

Vision

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

Mission

DES will ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.

Agency Description

DES is the human services agency for the State of Arizona that oversees more than 40 different programs and services and distributes benefits to more than 3 million Arizonans. We provide benefit assistance, care and services to some of Arizona's most vulnerable populations, including: Adult Protective Services; Developmental Disabilities; Nutrition, Cash and Medical Assistance; Vocational Rehabilitation; Child Support Services and Unemployment Insurance.

Executive Summary

DES will strengthen our service delivery to meet the needs of all Arizonans so we emerge from the COVID-19 pandemic stronger, leaner and more efficient for those we serve. In fiscal year 2020, DES will have invested approximately \$10 billion in services to critical Arizonans. We will enhance services by modernizing processes and streamlining service points of contact for our staff of more than 8,200 and the 3 million we serve.

The Arizona economy has been significantly impacted by the pandemic. As an essential service, DES provides basic needs like nutritional, cash, medical, and shelter services funding for the Arizona population. Unemployment has reached records levels in record time. Our developmental disabilities members are especially vulnerable. We will ensure services are provided timely and accurately, while caring for the health and safety needs of our team as well as the people we serve.

With crisis comes opportunity. DES is committed to using this opportunity to reshape, modernize, and enhance the way DES operates as an organization. We will reduce our costs and footprint, enhance team member engagement, and connect with the people we serve.

Equal Opportunity Employer / Program • Auxiliary aids and services are available upon request to individuals with disabilities • TTY/TDD Services 7-1-1

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Critical Management Through the Pandemic	2020	<p>Meet basic needs of Arizonans throughout the Pandemic</p> <ul style="list-style-type: none"> Development of new PUA system in 3 weeks that includes streamlined direct deposit process to issue benefit payments quicker Expansion of Child Care provider network to include over 550 enrichment centers providing child care services for essential workers Allocated over \$70M of COVID-19 related federal funding to community partners to provide homelessness, domestic violence, and other critical services statewide Reduced the non-medical Home and Community Based Services waitlist by 45% (DAAS) <p>Maintain safety and health of DES team and individuals we serve</p> <ul style="list-style-type: none"> Maximized virtual work environments where possible resulting in over 61% of staff teleworking at the end of FY 2020 Leveraged teleworking where appropriate with 89% of staff reporting job satisfaction while working remotely Distribution of over 143,000 packages of health and safety equipment including masks, shoe coverings, gloves and other associated virus spread prevention equipment to locations statewide including essential DDD direct care staff Increased eligibility center calls handled by 25 percent with 30 percent less staff through implementation of AMS practices
2	Emerging from the Pandemic Stronger, Leaner, and More Efficient	2020	<p>Facilitate the rapid strengthening of the Arizona Economy post-pandemic</p> <ul style="list-style-type: none"> Strengthened and leveraged partnerships with Arizona Commerce Authority, Office of Economic Opportunity, and local workforce leaders to rapidly rebuild and enhance Arizona's economy through Return Stronger Upskilling website Modernize connectivity of clients and team members Partnered with Google to identify and combat fraud with Unemployment Insurance system Plan to invest in data analytics software and tracking mechanisms to increase transparency and inform business decision making Leveraged private partnerships by increasing the level of support provided to individuals seeking employment Reduction of physical office space, while increasing availability and accessibility of services Ongoing planning of lease consolidation and strategic closing of offices where applicable

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Provide basic needs throughout pandemic	<ul style="list-style-type: none"> Number of unduplicated UI and PUA Claimants paid (DERS) Initial UI Claims (DERS) Number of children receiving Child Care Enrichment Center scholarships (DERS) Number of jobs filled through Arizona@Work partnerships (DERS) Number of enrollments on Non-Medical HCBS waitlist (DAAS) 	<ol style="list-style-type: none"> Stabilize Unemployment Insurance System: The change in economic conditions placed a significant strain on the UI systems, staff and Arizona families. The short-term stability of UI and the continual need or child care for working parents will be vital to stabilize and improve economic conditions. Expand Arizona@Work Outreach: Job growth to revamp Arizona's economy post-COVID-19 will include continued collaboration with Workforce partners for job creation. Deliver Services to Our Most Vulnerable Populations When and Where Needed: A focus on our elderly populations to deliver home and community services.
1	Increase utilization and satisfaction of virtual work environments	<ul style="list-style-type: none"> Percent of virtual team members effectively working Employee satisfaction with work environment 	<ol style="list-style-type: none"> Highly Effective and Engaged Virtual Workforce: Current conditions have allowed the opportunity for virtual workforce like never before. Continuing and expanding this work environment will lead to increased productivity and higher employee engagement.
2	Rapidly rebuilding and enhancing the economy	<ul style="list-style-type: none"> Eligibility determinations made per day (DBME) Percent of eligibility clients served virtually (phone or internet) (DBME, DCSS, DERS) Number of Job Placements (DERS) Number of clients enrolled in temporary emergency shelter, rapid rehousing, homeless prevention and street outreach(DAAS) 	<ol style="list-style-type: none"> Further Development and Implementation of the Client Education Model: Community outreach and education on the services provided, especially within our FAA eligibility lines of business allows for streamlined service delivery. Optimize Online and Technology-Driven Service Delivery: The diverse array of services and those who are in need of those services necessitate a need to drive clients to the most economical and practical delivery of those services. Increase the number of homeless clients served: Utilization of the array of homeless services must be maximized to support clients in prevention of homelessness and support for permanent housing.
2	Modernization of business processes	<ul style="list-style-type: none"> Average hours to close an investigation (DAAS) Number of IV-D child support cases receiving a child support payment Number of timely service authorizations (DDD) Number of Quality of Care (QOC) reports beyond standard time frames (DDD) 	<ol style="list-style-type: none"> Increase the Number of Closed Cases Per Investigator: Timely, accurate and complete Adult Protective Service investigations will improve the safety of one of Arizona's most vulnerable populations. Increase Efficiency of Ongoing Child Support Payments to Custodial Parents: Enhanced technology, system modernization and streamlined processes. Increase Timely Service Authorizations to DDD Members: Improving the DDD network to meet the needs of our members to ensure, health, safety and well-being. DDD Quality of Care (QOC) Reports Reviewed and Mitigated Timely: Any concerns will be appropriately reviewed and mitigated for continued safety and well being of members.
2	Integrate and modernize technology: Maximize remote and virtual workplace	<ul style="list-style-type: none"> Percentage of employees working remote Percentage of space utilized (sq ft) HR-retention and turnover reduction 	<ol style="list-style-type: none"> Modernization of Workforce: A larger remote workforce presence is critical for health, safety and job satisfaction. Consolidation and Optimization of Physical Footprint: Remote workforce will allow for a more efficient and effective use of existing space. Reduction in Turnover: Better engagement and satisfaction amongst staff and reduced operating costs.