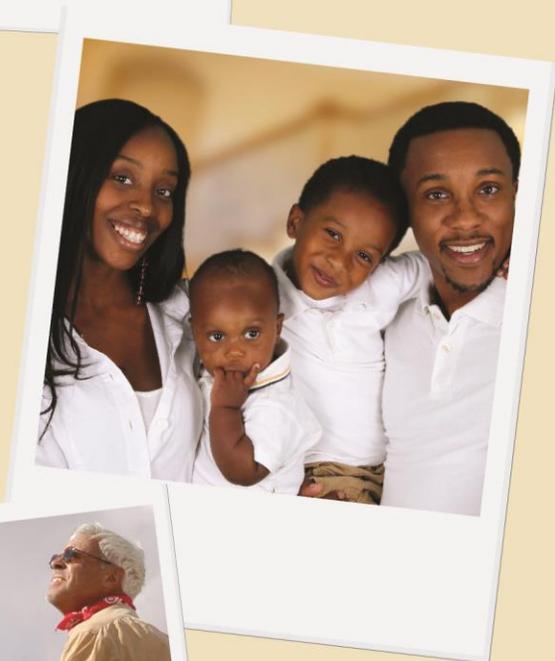
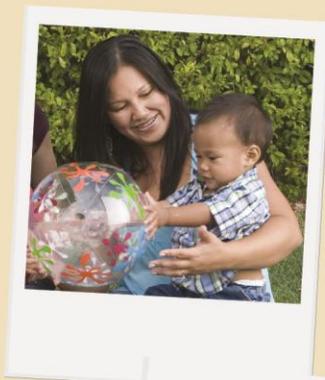




DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona



SFY 2017-2021 FIVE-YEAR STRATEGIC PLAN

TIMOTHY JEFFRIES, DIRECTOR

Douglas A. Ducey
Governor



Timothy Jeffries
Director

AUG 31 2015

Dear Arizonans:

It is with humility, appreciation, and commitment that I provide you with the Arizona Department of Economic Security (DES) Five-Year Strategic Plan for State Fiscal Years 2017–2021. The Department plays an essential role in providing opportunity, assistance, and care for Arizonans in need in coordination with our valued partners.

Under the leadership of Governor Ducey and with the tremendous support of my colleagues, we are creating a new and reinvigorated DES by rebuilding the Department with kindness, integrity, teamwork, and excellence.

This Five-Year Strategic Plan reflects the direction of the New DES as we address critical issues for our clients, stakeholders, and Arizona taxpayers. As outlined in the plan, our work is focused on people, priorities, planning, and performance.

I look forward to receiving your comments, questions, and partnership as we move forward together to strengthen Arizona.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim", with several horizontal strokes extending to the right.

Timothy Jeffries
Director

Enclosure

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VISION AND MISSION

Vision

Opportunity, assistance, and care for Arizonans in need.

Mission

The Arizona 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.

VALUES

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

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

Our work must continually demonstrate these values every day, through our interactions with the public and our fellow colleagues as we focus on building the capacity of the people we serve.

Each colleague of DES must relate these values to their specific work so that they can become a meaningful part of their daily interactions. In this way, we all share ownership of these values and are able to relate them to our vision and our daily work, regardless of our position or job site within DES.

FOCUS AREAS

- People
 - People first, people always!

- Priorities
 - Excellence now, not later!
 - Excellence always, not sometimes!

- Planning
 - Think big, be big!

- Performance
 - Excellence is the new “Meets Expectations.”

DES DESCRIPTION

The Department of Economic Security (DES or Department) is an integrated human services agency that provides critical opportunity, assistance, and care for approximately two million Arizonans. Across its 40 programs, DES employees seek to serve fellow Arizonans with integrity, humility, and kindness.

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

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

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

The Department provides early intervention services for infants and toddlers with developmental delays and home and community-based services for clients with intellectual and developmental disabilities. The Department assists parents in receiving child support payments by locating absent parents, establishing paternity, establishing the legal obligation to pay, and evaluating the absent parent's ability to pay.

EXECUTIVE SUMMARY

This five-year strategic plan reflects the continuation and advancement of a new operating culture to provide opportunity, assistance, and care for Arizonans in need.

Under the leadership of Director Timothy Jeffries, the New DES is rapidly taking shape with a focus on four areas:

- ✓ People
- ✓ Priorities
- ✓ Planning
- ✓ Performance

The “People First, People Always” ethic of kindness to all has been shared through engaging town hall meetings held by Director Jeffries with thousands of employees, DES partners, and Arizona leaders. Department Goal Number One, “Serve Arizonans with integrity, humility and kindness,” reflects the “People First, People Always” approach that is being embedded in the agency.

The focus area of “Priorities” conveys the need to address critical and pressing DES issues for DES clients, stakeholders, and Arizona taxpayers, always with excellence. Accomplishments include extended service hours to obtain basic human need benefits and medical eligibility; the addition of awnings, coolers, and water for clients at high-volume service centers; and increasing the number of Adult Protective Service caseworkers to address a growing caseload and meet the needs of vulnerable adults. Urgent responses to pressing issues will continue to be carried out in alignment with the Strategic Plan.

The focus area of “Planning” is reflected in the “think big, be big” perspective of the strategic plan. The New DES seeks to become the number one agency in Arizona, and ultimately number one of its kind in America. The strategic plan incorporates a new Vision, Mission, and Values for the revamped agency. New strategic goals, top priorities, and key metrics have been established to elevate efforts and excellence. Initiation of a revamp of the DES Colleague Recognition Program, elevation of the DES Leadership Development Program, and other organizational reenergizing initiatives are elevating the esprit de corps to enable the New DES to meet the challenge to become number one.

The focus area of “Performance” is summed up in the phrase “Excellence is the new ‘Meets Expectations.’” The families who are served by the Department deserve an agency that performs at the highest levels of performance. The Department has already achieved 96.2 percent client satisfaction with its Arizona Early Intervention Program (AzeIP). DES was ranked first in the nation for the fourth year in a row for supporting developmentally disabled clients in a “home-like setting,” and the Department continues to lead the nation in paternity establishment for child support. The New DES will continue to elevate performance to meet the critical needs of Arizonans with integrity, humility, and kindness.

DEPARTMENT GOALS

- Goal 1
 - Serve Arizonans with integrity, humility and kindness.

- Goal 2
 - Support Arizonans to reach their potential through social services that train, rehabilitate, and connect them with job creators.

- Goal 3
 - Provide temporary assistance to Arizonans in need while they work toward greater self-sufficiency.

- Goal 4
 - Provide children with food, health care, and parental financial support; provide services to individuals with disabilities; and protect the vulnerable by investigating allegations of abuse, neglect, and exploitation.

DEPARTMENT STRATEGIC ISSUES AND STRATEGIES

Issue 1: The Department needs to offer care for the vulnerable and help for persons who need temporary assistance.

The Department will help Arizonans reach their potential through temporary assistance to those in need, and care for the vulnerable.

Strategies:

1. Provide food, health care, and parental financial support for needy children.

In Arizona, over 25 percent of children are currently living in poverty. The Department provides care and supportive services for these children. Over 450,000 Arizona children rely on Supplemental Nutrition Assistance Program (SNAP) benefits in order to access to healthy meals each day, comprising nearly 50 percent of all SNAP recipients. The Department also provides eligibility determination for AHCCCS medical insurance.

Through the Coordinated Hunger Relief Program, the Department coordinates with federal, state, and local organizations that provide food assistance to hungry children and families and contracts with hunger organizations to maximize resources. Among the services provided are nutrition assistance outreach, food bank coordination, food boxes, commodities, coordination in rescuing produce that would otherwise go to waste (also called gleaning), and information about where to obtain food when in need.

The Department provides services to establish paternity, establish support orders, collect current support and to assist parents with meeting their financial obligations for the self-sufficiency of Arizona children and families. In an attempt to strengthen efforts going forward, the Department is driven to improve strategic processes by engaging clients early and often not only to educate them regarding their fiscal responsibilities, but also to assist in the identification of obligation barriers such as unemployment or underemployment, parenting issues, job search issues, and unreasonable or unmanageable support orders. Furthermore, the Department is strongly committed to enforcing child support obligations through appropriate legal processes for those clients who are unwilling to provide financially for their children.

2. Provide care and protection for vulnerable adults and individuals with disabilities.

The Department operates a developmental disabilities program serving approximately 35,000 individuals statewide. Persons served by the Department programs include individuals diagnosed with various disabilities, including cognitive disabilities, autism, and cerebral palsy. Services provided support the individual and their families to lead the most healthy, self-sufficient, productive lives within their capabilities.

The Department is also working closely with the Arizona Health Care Cost Containment System (AHCCCS) to assess AHCCCS Contractors' compliance with the recently revised Medicaid Home and Community-Based Services rules. The rules will have a significant impact on the Department's residential and day services as well as member planning processes. The new regulations stipulate that all service settings must be integrated and support full access to the greater community.

The Department endeavors to provide dental services for persons with developmental disabilities, 21 years of age and older, that receive Arizona Long Term Care Services (ALTCS). Arizona is one of only five states that offer no dental coverage to individuals with intellectual and developmental disabilities. Recent studies conclude that individuals who have disabilities are at a greater risk for oral diseases. Poor dental health can also lead to behavioral issues. For persons with an intellectual or developmental disability, a common reaction to persistent pain is increased self-injurious as well as aggressive behavior. Failure to address this potential issue leads to inadequate and inappropriate intervention for the behavior, leaving the individual at risk of restrictive procedures and unnecessary medication, all while still experiencing the pain. The Department is seeking additional state funding, to be matched with Title XIX dollars, to fund dental services for persons with developmental disabilities as described above.

The Department's Adult Protective Services (APS) program investigates reports of abuse, neglect, and exploitation of vulnerable and incapacitated adults. Since State Fiscal Year (SFY) 2012, the program has seen a staggering 57 percent growth rate in the number of new reports received for investigation. Areas of risk, such as the financial exploitation of vulnerable adults, have also intensified as caseload counts continue to grow, creating the need for increased support for the program. The Department initiated, in 2015, the use of the Four Disciplines of Execution (4DX) to improve performance and facilitate efficiencies during the investigation process. This approach, coupled with a request for increased funding for staff and automation support, are intended to enable the Department to meet this growing need.

The Department coordinates with community providers in the delivery of services to victims of domestic violence. The Department will use the information gleaned from meetings with these stakeholders over the past two years to develop future service delivery model(s) for the Domestic Violence Program. These meetings were held in partnership with the Arizona Coalition to End Sexual Abuse and Domestic Violence. Current efforts are being made throughout the state to provide services that respond to the diverse and evolving needs of victims of domestic violence and their families that also engage the community as partners.

The Department, through a federal grant, will create and sustain a dementia-capable Home and Community-Based Services system that includes a single entry point access for individuals with dementia and their caregivers aimed at ensuring access to a comprehensive, innovative, and sustainable quality services. Services offered will be evidence-based or evidence-informed to the extent possible. The initiative will develop and implement diversified, culturally sensitive approaches in education and training for

professionals and caregivers serving the Alzheimer's Disease and Related Dementia population. It will also increase awareness about younger-onset dementia with the goals of increasing early detection and accurate diagnosis, providing access to specialized care, and developing collaborative programs among state, non-profit and for-profit organizations. Finally, it will promote research awareness and recruitment campaigns for clinical trials.

3. Provide temporary assistance to clients in need as they work to achieve greater self-sufficiency.

The Department provides access to adequate nutrition, temporary financial support, child care, and AHCCCS medical insurance to provide temporary assistance and care for Arizonans in need. The Department has implemented and will expand a number of initiatives to improve the provision of these services to Arizonans.

The Department is modernizing and streamlining access to public assistance through the Health-e-Arizona Plus (HEAplus) online application and eligibility system that allows Arizona residents to apply for AHCCCS medical insurance, SNAP, and Cash Assistance.

The Department has implemented significant improvements for clients in local office lobbies and call centers. Office hours at seven of the busiest Family Assistance local offices have been extended, and kiosks have been installed to enable clients to apply for assistance via the HEAplus application. At call centers, improvements to the interactive voice response self-service menu have resulted in drastically reduced wait times and reduced the need for clients to come into local offices.

The Department, through its contractors, supports programs providing services and rapid re-housing for those who would otherwise become homeless. These services include wraparound supports such as job search assistance, training, and child care until an individual's or family's situation has stabilized. The Department uses strategies employing outreach efforts with assessment tools to address the needs of those who have recently become homeless in order to rapidly re-house and stabilize them in permanent housing.

The Department's Community Action Program (CAP), in partnership with Community Action Agencies and other service providers, is enhancing its data collection capabilities through the implementation of Low-Income Home Energy Assistance Program (LIHEAP) performance measures for assessing energy burden, households where LIHEAP prevented a potential home energy crisis, and households where LIHEAP benefits restored home energy. CAP is also implementing organizational standards in order to increase accountability for Community Services Block Grant (CSBG) funds. This comprehensive set of organizational standards was established to ensure that all CSBG-eligible entities have the capacity to provide high-quality services to low-income individuals and communities.

The Department's Unemployment Insurance (UI) Program assists eligible unemployed clients while they seek reemployment. The program also assists the employer community in complying with state and federal regulations, thus ensuring the availability of the program to those in need.

The Department provides child care subsidies to assist eligible families with child care costs, thereby enabling parents to participate in employment and specific education and training activities related to employment, or in other circumstances when parents are unable to provide care. The Department is reviewing and rewriting eligibility policies and procedures to make the application and change-reporting processes easier and faster for clients to receive quality child care. The authorization period for being eligible for child care services is being expanded from 6 months to 12 months, aligning the child care program with more family-friendly practices.

Child care assistance is a vital component in helping working families to achieve and maintain employment. For low-income families, the affordability of safe and stable child care may make the difference between climbing out of poverty or continuing to rely on public assistance. Arizona child care rates are based upon a Market Rate Survey conducted in 2000, the oldest market rate currently in use in the country. The Department is requesting funding to use a more recent Market Rate Survey, which will serve to make child care more affordable for low-income working families.

The Department provides services to persons with developmental disabilities that include habilitation, home modifications, home nursing, respite, and day treatment services so that clients can progress in their goals toward greater self-sufficiency. Therapies offered include occupational, physical, and speech therapy.

The Department will continue to identify and implement improvements in the provision of temporary assistance to clients as they work to achieve greater self-sufficiency.

4. Support Arizonans to reach their full potential by providing intervention and employment-related services to vulnerable populations, including older adults; individuals with disabilities; refugees; and economically disadvantaged youth, adults, and veterans.

The Department's Senior Community Service Employment Program (SCSEP) program fosters useful part-time, work-based training opportunities for unemployed low-income persons who are 55 years of age or older who have poor employment prospects. The Department will promote the viability of a career as a direct care professional to SCSEP participants, strengthen partnerships and collaborations among SCSEP grantees and Workforce Investment Opportunities Act service providers to ensure a seamless system of service delivery, and develop strategies for identifying unmet service needs in small communities that can be carried out by local SCSEP providers.

The Department's Refugee Resettlement Program (RRP) provides linguistically compatible and culturally responsive case management and employment services that support refugees with achieving economic self-sufficiency as quickly as possible after

their arrival in the United States. The Department focuses on enhancing the earnings of refugees, while expanding their on-the-job training opportunities. RRP identifies options for affordable and accessible child care, provides increased job search six months after arrival in the U.S., and expands employment options for refugees over 55 years of age. Finally, RRP assists limited-English-proficient clients with finding and retaining jobs and by expanding Vocational English as a Second Language training.

The Department assists persons with disabilities to achieve their goals for employment and independence through Vocational Rehabilitation (VR) and Independent Living services. Federal law requires that clients who are the most significantly disabled will be served first. Funding limitations have required the Department to maintain a waitlist for VR services for those individuals with significant disabilities who do not have the most significant disabilities. Looking forward, the Department endeavors to serve all individuals who are eligible to receive services from the VR program. Expanding the population provided VR services will increase the number of persons with successful employment outcomes and generate greater federal participation in funding VR services. Additionally, the newly implemented Workforce Investment and Opportunity Act mandates the provision of services for older individuals who are blind. Services for this blind population are critical to prevent institutionalization and increased need for supportive care.

Arizona Industries for the Blind (AIB) provides employment and training opportunities for Arizonans who are blind. The Department is in the process of transitioning AIB from being a component of DES to an independent, private nonprofit organization. The transfer of AIB will reduce the size of government and create a stronger sense of shared ownership with the community that will foster a favorable public opinion among Arizona's constituents who are blind.

The Department has six different employment services specifically designed to provide clients with developmental disabilities the assistance needed to get and keep a job. The Department also continues to hold a leadership role as Chairperson of the broadly based partnership working on a statewide "Employment First" Strategic Plan to improve integrated and competitive outcomes for all individuals with a disability.

The Department administers a statewide, interagency system of supports and services for infants and toddlers with developmental delays or disabilities and their families. The Department partners with community agencies to provide eligible children and their families access to services that enhance the capacity of families and caregivers to support early child development. As part of a multiyear State Systemic Improvement Plan, the Department identified a State Identified Measurable Result to increase the percentage of children who exit early intervention, in identified regions, with greater-than-expected improvements in their social relationships. The selected regions comprise a mix of urban, rural and tribal areas and represent 40 percent of the children and families served by the statewide early intervention system.

5. Promote a culture of transparency and accountability in the Department's operations.

The Department established the Office of Inspector General (OIG) to safeguard the welfare of Arizonans by preventing and detecting fraud, waste, abuse, and misconduct. OIG engages and collaborates with the Department's program and operational areas to promote a shared ownership of the organization's goals, create transparency, and foster accountability in all areas of business operations and management.

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

The Department conducts administrative and criminal investigations of fraud allegations related to public assistance benefits such as SNAP, unemployment insurance, cash assistance, and child care subsidy. These investigations are pursued aggressively for criminal prosecution, as applicable, with the appropriate prosecutorial entity or for administrative prosecution by means of an administrative disqualification hearing in the case of a SNAP eligibility fraud or trafficking offense if it is deemed a noncriminal case.

The Department is developing an Enterprise Risk Management (ERM) policy to manage risk systematically across the agency and successfully apply the appropriate risk treatment. An effective ERM program promotes higher levels of visibility and accountability in the management of risks and enhances the public's trust and confidence in the integrity of the agency.

The Department's Unemployment Insurance (UI) Program maintains quality control by using measures of acceptable levels of performance to ensure that determinations are issued accurately and timely to clients. The Department also conducts audits of wages in a professional, non-bullying, respectful manner to determine whether improper payments were made to claimants.

The Department is also launching "Project Justice," which establishes the agency's version of a whistleblower program, a supplement to the existing federal and state whistleblower programs. This program aims to establish a direct line of communication to the Director for employees to voice concerns about workplace issues. The Department's Office of the Director works directly with OIG in investigating these concerns with guaranteed assurances of confidentiality and prompt and appropriate action.

6. Increase partnership with the business community, nonprofit organizations, faith-based organizations, Tribal nations, and stakeholders to provide opportunity, assistance, and care for Arizonans in need.

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

The Department continues to be a key partner in community initiatives that provide groceries, clothing, medical, dental, haircuts, and hygiene items to the most needy and marginalized populations in Phoenix, Prescott, and Tucson. The Department is a partner in providing support services to professionals, schools, and community leaders serving youth, young adults, and vulnerable persons throughout the state. These supports help to strengthen safety net partnerships within individual communities.

The Department has partnered with other state agencies and stakeholders who are developing the state's first business leadership network in support of employment of persons with developmental disabilities. This network supports businesses by connecting them with qualified job candidates who meet their workforce needs.

The Department continuously seeks opportunities to expand and collaborate with government, workforce, business, community, tribal, and faith-based stakeholders to meet the employment needs of our diverse population of clients. Engaging partners in hiring events, job fairs, community health fairs, veterans stand downs, and Homeless Connect events strengthens awareness of our employment programs, provides a positive experience for job seekers in need of employment-related services, and fulfills employers' workforce needs.

Issue 2: The Department needs to be fueled by a culture of kindness and excellence.

Approximately two million Arizonans need the opportunity, assistance, and care provided by the Department. For these Arizonans, DES colleagues too often provide the only encouraging moments in their day. The Department must support all colleagues in delivering excellent service to those we serve.

Strategies:

1. Continue "new millennium" communication strategies to drive collaboration and change.

The Department will continue to deploy a variety of strategies that communicate and engage colleagues in collaboration and change. The Department will expand the use of social media for effective internal and external communication about the unfolding culture of kindness and excellence. The Department will recognize and reinforce colleague actions that reflect the new culture. Arizona leaders from the public and private sectors will continue to meet with the Executive Leadership Team so they can learn from top-level executives and influential elected officials. Members of the

Department Executive Leadership Team will continue to conduct outreach to DES offices throughout the state to inform, inspire, and engage colleagues.

For example, colleagues from DES's Early Intervention Program (AzEIP) regularly visit the 41 Early Intervention Programs (EIPs) throughout the state to promote the Mission and Vision of DES and to ensure that families are provided high quality team-based early intervention services throughout Arizona.

The Department will revise its web presence and continue to conduct Human Rights Committee meetings, stakeholders meetings, and public forums to communicate effectively regarding services offered to persons with developmental disabilities.

In several areas of the Department, leadership teams are adopting regular "huddle" meetings to get information out quickly and accurately and improve collaboration among staff.

2. Provide colleague development opportunities throughout the Department.

The Department merged the Office of Communications and the Office of Professional Development (OPD) to create a more robust, dynamic communications and professional development community. The training entity within DES, formerly known as the Training and Development Administration (TDA), has undergone a name change to indicate its new mission and focus; which is to not just simply to train our colleagues, but to help develop careers and identify future leaders. DES has transitioned its training community from a "shared reporting" model to a "centralized" training structure. This new centralized reporting model will better align professional development to well-established industry-wide training best practices. This model will also allow the Department to cross-train and share best practices, which will increase training efficiency and reduce Department costs by leveraging existing internal talent.

Another significant new colleague development initiative is the Leadership Development Program (LDP). This program will provide DES colleagues with formal development opportunities (specific to Department needs) to identify and refine leadership skills. LDP is a unique developmental activity for colleagues of DES who have the potential and desire to pursue greater leadership responsibility. This program will offer an opportunity for intense personal and professional growth for the participants.

3. Advance excellence through leadership support.

The Department is committed to recognizing the dedicated services of our colleagues. Using input from across the agency, the Department is redesigning its colleague recognition program to be more robust, rewarding, and successful. The Department uses engagement surveys as the foundation for actions that assist colleagues with needed support, including tools and training.

Daily, department colleagues on the front line provide critical support to the clients that they serve. The Department has identified positions that have had historical turnover in excess of 40 percent. These key positions primarily include colleagues who are line workers, including those who serve as eligibility determination workers, case managers and child support officers. Within the constraints of the current budget, the Department is aggressively addressing the recruitment and retention of line staff.

To better promote excellence through human resources tools, the Department is partnering with the Arizona Department of Administration on revising and updating the Position Description process and format. Due to the number of position classifications available in DES, this will be an ongoing initiative.

4. Provide culturally appropriate excellent service.

The values of the New DES and the “People First, People Always” focus speak to the desire and expectation that the Department will honor all Arizonans in need through respectful partnership and service. Department leadership will support colleagues providing culturally appropriate excellent service through the initiative described above and through the infusion of the values of the New DES in their daily work.

In addition, the Department is expanding the Human Resources Administration Employee Relations Unit to better address employment issues. With the additional resources, DES expects to more quickly address those issues that may negatively affect the workplace and hinder the full embrace of a “People First, People Always” culture.

Issue 3: The Department needs to modernize information technology systems and infrastructure.

The Department’s information technology (IT) systems are a critical component in the delivery of Department services. These systems support the issuance of client benefits and provider payments, financial management, and state and federal reporting.

Strategies:

1. Improve or replace inadequate and unsupportable legacy applications to provide more efficient customer-service delivery.

The Department is in the process of transitioning legacy mainframe applications to supportable language and database technologies. The majority of mainframe administrative and operational costs are fixed and are divided among the Department’s legacy mainframe applications. The Department is currently in the process of transitioning Medicaid, SNAP, and TANF eligibility determinations to the new HEAplus system. The Department is also commencing a project to study the feasibility to replace the child support legacy system. The Department of Child Safety has begun a project to transition the child welfare system, which currently resides on the DES mainframe, to a

new platform. As these legacy applications, which currently represent 80 percent of mainframe utilization, are replaced with modern applications, the remaining legacy systems will have to absorb the fixed mainframe operational costs.

Using best-practice continuous improvement methodologies, like Lean, Six Sigma, and Agile, the Department will align application architecture and functionality with business and regulatory requirements. Modernization efforts will include establishing an enterprise application architecture to facilitate application hosting both in-house and in cloud service provider environments. DES will also adopt industry best practices regarding enterprise intelligence.

The Department will consolidate application technologies to facilitate the development of a workforce able to deliver IT solutions when needed. DES will determine and focus its Division of Technology Services on those services that can best be delivered in-house and serve as a general contractor to deliver services requiring outside expertise.

2. Make needed improvements to the IT environment to improve application functionality and enhance overall regulatory compliance to protect the privacy and integrity of confidential data.

Improvements to be implemented include segregating each DES program division into separate network segments protected by firewalls. DES will implement network traffic monitoring within and between the network segments. The Department will upgrade data transport protocols using encryption, where feasible. IT policies and standards will be updated. These combined actions allow DES to demonstrate compliance with all applicable security and privacy law and to quickly adapt to new requirements.

3. Complete the move into a state-of-the-art data center and continue improving the IT infrastructure (e.g., a multi-tenant, service-oriented architecture).

The Department will create a high-density computing environment that is based on industry best practices in a Tier 3 data center. The DES IT environment will be migrated into the new data center, and all applications will be migrated onto individual server stacks as part of the IT continuous improvement process. DES will identify opportunities to implement application functionality as common services while maintaining the logical separation between business units. The Department will also implement an enhanced infrastructure to facilitate the management of the new multi-tenant service oriented application architecture.

RESOURCE ASSUMPTIONS

	SFY 2017 Estimated	SFY 2018 Estimated	SFY 2019 Estimated
Full-Time Equivalent Positions	7,737.0	7,776.0	7,815.0
General Fund	582,294.9	593,900.0	605,800.0
Other Appropriated Funds	303,081.8	312,200.0	321,600.0
Non- Appropriated Funds	974,679.3	1,003,900.0	1,034,000.0
Federal Funds	2,443,207.9	2,504,300.0	2,566,900.0



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.

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