

**Vision:** All Arizonans who qualify receive timely Department of Economic Security (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:** With a staff of more than 8,100, 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 (APS), Developmental Disabilities (DD), Emergency Rental and Utility Assistance (ERAP), Nutrition, Cash, and Medical Assistance, Vocational Rehabilitation, Child Care and Child Support Services, and Unemployment Insurance (UI).

**Executive Summary:** Two initiatives from the DES FY22 strategic plan are being closed - *“Critical Management through the Pandemic”*, and *“Emerging from the Pandemic Stronger, Leaner, and More Efficient.”* The improvements implemented along with the enhanced knowledge and skills have been invaluable, with turn around times, efficiencies, and quality improvements in most areas resulting in significant improvement in call center wait times, eliminations of Quality of Care and Ombudsman complaint backlogs, decreased application adjudication times, and increased use of data dashboards both public facing and internal. Moving forward from those critical actions to support Arizonans during the pandemic, focus is now on our long term vision to minimize homelessness and hunger, enhance services to promote family stability and safe home environments, improve systems and operations, and serve our clients better. Problem solving approaches have been applied to better understand root causes as well as to better align the DES division efforts. Collaboratively, the strategies have been modified and annual initiatives planned to give a balanced approach to address social causes, improve services to our clients, and refine internal operations.

### Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Modernize Agency Technology Solutions	2021	AZCARES System design completed Qualys tool deployed Tanium asset management tool deployed Data Center Storage refresh Office 365 to Google Transition MyAPS System launched
2	Provide World Class Customer Experience	2021	Community Navigator program planning Customer Service metrics development ERAP, DD time to serve improvement Quality of Care backlog elimination Ombudsman complaint backlog elimination Supplemental Nutrition Assistance Program timeliness improvements Lobby Flow improvements implemented
3	Align and Focus DES services to reduce and minimize homelessness and hunger	2022	Interagency Break Through Objective with AHCCCS, Department of Housing, Department of Corrections, Rehabilitation and Reentry, Department of Veterans Services/Veterans’ Affairs
4	Promote family stability and community support to reduce abuse and neglect	2022	\$1.3B Child Care Assistance Expenditure Plan developed and initiated State Plan on Aging developed
5	Optimize agency operations, infrastructure, and employee development and engagement	2022	Leased office space consolidation (256,630 sq ft reduction in FY22) APS productivity improvement efforts UI Fraud Investigations (completing over 7,000 per month, total funds recouped approaching \$1.5B) Advanced Leadership Training (1254 leaders participating, over 1000 leaders complete) Employee Engagement Score increase

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Complete Year 2 of IT Roadmap	<ol style="list-style-type: none"> <li>AZCARES Project Milestone Completion</li> <li>RiskSense Score</li> <li>Master Data Management Project Milestone Completion</li> <li>Rehabilitation Services System Project Milestone Completion</li> <li>Unemployment Insurance Benefits System Project Milestone Completion</li> <li>Child Care Project Milestone Completion</li> </ol>	<ol style="list-style-type: none"> <li><b>Launch AZCARES (Division of Child Support Services)</b></li> <li><b>IT Security Enhancement</b></li> <li><b>Launch Master Data Management Project</b></li> <li><b>Commence Rehabilitation Services System Replacement Project (Division of Employment and Rehabilitation Services)</b></li> <li><b>Commence Unemployment Insurance Benefit System Replacement Project (Division of Employment and Rehabilitation Services)</b></li> <li><b>Launch Child Care Attendance Tracking System Project (Division of Child Care)</b></li> </ol>
2	Improve Client Experience	<ol style="list-style-type: none"> <li>Client Experience Milestone Completion</li> <li>Client Service Milestone Completion</li> </ol>	<ol style="list-style-type: none"> <li><b>Client Experience Initiative Implementation</b></li> <li><b>Client Service Continuity</b></li> </ol>
3	Reduce Homelessness (Break Through Objective)	<ol style="list-style-type: none"> <li>Number of Households Served</li> <li>Number of Navigation Partners</li> </ol>	<ol style="list-style-type: none"> <li><b>Homelessness Reduction and Prevention</b></li> <li><b>Community Resource Navigation Implementation</b></li> </ol>
4	Increase Access to Services	<ol style="list-style-type: none"> <li>Dollars Invested in Child Care</li> <li>Active Case Count</li> <li>Number of IV-D Support cases Receiving a Child Support Payment</li> <li>APS Caseload Ratio</li> <li>Average Time to Benefit</li> </ol>	<ol style="list-style-type: none"> <li><b>High Quality Child Care Accessibility</b></li> <li><b>Early Identification of Infants and Toddlers with Disabilities and Delays</b></li> <li><b>Timeliness and Consistency of Payments to Families</b></li> <li><b>Adult Protective Services Capacity Increase</b></li> <li><b>Department of Child Services FastPass Process Optimization</b></li> </ol>
5	Ensure Appropriate Staffing Levels	<ol style="list-style-type: none"> <li>Employee Retention Percentage</li> </ol>	<ol style="list-style-type: none"> <li><b>Employee Retention Improvement</b></li> </ol>
5	Reduce Operational Costs	<ol style="list-style-type: none"> <li>Number of Investigations Closed</li> <li>Percent Leaders Deployed</li> <li>Client Benefit Churn Percentage</li> </ol>	<ol style="list-style-type: none"> <li><b>UI Fraud Investigations</b></li> <li><b>Lean Management System Deployment</b></li> <li><b>Benefit Churn Reduction</b></li> </ol>