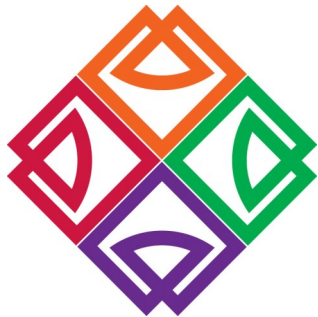




DIVISION OF DEVELOPMENTAL DISABILITIES







Strategic Plan

2016-2020





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**“Even though the future seems
far away, it is actually beginning
right now.”**

Mattie Stepanek

Douglas A. Ducey
Governor

Timothy Jeffries
Director

Dear Arizonans:

I am pleased to share the Division of Developmental Disabilities (“DDD” or “Division”) Strategic Plan for 2016 to 2020. Under the amazing leadership of Director Jeffries we are building a new Department of Economic Security (DES). My colleagues and I are proud to be a part of this critical work.

The Division’s Strategic Plan is the result of a deliberate, thoughtful and transparent process that has included collecting feedback through a series of more than 40 interactive stakeholder meetings and administration of an on-line survey. These two activities provided significant opportunities for our community, including members, families, Division staff, providers and stakeholders, to express their recommendations and preferences. I am grateful to the more than 1,000 individuals who participated in this process, and I am delighted to share the voices of some of those individuals.

The four goals that serve as a framework for this Strategic Plan are included below:

GOAL 1: Opportunities. Support opportunities for members’ choices and quality of life.

GOAL 2: Value. Ensure that members get the best possible support for the money spent.

GOAL 3: Communication. Achieve open, ongoing, clear communications among members, families, providers, stakeholders and DDD staff.

GOAL 4: Environment. Make DDD a place where people love to work and grow professionally.

I welcome your continued comments and advice as we move forward in partnership with our community to fulfill the following mission:

**To provide to individuals with developmental disabilities and their families
necessary services and supports that are flexible, high quality, and member-driven.
To afford individuals opportunities to exercise their rights and responsibilities
of independent decision-making and engagement in the community.**

Sincerely,



Laura L. Love, Ph.D.
Assistant Director / Chief Executive Officer



Introduction



THE ARIZONA DEPARTMENT OF ECONOMIC SECURITY'S DIVISION OF DEVELOPMENTAL DISABILITIES ("DDD" or "Division") has determined that, in order to more effectively deliver services to its members, a strategic plan is a critical step in the Division's transformation to an organization that is highly effective in all aspects of its operations.

This Strategic Plan builds on the Division's planning efforts over the last several years and sets forth objectives that will enhance the fulfillment of the agency's mission.

In developing this Strategic Plan, the Division sought to:

- solicit and carefully evaluate **input** from members, providers and colleagues;
- anticipate the **changing needs** of our organization and its members;
- focus on priorities that offer the **greatest benefit** to members;
- determine current, **high-priority goals**;
- more effectively use Division **resources**; and
- set **clear expectations** for members, staff, providers and other stakeholders.

The Strategic Plan begins with aligning the Division's Mission statement with its principles, followed by:

- a one-page summary of the Division's four strategic goals and accompanying objectives;
- an overview of the Division's members, the programs that the Division offers in meeting their needs, and the Division's accomplishments in meeting those needs; and
- a detailed view of the goals, objectives and targeted outcomes that will guide the Division's efforts for the next five years.

The Division's Strategic Plan is the result of a deliberate, thoughtful and transparent process that included gathering feedback through a series of more than 40 interactive stakeholder meetings and administration of an on-line survey. These two processes provided significant opportunities for members, families, Division staff, providers and stakeholders to express their recommendations and preferences. The opportunities for input will be referred to collectively as "Listening Sessions."

"I think what you are doing is wonderful. We want the best for our daughter. This is fantastic!"

Family Member

The Division's methodology in developing this plan is described on page 14 of this report.



Division of Developmental Disabilities Strategic Plan 2016-2020

Overview

The Division of Developmental Disabilities (“DDD” or “Division”) provides services and supports to approximately 36,000 individuals, or “members,” who have developmental disabilities and their families. DDD has determined that, in order to more effectively deliver services to its members, a strategic plan is a critical step in DDD’s transformation to an organization that is highly effective in all aspects of its operations. This **Strategic Plan** builds on DDD’s planning efforts over the last several years and sets forth objectives that will enhance the fulfillment of its mission:

To provide to individuals with developmental disabilities and their families necessary services and supports that are flexible, high quality, and member-driven.
To afford individuals opportunities to exercise their rights and responsibilities of independent decision-making and engagement in the community.





About DDD

The Arizona Department of Economic Security's Division of Developmental Disabilities provides services and supports to approximately 36,000 individuals, or "members," who have developmental disabilities, as of December 31, 2015. The Division also provides services and supports to members' families.

Consistent with the Division's Mission, the majority of its services and supports are tailored to meet the needs of members and their families through an emphasis on home and community based services and settings.

The Division coordinates services and resources through a central administrative office, five district offices, and local offices in communities throughout the state. The district and local offices promote program flexibility and the use of existing community resources. While a few services are delivered directly by the State of Arizona, most services and supports are delivered through a statewide network of individual and agency providers.

Many aspects of Arizona's program distinguish it from other Intellectual/Developmental Disabilities (IDD) programs:

- Eighty-seven percent of Arizona members – the highest percent of any state – live with their families.¹
- Arizona's system is cost effective. In 2012, the estimated annual expenditures per participant in Home & Community Based Services (HCBS) waiver-funded Long-Term Services and Supports (LTSS) was \$26,030, compared to the national average of \$45,219. Only four states reported a lower per-member cost.²
- Arizona provides services to all eligible members, and, unlike most other states, there is no waiting list for members to enter the program.
- Arizona's system administers acute care, behavioral health, and long-term care services. Most other developmental disabilities systems do not administer the entire array of services.



¹ Larson, S.A., Hallas-Muchow, L., Aiken, F., Hewitt, A., Pettingell, S., Anderson, L.L., Moseley, C., Sowers, M., Fay, M.L., Smith, D., & Kardell, Y. (2014). "In-Home and Residential Long-Term Supports and Services for Persons with Intellectual or Developmental Disabilities: Status and Trends Through 2012." Minneapolis: University of Minnesota, Research and Training Center on Community Living, Institute on Community Integration. (http://rtc3.umn.edu/risp/docs/RISP_FINAL_2012.pdf, pg. 41)

² Larson (pg. 75)



Key Accomplishments

Among the Division of Developmental Disabilities' significant accomplishments in the last year, a few are especially noteworthy.



Best Performing State

For the fourth year in a row and for the seventh year since 2006, the Division's success in promoting independence through home-based services for individuals living with developmental disabilities earned Arizona top ranking as the nation's "Best Performing" state by United Cerebral Palsy.³ The rankings reflect the effectiveness of each state for its use of Medicaid services in serving individuals with developmental disabilities. The report is based on each state's approach to promoting independence and productivity, ensuring quality and safety, keeping families together, and reaching people in need.

Grant Award

The U.S. Department of Housing and Urban Development (HUD) approved the joint competitive application, prepared and submitted by DDD and the Arizona Department of Housing (ADOH), for the Section 811 Project Rental Assistance (PRA) program. The Section 811 PRA program enables persons with disabilities who earn less than 30% of their area's median income to live in integrated affordable housing. HUD awarded over \$150 million in rental assistance to 29 housing agencies, \$2.95 million of which was received by the State of Arizona. ADOH and DDD will use the grant to provide permanent affordable rental housing and needed support services to 64 households. DDD has established a team to work collaboratively with ADOH to implement all of the details, and referrals will begin to be accepted in the next two years.

Supports Intensity Scale (SIS)

Between September 2014 and March 2015, the Division successfully conducted a pilot study of the Supports Intensity Scale® (SIS) for a sample of 500 members living in Individually Designed Living Arrangements (IDLA) or three- to six-person group homes. (Survey results are addressed in the "Opportunities" on page 8.) Although the Division has not yet determined whether to more widely adopt the SIS, the pilot itself should be considered a success. The overwhelming consensus from the surveys and focus groups was that the SIS interview was a good experience.

Transition to Employment

The Division recently introduced the service "Transition to Employment". This service provides members with individualized instruction, training and supports to promote skill development for integrated and competitive employment. "Transition to Employment" will help members develop work skills, abilities and behaviors. Participating members will be able to learn community safety skills, good work habits, and how to get along with a boss and co-workers. The program may also include creating résumés and applying for jobs. Members will also receive information on how much they can earn while retaining eligibility for cash and healthcare benefits.

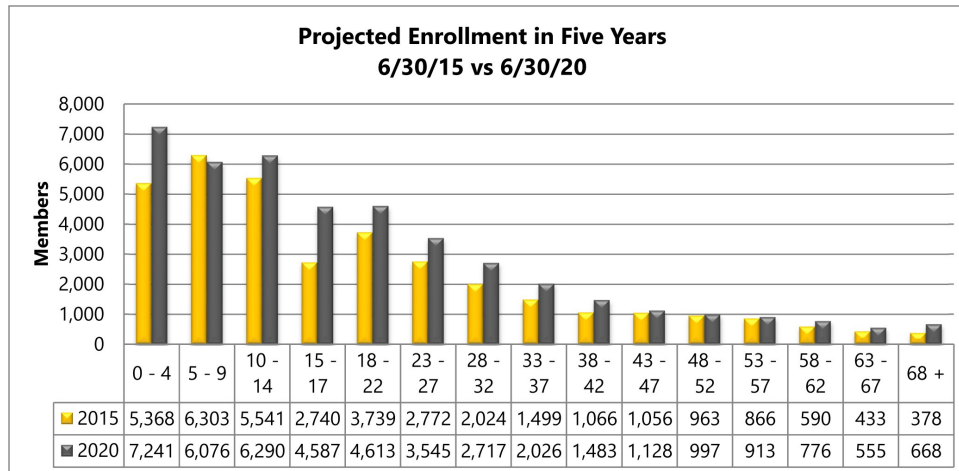
³ Bragdon, Tarren (2015), *The Case for Inclusion 2015*, United Cerebral Palsy



The People We Serve

Enrollment

As of December 31, 2015, the Division served approximately 36,000 members, the majority of which were children. Over the next five years, the Division anticipates a 23% overall membership increase. As the majority of current members are children, in five years the young adult population will account for a somewhat disproportionately higher share of the increased membership. It is anticipated that, in 2020, more than twice the number of members will exit high school as in 2015.

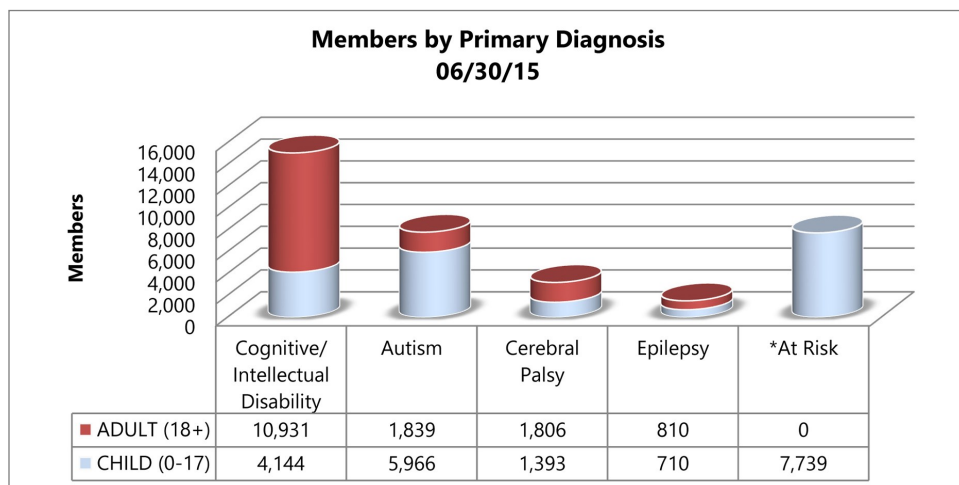


Note: Projected year over year enrollment for all eligibility categories is estimated to increase at a rate of 4.3% annually.

Actual Enrollment, 2015: 35,338 • Projected Enrollment, 2020: 43,615

Member Diagnosis

The primary diagnosis of members served is also anticipated to change over the next several years. Currently, the greatest number of members have a primary diagnosis related to cognitive/intellectual disabilities. However, for members younger than 18, the most common diagnosis is autism – a condition that is growing at a much faster rate than all other diagnoses.

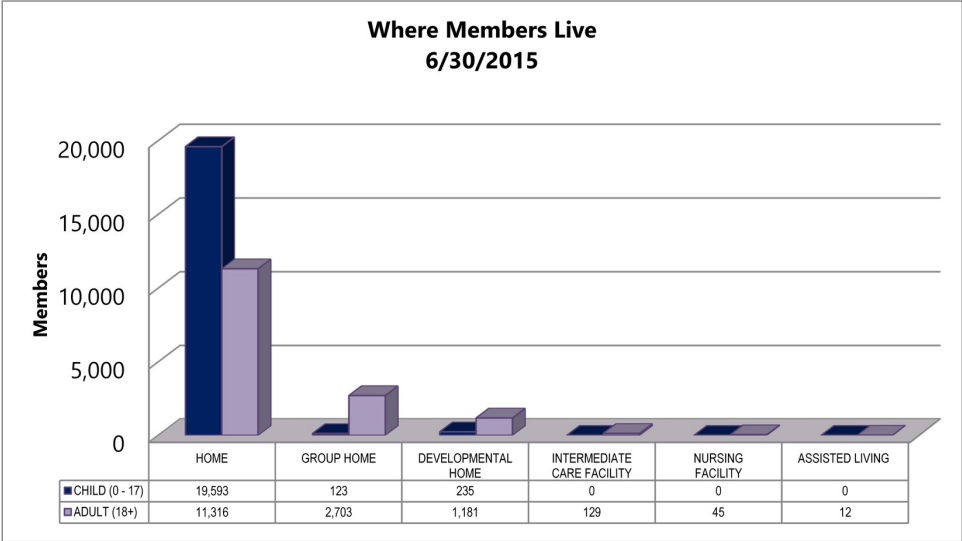


*Children under the age of six may be eligible for services when they are determined to be "At Risk" for a developmental disability if services and supports are not provided.

Where Members Live

Most members live in their own home or family home, and almost all members who are minor children live in their family home. Predictably, among members reaching age 18 there is a notable increase in requests for residential placements. With a large number of members turning 18 over the next several years, the Division must be prepared, in terms of both staffing and funding, to accommodate many of these young adults in residential locations.

It should be noted that, in the accompanying table, “Home” may include members living with family members, living independently in the community, or living with supports in the community, such as individuals who are supported through Individually Designed Living Arrangements (IDLAs).







Note: Member counts of less than 5 are displayed as zero.



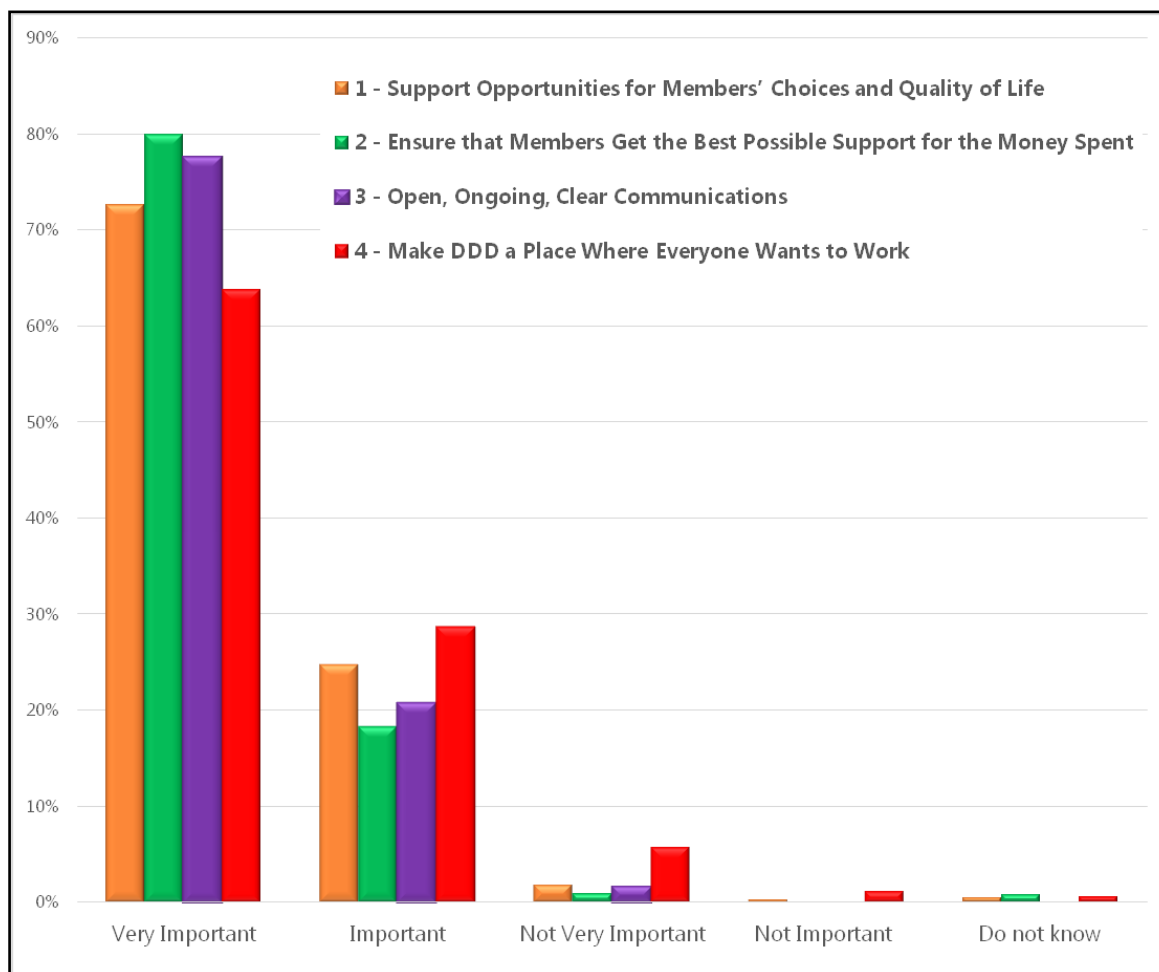


Strategic Goals, Objectives & Targeted Outcomes

The Division of Developmental Disabilities' Strategic Plan is shaped by four goals:

-  **Opportunities:** Support opportunities for members' choices and quality of life.
-  **Value:** Ensure that members get the best possible support for the money spent.
-  **Communication:** Achieve open, ongoing, clear communications among members, families, providers, stakeholders and DDD staff.
-  **Environment:** Make DDD a place where people love to work and grow professionally.

The focus areas were affirmed by the results of the Strategic Plan Survey, which is discussed on page 14 in the "Methodology" section. One of the survey questions related to the importance of the preliminary goals. More than 90% of respondents described each of the Division's selected goals as "very important" or "important" (see chart below), strongly indicating that DDD focus areas are consistent with the desires of its stakeholders. The results from this question on the survey are included below.





Goal 1: Opportunities

The Division's first goal is to "Support opportunities for members' choices and quality of life." We represent this goal by the word "Opportunities."

The Division has identified four Opportunities-related priorities: **Residential**, **Employment**, **Engagement**, and **Positive Behavior Support**.

Residential

Over the last several years, a number of members, their families, and Division staff have expressed the opinion that the Division does not offer sufficient variety as to where to live. The first opportunity addressed in the Strategic Plan relates to member needs and available choices in residential options.

The most common residential issue expressed during the Listening Sessions was that it is very difficult and time consuming to locate community living options that are suitable for members with significant behaviors. The amount of time required to determine a community living option for members in need, due to crisis or escalating behaviors, highlights this issue as one of critical importance. Participants in listening sessions also cited other consequences related to unmet behavioral needs, such as long stays in emergency rooms and interactions with law enforcement.

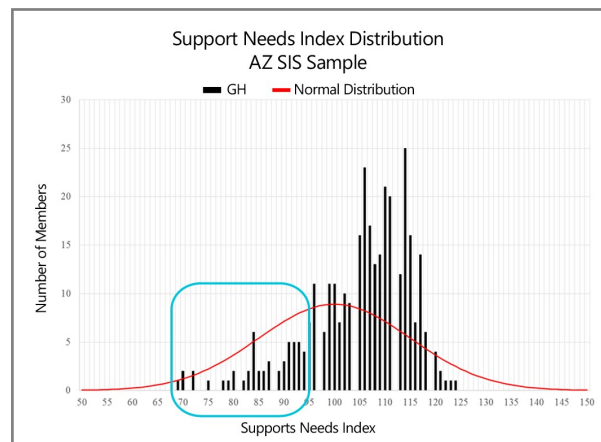
Another significant challenge relates to the needs of aging members. Division staff report difficulty in locating appropriate placements that meet the needs of older members, especially those with dementia.

"You need more group homes and services dedicated to those aging and their aging family members."

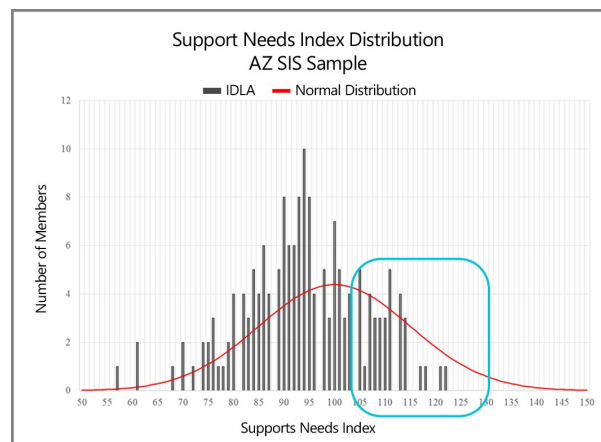
Parent

In early 2015, the Division completed the aforementioned SIS pilot study. This pilot was undertaken in order to better understand members' needs. As indicated by the charts at right, some DDD members who live in group homes have low support needs and may not require the level of support and supervision that group homes provide. With the proper supports, they may be able to live more independently.

Conversely, some members living in Individually Designed Living Arrangements (IDLAs) have very high support needs and may be better served in an alternate living arrangement. Residential alternatives for both groups will be explored over the next five years.



Some members in Group Homes have low support needs



Some members in IDLAs have high support needs

The finding that some members in group homes may not require the level of supervision that they are receiving was confirmed by the Listening Sessions. Staff and families report that some members could safely reside in residences with less supports than they currently receive. However, primary barriers related to independent living are cost and availability of options.

A challenge over the next five years will be balancing two potentially conflicting priorities: the need for safety and supervision, and the dignity of risk.

Employment

Employment opportunities are sought by many DDD members, and assisting them in finding work is a DDD



priority. Despite being the top-ranked state overall in United Cerebral Palsy's "Case for Inclusion," Arizona has been consistently ranked in the bottom half of the nation with respect to "Promoting Productivity," a category that assesses factors related to employment.⁴

The Listening Sessions highlighted a number of challenges regarding employment. One of the most significant related to the fear of losing benefits such as Social Security and Long Term Care due to earned income. Other issues raised relate to lack of understanding regarding resources for employment

and challenges related to transportation to and from work.

Additionally, the National Core Indicators (NCI) utilize several measures to address individual outcomes related to work. According to the NCI survey administered for the 2013-2014 data cycle, Arizona ranked "significantly below average" for indicators measured in the "Work" domain, which aims to identify whether people "have support to find and maintain community-integrated employment."⁵

"Employers are not hiring because they do not know that our members are capable of working. We need to teach the employers why they should hire people with developmental disabilities. There is a lot in it for the employers."

Family Member

Engagement

"Engagement" involves ensuring that opportunities for participation in local and statewide activities are as available to individuals with intellectual and developmental disabilities as to members of the general public. In the most recent NCI survey, one area that is of particular concern for DDD pertains to relationships. Only 62% of members reported that they had friends, as compared to the national average of 76%; potentially

Member Quality of Life

- Every 2 years, 400 DDD members participate in the National Core Indicators (NCI) Study. In 2013-2014, members said...

10 of 10: Staff treat them with **respect**
Have enough **privacy** at home
Case manager **calls them** back right away



9 of 10: Who have paid job in community like where they **work**
Do not feel lonely
Feel **safe**: home, neighborhood, work, day activity
Case manager helps get what they need



8 of 10: Went out for **exercise** in the past month
Have a best **friend**



7 of 10: Went out **shopping & entertainment** in past month
Chose where they **live**



Does Quality of Life Need to Improve?

- In 2013-2014 NCI Survey, members said...

6 of 10: Chose who they **live** with
Ran errands in the past month



5 of 10: Went out to **eat** in the past month



4 of 10: Went to **religious/spiritual** service in past month



3 of 10: Can see their **friends** when they want



2 of 10: Went on **vacation** in the past year
Have gone to a **self-advocacy** meeting



1 of 10: Have a paid **job** in the community



⁴ Bragdon, Tarren (2015), *The Case for Inclusion 2015*, United Cerebral Palsy

⁵ National Core Indicators. (2015) Adult Consumer Survey 2013-14 Final Report, Human Services Research Institute (HSRI) and National Association of State Directors of Developmental Disabilities Services (NASDDDS)

more concerning, only 33% of Arizona respondents could see friends when they wanted.⁵

The Listening Sessions provided several suggestions regarding engagement. One of the more common suggestions was that the Division develop and maintain a community calendar that includes activities that are of interest to members and their families.

Positive Behavior Support

**“For those managing behaviors,
need to realize that the
behavior isn’t going to go away.
Just need to have a plan.”**

Family Member

Determining the underlying function of challenging behaviors is one of the most important factors in enabling DDD members to achieve their optimal quality of life. Listening Sessions participants reported that the lack of effective methods to determine the

function of and reduce the need for members to engage in challenging behaviors has led to difficulties in all aspects of their lives, including the ability to work, socialize, find and maintain housing, and assimilate into their community. When asked what could best enable members and their teams to resolve this, an overwhelming majority of members, families, providers, stakeholders and Division staff responded that they would welcome training to address these factors.



Goal 1: Support Opportunities for Members' Choices and Quality of Life

1. Increase the types of community living options available to members

- Develop at least three new residential options
- Develop tools and training for Support Coordinators, family members, and others regarding what to do when a concern, or problem arises with current community living options

2. Increase the number of members who are employed

- Increase the percentage of working age members participating in integrated employment

3. Promote and support increased awareness and opportunities for community engagement for members

- Develop Community Engagement Vision document
- Establish a workgroup to implement a Community Engagement Online Repository.
- Add a deliverable to Qualified Vendor Agreement (QVA) requiring group homes and day treatment providers to submit an annual community engagement plan

4. Provide opportunities for members, families, caregivers, DDD and provider staff to learn how to address challenging behaviors using Positive Behavior Support (PBS) practices

- Identify training and technical assistance opportunities available to members, caregivers, DDD and provider staff regarding the use of PBS practices

⁵National Core Indicators. (2015) Adult Consumer Survey 2013-14 Final Report, Human Services Research Institute (HSRI) and National Association of State Directors of Developmental Disabilities Services (NASDDDS)



Goal 2: Value

The second goal – “Ensure that members get the best possible support for the money spent” – is represented by the term “Value.”

The Division spends approximately \$800 million per year for member services and supports. Services are wide-ranging and include residential supports, in-home services, day treatment, and training and employment services. (A full description of member’s support services can be found in the Division’s publication *Navigating the System*.) As the investment in member services is significant, DDD must ensure that members are receiving high-quality services as a return on that investment.

During the Listening Sessions, the Division was informed of a number of challenges regarding service delivery, including goals that are not among the member’s highest priorities and teaching methods that are not always effective. Additionally, there were a number of suggestions to improve the progress reporting process.

Another topic mentioned was the introduction of a provider report card. Participants were generally in favor of the Division developing a provider report card that would allow members and families to compare one provider to another.



“I think a provider report card
is a great idea.”

Family Member



Goal 2: Ensure That Members Get the Best Possible Support for the Money Spent

1. Ensure that members’ planning teams develop goals that can be measured and are important to members

- Develop a guidance document for the assessment and authorization of habilitation services
- Develop and distribute member/family *Planning for My Meeting* tool

2. Ensure that providers use effective habilitation methods, based on data, to achieve outcomes

- Develop and distribute a standard reporting format for habilitation services

3. Know how the quality of a provider compares to other providers

- Develop a Provider Report Card and publish on Division website



Goal 3: Communication

The third goal, to “Achieve open, ongoing, clear communications among members, families, providers, stakeholders, and DDD staff,” is represented by the term “Communication.”



Communication is critical to multiple aspects of the Division’s operations. In order to be successful, the Division must have an efficient process to share and receive information with members, families, providers, stakeholders and Division staff.

One method of communication is through the DDD website. As part of the Strategic Plan Survey, individuals were asked about the importance of a number of communication activities. The most important communication-related issue was ease of finding information on the DDD website, which many staff, families and providers find difficult to use. The Strategic Plan will address this issue.

“I think the Division is on the right track. Communication is so important you can’t go wrong by trying to improve.”

Family Member

During the Listening Sessions, members and families frequently asked for information about services, particularly those which are targeted to members at a specific age or life-stage. These requests and others will be addressed as part of DDD’s ongoing communication efforts and are a critical aspect of this Strategic Plan.



Goal 3: Achieve Open, Ongoing, Clear Communications Among Members, Families, Providers, Stakeholders, and DDD Staff

1. Continuously improve DDD’s website

- Report the percent of items on the DDD website that are reviewed and monitored per the established schedule

2. Create an ongoing communication plan for internal and external customers

- Increase the number of stories and articles that are posted by DDD to social media

3. Routinely provide a formal orientation about DDD for new members and their families, new providers, and new employees

- Develop orientation materials for members and families, new providers, and new DDD staff

4. Provide ongoing opportunities for members and their families, DDD staff, providers and other stakeholders to provide suggestions to DDD management

- Increase the number of members, family members, providers, and DDD staff participating in at least one public meeting with DDD management



Goal 4: Environment

The fourth goal, to “Make DDD a place where people love to work and grow professionally,” is represented by the term “Environment.”

The Division employs approximately 1,850 staff. In the last several years, DDD has experienced significant challenges in retaining Support Coordinators. In FY 2015, 28.5% of Support Coordinators had been employed by the Division for one year or less.

To identify the reasons for the increased turnover, the Division participated in the DES Colleague Engagement Survey. The survey questions that indicate a need for improvement are as follows:

- *My agency values my ideas on work-related problems.*
- *I receive recognition for my work when I deserve it.*
- *I have the proper tools and equipment to do my job.*

During the Listening Sessions with families, providers and Division staff, when asked what one thing DDD could do to improve its service to members, participants most frequently mentioned the need to decrease turnover and increase retention.

Other common suggestions included increasing salaries, decreasing and streamlining required paperwork, decreasing caseloads, providing better access to electronic tools, and developing opportunities for advancement.



The Division values its employees as vital to the successful transformation of the organization. Efforts are underway to address these and other issues.

“I feel the planning meeting was an important step in making Support Coordinators, staff and families feel engaged and therefore an integral part of DDD’s future. Thank you for taking the time and effort to accomplish this.”

Division Staff



Goal 4: Make DDD a Place Where People Love to Work and Grow Professionally

1. Develop activities that support employee engagement and satisfaction and encourage employees to continue working for DDD

- Decrease the rate of staff turnover
- Increase the number of exit surveys completed by employees
- Analyze the need for staff salary adjustments and make recommendations for the Department’s consideration

2. Streamline and ensure statewide consistency of all DDD functions and work activities

- Increase the employee satisfaction rating on the employee annual satisfaction survey
- Increase the percent of DDD employment positions filled



Methodology

Developing the Strategic Plan followed a transparent process and provided an opportunity for many different voices to be heard. Each of the following groups participated in the development of this dynamic Strategic Plan.

- Division executive team
- Division management and staff
- Members and families
- Providers
- Other key stakeholders

The Strategic Plan was developed in a series of phases, with multiple stakeholders providing feedback in each phase.

Initial Brainstorming

DDD senior management and representatives from all departments and districts drafted initial goals and objectives related to the Strategic Plan. Additionally, the steering team designated Subject Matter Expert (SME) Teams to further refine the goals and objectives and to consider recommending updates to the Division's Mission.

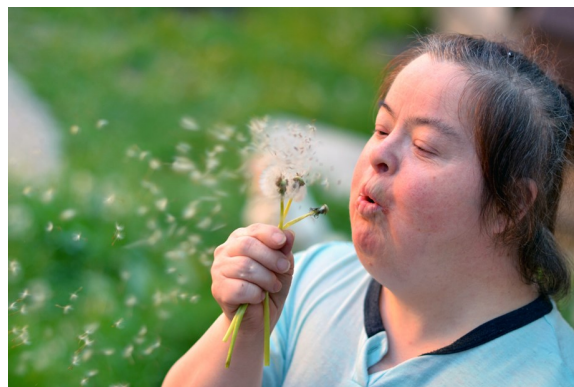
Subject Matter Expert Teams

The SME teams met from September through December 2015 to further consider the steering team's recommended goals and objectives. Also, the SME Teams determined the targeted outcomes that would be used to measure progress on each of the objectives.

When the stakeholder comments became available, comments provided by stakeholders were categorized and provided to SME Teams for their consideration and incorporation into their action plans.

Stakeholder Response - Listening Sessions

The Division provided two methods for stakeholders to provide input to the Strategic Plan. The first method was a series of in-person stakeholder meetings, and the second was an on-line survey. Collectively, these two opportunities for input are titled "Listening Sessions."



The stakeholder meetings included more than 40 in-person meetings and were held state-wide during October and November 2015. Meetings were designated for:

- members and families,
- Division staff, and
- providers or other stakeholders.

Division leadership shared background information with each of the stakeholder groups and then asked for feedback on the preliminary goals and objectives. Each stakeholder group was presented the same information, and each group was asked for input on the preliminary plan. Feedback from these highly interactive sessions was very useful and served to shape the final Strategic Plan.

The Division gratefully acknowledges the organization Raising Specials Kids for its assistance with planning and facilitating the family and member portion of the project. Additionally, the Division acknowledges Pilot Parents of Southern Arizona for its assistance.

In addition, between November 19, 2015, and December 3, 2015, the Division conducted its web-based Strategic Plan Survey, in which more than 600 respondents – members, parents/guardians, Division staff, providers and others – participated.

Plan Finalization

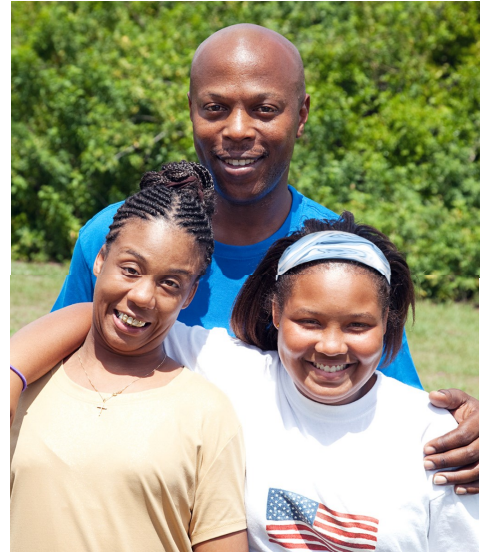
The final process of developing this Strategic Plan included a reconvening of the steering team to consider (a) all of the information that had been submitted by the stakeholder groups, and (b) the recommendation of the SME Teams.

We are very proud of the results and are happy to share this final Strategic Plan.

Notes

To learn more about the Division of Developmental Disabilities
or to download this document, please visit
<https://des.az.gov/services/disabilities/developmental-disabilities>

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. To request this document in alternative format or for further information about this policy, contact the Division of Developmental Disabilities ADA Coordinator at 602-542-0419; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request.



**“We need to be able to teach
members to be independent,
self-sufficient and self-reliant
so that they have a voice.”**

Division Staff



DIVISION OF DEVELOPMENTAL DISABILITIES



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona