</sup></b>	<b>DAAS</b>	<b>DCSS</b>	<b>TOTAL STATE FUNDS RECEIVED</b>
<b>2010</b>	\$222,140,700	\$42,236,600	\$33,659,300	\$22,519,300	\$27,573,700	\$6,779,300	\$354,908,900
<b>2011</b>	\$271,017,100	\$33,820,100	\$30,287,600	\$25,535,600	\$17,605,600	\$8,122,600	\$386,388,600
<b>2012</b>	\$329,589,300	\$38,473,600	\$9,461,300	\$33,749,900	\$17,713,000	\$8,386,000	\$437,373,100
<b>2013</b>	\$315,304,600	\$34,026,200	\$9,863,700	\$37,377,300	\$18,947,200	\$9,638,800	\$425,157,800
<b>2014</b>	\$356,172,800	\$35,709,000	\$15,178,400	\$25,755,100	\$17,738,800	\$10,768,400	\$461,322,500
<b>2015</b>	\$358,792,400	\$35,722,600	\$10,257,100	\$22,838,300	\$21,261,900	\$12,714,900	\$461,587,200
<b>2016</b>	\$400,101,000	\$35,616,500	\$11,214,400	\$21,713,500	\$21,815,300	\$12,473,500	\$502,934,200
<b>2017</b>	\$433,358,500	\$35,479,000	\$13,147,200	\$21,997,600	\$21,877,600	\$12,412,300	\$538,272,200
<b>2018</b>	\$480,556,500	\$35,616,500	\$13,174,400	\$21,703,800	\$22,623,100	\$12,436,000	\$586,110,300
<b>2019</b>	\$543,651,600	\$37,599,900	\$13,034,600	\$20,054,200	\$23,925,400	\$12,671,200	\$650,936,900
<b>2020</b>	\$642,431,200	\$38,896,900	\$13,042,300	\$21,100,700	\$22,231,000	\$12,006,100	\$749,708,200

Source: The Arizona Department of Economic Security Budget Submission

<sup>1</sup> The Admin column references the Department's administrative divisions, including DBS.

## Jobs Program Participants Employed to Percentage Retained

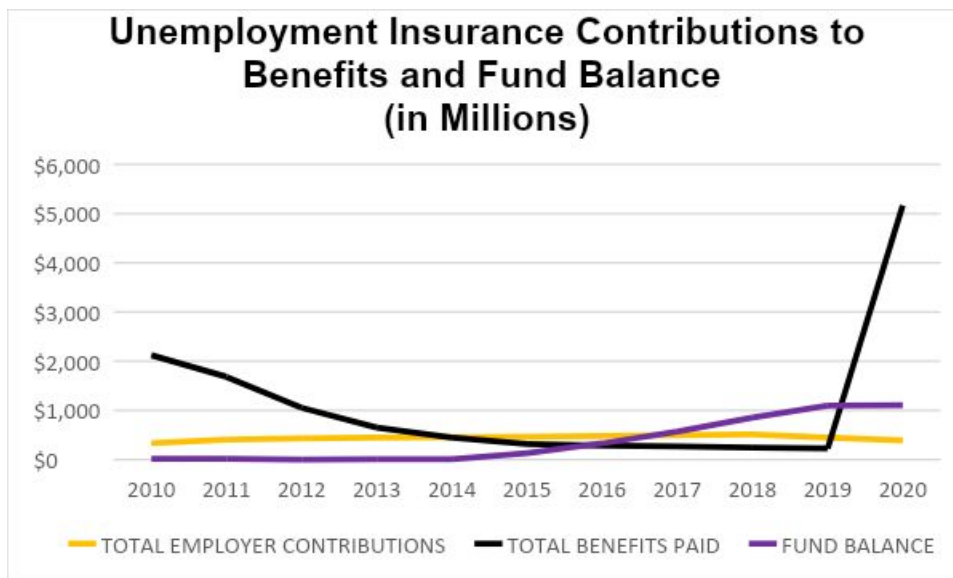


**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
UI FINANCIAL TRANSACTION SUMMARY  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>TOTAL EMPLOYER CONTRIBUTIONS</b>	<b>TOTAL BENEFITS PAID</b>	<b>FUND BALANCE</b>
<b>2010</b>	\$339,745,124	\$2,123,766,228	\$16,689,508
<b>2011</b>	\$412,472,497	\$1,684,068,675	\$16,864,876
<b>2012</b>	\$434,253,686	\$1,053,948,338	\$4,113,696
<b>2013</b>	\$446,578,260	\$654,321,961	\$14,944,329
<b>2014</b>	\$458,133,325	\$447,350,166	\$8,244,046
<b>2015</b>	\$463,467,338	\$320,502,958	\$135,097,528
<b>2016</b>	\$484,087,186	\$288,551,728	\$332,677,410
<b>2017</b>	\$498,520,801	\$270,807,529	\$571,469,308
<b>2018</b>	\$514,067,411	\$245,454,121	\$856,109,879
<b>2019</b>	\$450,218,852	\$228,282,756	\$1,101,115,339
<b>2020</b>	\$392,649,833	\$5,169,972,182	\$1,096,678,778

Source: DES UI Financial Transaction Summary Report.

Note: The total benefits paid amount for all FYs have been adjusted to include interstate benefits.



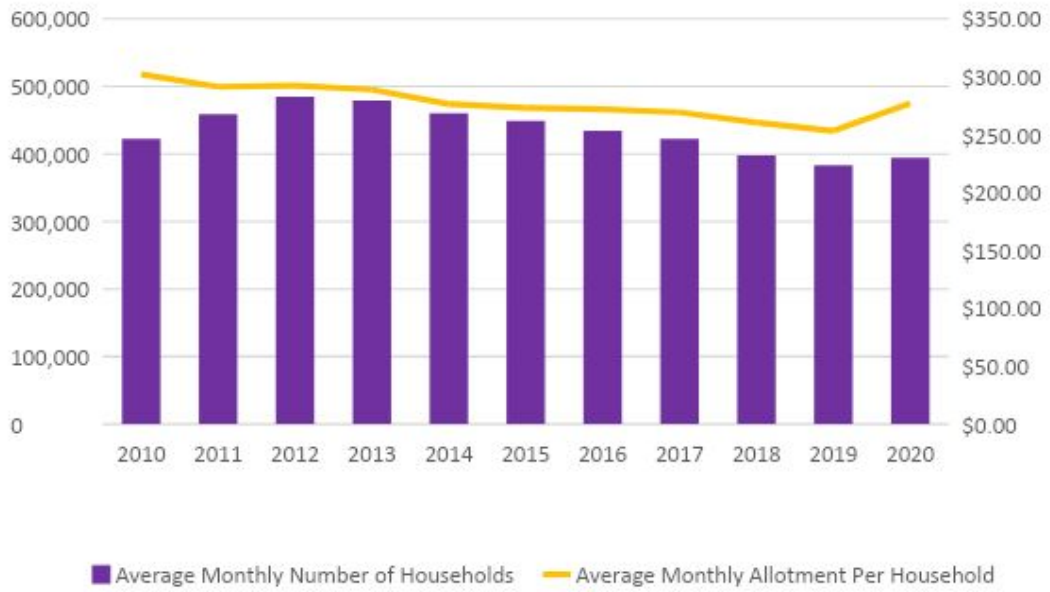


**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
SNAP BENEFIT PARTICIPANTS  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>AVERAGE MONTHLY NUMBER OF HOUSEHOLDS</b>	<b>AVERAGE MONTHLY NUMBER OF PERSONS</b>	<b>AVERAGE MONTHLY ALLOTMENT PER HOUSEHOLD</b>	<b>AVERAGE MONTHLY ALLOTMENT PER PERSON</b>	<b>AVERAGE MONTHLY BENEFITS DISTRIBUTED</b>
<b>2010</b>	422,583	986,413	\$302.07	\$129.41	\$127,649,820
<b>2011</b>	458,580	1,049,522	\$291.35	\$127.30	\$133,607,965
<b>2012</b>	484,785	1,123,068	\$292.40	\$126.22	\$141,752,178
<b>2013</b>	479,386	1,116,068	\$288.90	\$124.09	\$138,493,811
<b>2014</b>	460,320	1,070,674	\$276.45	\$118.86	\$127,257,464
<b>2015</b>	448,754	1,027,845	\$273.06	\$119.22	\$122,535,437
<b>2016</b>	434,328	980,536	\$272.06	\$120.51	\$118,162,179
<b>2017</b>	422,591	946,184	\$269.26	\$120.26	\$113,785,667
<b>2018</b>	397,628	875,241	\$260.49	\$118.34	\$103,577,126
<b>2019</b>	383,491	824,197	\$253.15	\$117.79	\$97,082,260
<b>2020</b>	394,091	831,903	\$276.84	\$131.15	\$109,100,962

Source: DES DBME FAA

## SNAP Benefits Participation



**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
TANF CASH ASSISTANCE  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>AVERAGE MONTHLY NUMBER OF CASES</b>	<b>AVERAGE MONTHLY NUMBER OF RECIPIENTS</b>	<b>AVERAGE MONTHLY PAYMENT PER CASE</b>	<b>AVERAGE MONTHLY PAYMENT PER RECIPIENT</b>	<b>AVERAGE MONTHLY PAYMENTS</b>
<b>2010</b>	37,779	82,127	\$213.21	\$98.08	\$8,054,784
<b>2011</b>	19,827	44,842	\$212.42	\$93.92	\$4,211,688
<b>2012</b>	17,310	39,194	\$208.89	\$92.26	\$3,615,885
<b>2013</b>	17,203	39,050	\$204.89	\$90.26	\$3,524,770
<b>2014</b>	14,621	32,888	\$203.82	\$90.61	\$2,980,065
<b>2015</b>	12,269	27,272	\$203.00	\$91.32	\$2,490,483
<b>2016</b>	10,192	22,171	\$201.89	\$92.81	\$2,057,745
<b>2017</b>	8,510	18,762	\$204.79	\$92.89	\$1,742,759
<b>2018</b>	7,459	16,195	\$204.16	\$94.03	\$1,522,828
<b>2019</b>	6,687	14,154	\$203.41	\$96.11	\$1,360,320
<b>2020</b>	6,801	14,430	\$203.82	\$96.06	\$1,386,174

Source: DES , DBME , FAA.

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

### TANF Cash Assistance

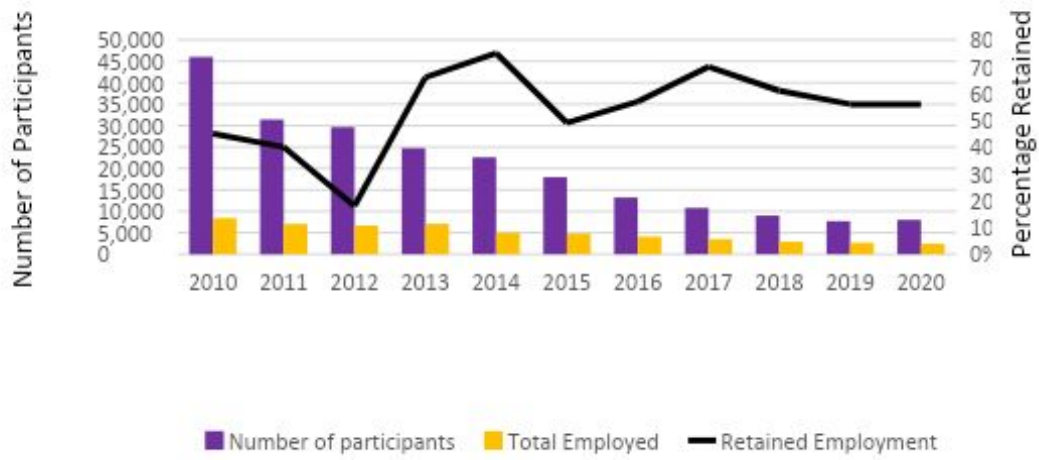


**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
THE JOBS PROGRAM  
COMPARISON OF PARTICIPANTS AND PARTICIPANTS EMPLOYED  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>NUMBER OF PARTICIPANTS</b>	<b>TOTAL EMPLOYED</b>	<b>PERCENTAGE RETAINED EMPLOYMENT FOR AT LEAST 90 DAYS</b>
<b>2010</b>	46,010	8,416	45%
<b>2011</b>	31,380	7,052	40%
<b>2012</b>	29,643	6,662	18%
<b>2013</b>	24,741	7,098	66%
<b>2014</b>	22,601	5,024	75%
<b>2015</b>	17,967	4,755	49%
<b>2016</b>	13,226	4,099	57%
<b>2017</b>	10,795	3,525	70%
<b>2018</b>	9,005	2,897	61%
<b>2019</b>	7,716	2,662	56%
<b>2020</b>	8,010	2,456	56%

Source: DES, DERS, Workforce Development Administration.

## Jobs Program Participants Employed to Percentage Retained

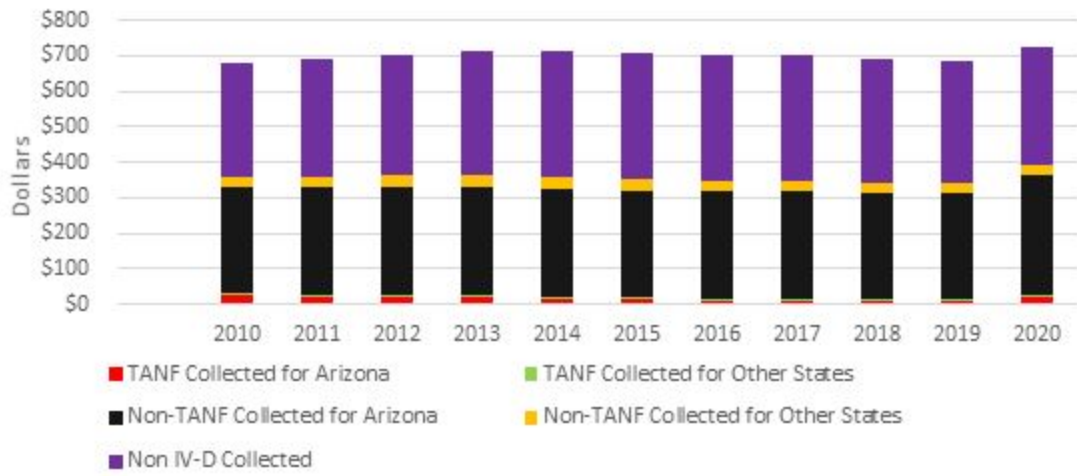


**ARIZONA DEPARTMENT OF ECONOMIC SECURITY  
CHILD SUPPORT SERVICES COLLECTION  
FOR FISCAL YEARS ENDED JUNE 30**

<b>YEAR</b>	<b>TANF COLLECTED FOR ARIZONA</b>	<b>TANF COLLECTED FOR OTHER STATES</b>	<b>NON-TANF COLLECTED FOR ARIZONA</b>	<b>NON-TANF COLLECTED FOR OTHER STATES</b>	<b>NON-IV-D COLLECTED</b>	<b>TOTAL COLLECTED</b>
<b>2010</b>	\$25,854,600	\$7,086,300	\$299,449,600	\$28,356,400	\$321,096,000	\$681,842,900
<b>2011</b>	\$21,248,700	\$6,757,400	\$301,646,700	\$29,625,500	\$329,574,400	\$688,852,700
<b>2012</b>	\$19,651,800	\$6,679,900	\$304,956,800	\$30,516,200	\$340,901,500	\$702,706,200
<b>2013</b>	\$17,557,700	\$6,604,800	\$305,361,400	\$32,124,800	\$350,691,200	\$712,339,900
<b>2014</b>	\$15,890,900	\$6,188,400	\$302,955,000	\$31,417,800	\$358,270,300	\$714,722,400
<b>2015</b>	\$13,248,300	\$6,001,000	\$299,959,600	\$30,582,700	\$359,527,200	\$709,318,800
<b>2016</b>	\$11,530,200	\$5,675,700	\$300,488,800	\$29,512,600	\$354,966,800	\$702,174,100
<b>2017</b>	\$10,650,700	\$5,538,900	\$300,439,000	\$29,812,700	\$352,742,300	\$699,183,600
<b>2018</b>	\$9,935,700	\$5,470,800	\$298,114,500	\$30,448,500	\$347,491,100	\$691,460,600
<b>2019</b>	\$9,207,300	\$5,363,500	\$298,726,000	\$30,618,500	\$341,993,800	\$685,909,100
<b>2020</b>	\$19,169,600	\$5,392,000	\$337,763,300	\$31,504,000	\$333,462,600	\$727,291,500

Source: DES, DCSS.

## Child Support Services Collections (in Millions)





Equal Opportunity Employer/Program • 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 602-542-3882; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request. • Ayuda gratuita con traducciones relacionadas a los servicios del DES está disponible a solicitud del cliente.