

Summary of Multi-Year Strategic Priorities

<p>Vision: All Arizonans who qualify receive timely Department of Economic Security (DES) services and achieve their potential.</p>
<p>Mission: DES will ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.</p>
<p>Agency Description: With a staff of more than 8,800, 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 (UI).</p>
<p>Executive Summary: During FY2021, DES engaged with Federal and State partners to develop and launch significant new programs to assist Arizonans through the pandemic. The new programs included Pandemic Unemployment Assistance (PUA), Pandemic Emergency Unemployment Compensation, Essential Workers Child Care Relief, Federal Pandemic Unemployment compensation, and Emergency Rental Assistance (ERAP). Additional funding was applied to existing programs such as SNAP with pandemic emergency benefits assisting 440,000 families and P-EBT with benefits assisting families of 530,000 school age students for lost meals and 130,000 preschool aged children requiring childcare. As new programs and additional funds are released, DES will assess and implement.</p> <p>The Arizona economy has been significantly impacted by the pandemic. As the COVID 19 pandemic continued, and through the implementation of a Tactical Operations Center, DES was able to continuously assess the day to day operations and safety of clients and staff. The business model was adjusted to operate in a virtual environment while ensuring basic needs, services, and funding were provided timely. Over 70% of staff are now working virtually while achieving high levels of customer service. We will continue to enhance services by modernizing processes and streamlining service points of contact. Focus on improved transparency will continue with the addition of a Director's blog.</p> <p>UI and PUA program stabilization efforts will continue with Office of Inspector General (OIG) fraud investigations, referrals for prosecution, and payment recovery. Leadership training is expected to drive more consistent decision making and improved performance. In FY22, Modernize Agency Technology Solutions has been included focusing on improving the client and user experience, reducing costs, and improving cybersecurity levels. Providing World Class Customer Experience has been added with a focus on timeliness, consistency, service, safety, and outcomes. Analysis of performance will include an Equity, Diversity, and Inclusion (EDI) perspective.</p>

#	Five Year Strategy	Start Year	Progress / Successes
1	Critical Management Through the Pandemic	2020	<ul style="list-style-type: none"> Launched Emergency Rental Assistance Program, Lost Wages Assistance Program, Pandemic Emergency Unemployment Compensation Program, Federal Pandemic Unemployment Compensation Program, Pandemic Unemployment Assistance Program, and Essential Worker Child Care Relief Scholarship Program Awarded over \$76M in COVID related funding to community service partners Provided SNAP Pandemic Emergency Benefits of \$685M Provided emergency P-EBT benefits of over \$520M Increased telework to over 70% Implemented various service flexibilities to ensure continued service delivery to DDD members Paid over \$14 Billion in Unemployment Insurance benefits
2	Emerging from the Pandemic Stronger, Leaner, and More Efficient	2020	<ul style="list-style-type: none"> Implemented Identity Verification for UI, PUA, and ERAP as well as enhanced analytics to identify fraud Launched UI Fraud investigation teams. Engaged with Federal and Local law enforcement Improved to #1 in nation for paternity establishment, #9 for support order establishment. (DCSS) Reduced average number of days to deliver services to members. Significantly reduced number of Quality-of-Care investigations aged over 60 days. (DDD) Reduced leased office space by over 340,000 sq ft Developed and launched data dashboards to drive improved, informed, and timely decisions. Launched public facing dashboards accessed via the DES website. Established new self-service capabilities to enhance the client/customer experience Launched comprehensive leadership training program Improved Employee Engagement Scores by 5% Stabilized Leadership Team focusing on team and cross agency collaboration and a common vision Engaged community through virtual informational forums and consultations, virtual Meet and Greets, and virtual client Focus Groups and surveys Implemented Governance and Innovation Administration Developed an IT strategic roadmap
3	Modernize Agency Technology Solutions	2021	Modernize agency technology solutions to improve the client/user experience, reduce cost, and achieve target cybersecurity levels.
4	Provide World Class Customer Experience	2021	Improve timeliness, consistency, service, and safety. Begin analysis of outcomes from an EDI perspective.

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Ensure Integrity of Payment Eligibility (UI/PUA)	<ul style="list-style-type: none"> OIG Investigations closed OIG Investigations referred for prosecution OIG Dollars recouped Number of initial UI Claims 	UI Fraud investigations : Investigate and refer for prosecution fraudulent payments made in the UI and PUA program.
1	Increase services delivered to vulnerable populations	<ul style="list-style-type: none"> Number of enrollments on the Non-Medical HCBS waitlist AzEIP Active Case Count 	<p>Serve More Clients through Community Partners: Continue and refine standard technical assistance and virtual monitoring. Increase collaboration with stakeholders and subrecipients to allow for spending COVID funding timely and effectively.</p> <p>Child Find implementation: Target referrals to underserved areas.</p>
1	Establish a highly effective and engaged workforce	<ul style="list-style-type: none"> Employee satisfaction with the work environment ALP courses completed/% of supervisors completing program Retention and turnover 	<p>Implement Advanced Leadership Program: Leadership training for all DES leaders.</p> <p>Reduction in Turnover: Better engagement and satisfaction amongst staff and reduced operating costs.</p>
2	Rapidly rebuild and enhance the Economy	<ul style="list-style-type: none"> Percent of eligibility clients served virtually Number of job Placements Number of clients enrolled in temp emergency shelter, rapid rehousing, homeless prevention, and street outreach Households served by Emergency Rental Assistance Program Number of Return-to-Work Bonuses paid Number of participants in Back to Work programs Percent of children placed in a Quality Childcare setting 	<p>Emergency Rental Assistance Program: Increase number of households served by creating process efficiencies, community outreach, and additional services.</p> <p>New Program Implementation: Launch new programs with appropriate staffing, metrics, and dashboards including Back to Work programs, Return to Work Bonus.</p> <p>Increase 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. Continue to drive improved planning with community partners.</p>
2,3	Integrate and Modernize Technology and Business Processes	<ul style="list-style-type: none"> Number of IV-D child support cases receiving a child support payment AMS Deployment Percentage Average hours to close an investigation Number of Quality-of-Care reports beyond standard time frames Percent of space utilized Percent of agency on-site hours RiskSense Security Score 	<p>Improve the Timeliness and Consistency of Payments to Families: Deploy enforcement standard work, supported and improved through problem solving and lean leader behaviors. Award and transition to new Centralized Payment Processing vendor. EPC Bank card transition.</p> <p>AMS Deployment: Increase AMS deployment to leaders to drive continuous improvement.</p> <p>C2F Initiative: Continue to drive quality and service improvements within DDD.</p> <p>Optimize Physical Footprint: Ongoing assessment and optimization of floorspace utilization.</p> <p>Refine and Implement IT Roadmap: Implement ATLAS modernization project, APS case management system, Digital 5S program, Client Portal. Improve and maintain minimum RiskSense security score of 725.</p>
4	Improve Member/Client experience	<ul style="list-style-type: none"> DDD Average days to Service DERS Average days to Employment DERS Average days to Adjudication ASA Appeals Timeliness 	Customer/Client Service: Continue to drive improvements in customer service at division levels. Implement Connect to Employment Services (DERS), Improve Appellate Services Administration backlog and timeliness, Implement Person-Centered Service Plan (DDD).