



## *Arizona Department of Child Safety*

Douglas A. Ducey  
Governor

Gregory McKay  
Director

### **NOTICE OF COMBINED PUBLIC MEETING AND EXECUTIVE SESSION OF THE ARIZONA DEPARTMENT OF CHILD SAFETY (DCS) COMMUNITY ADVISORY COMMITTEE**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Arizona DCS Community Advisory Committee and to the general public that the Arizona DCS Advisory Committee will hold a meeting open to the public on Friday, October 27, 2017 from 2:00 p.m. until 4:00 p.m. at the Arizona Department of Administration (100 N. 15<sup>th</sup> Avenue, Phoenix, AZ 85007 – Conference Room 300).

### **AGENDA**

1. Committee Efficacy & Focus

The Committee will discuss the list of Child Welfare Boards, Panels, Groups and Committees previously provided by Dr. Krysik & assign a rating to each sector designating need for further collaboration, per the memo provided by Chair Jenkins at the August meeting. Members will vote and choose the top three to four sectors for stakeholder collaboration, taking into consideration any initiatives in the DCS FY18 Strategic Plan.

1A. The Committee will consider and adopt strategies for stakeholder engagement in the identified sectors.

2. Meeting Schedule

The Committee will discuss establishment of a standing meeting schedule for FY18.

3. **PLEASE NOTE: This meeting will not include a call for public comments. If you wish to have your comments considered by the Committee, you may e-mail CommunityAdvisoryCommittee@azdcs.gov. The Committee will review comments and determine whether action is necessary; the Committee will only be able to address items that are not on the agenda.**

4. Executive Session:

The Committee may vote to go into Executive Session for discussion and consultation with the DCS General Counsel regarding agenda items 1-2 above pursuant to A.R.S. § 38-431.03(A)(3).

A copy of the agenda and background material provided to Committee members (with the exception of material relating to possible executive sessions) are available for public inspection

Page 2

at the Committee's office, 3003 N. Central Ave., Phoenix, AZ and on <https://dcs.az.gov/about/community-advisory-committee>.

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting Ben Brooks at 602-255-2556. Requests should be made as early as possible to arrange the accommodation.

# Child Safety

**Director: Greg McKay**

## STRATEGIC PLAN – FY2018



### Vision

Children thrive in family environments free from abuse and neglect.

### Executive Summary

#### Strategic Issues & Strategy

In FY2017, the Department of Child Safety (DCS) focused on creating capacity in the system permitting DCS Specialists to further engage with families to improve assessment quality, deliver services to families and improve the number of children achieving permanency. Significant gains have been made implementing the DCS Management System and the results have been seen throughout the department.

Opportunities for improvement remain in several key areas of the organization including further improvements in objective decision making, continued improvements in foster care placements, placement options and provider/placement supports. Additional opportunities exist to improve IT automation including data integrity and collection as well as pursuing integration of Behavioral Health service with Medical services.

Employee retention and engagement also remains a focal point for the department.

### Mission

Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

### Agency Description

DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

### Principles / Values

Our core values serve as guiding principles for DCS. Each of the values listed below guides the agency in achieving its mission and outcomes. They are also the foundation to building the organizational culture.

- Child-Centered – Children belong with families, their own when it is safe
- Family-Focused – Families will have a voice and decision-making role regarding decisions that affect them and their children
- Successful Engagement – Invite family participation to achieve positive outcomes
- Partnerships and Community – The entire community shares responsibility of keeping children safe
- Professional Environment and Workforce Excellence – Demonstrable competence and positive, timely response
- Cultural Responsiveness – Respect for family beliefs and culture
- Accountability and Transparency – Highest practice standards

Resource Assumptions	FY 2018 Appropriations	FY 2019 Budget Request	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full-Time Equivalent	3,193	3,193	3,193	3,193	3,193
General Fund	\$379,790	\$405,000	\$405,000	\$405,000	\$405,000
Other Appropriated Funds	\$180,610	\$180,610	\$180,610	\$180,610	\$180,610
Non-Appropriated Funds	\$0	\$0	\$0	\$0	\$0
Federal Funds	\$415,540	\$427,540	\$427,540	\$427,540	\$427,540
Total Agency Funds	\$975,941	\$1,014,163	\$1,014,163	\$1,014,163	\$1,014,163

# Child Safety

**Director: Greg McKay**

## STRATEGIC PLAN – FY2018

### Vision

Children thrive in family environments free from abuse and neglect.



Goals	Performance Measures	Objectives
Improve timeliness to permanency	Increase the percentage of children achieving permanency in 12 months	➤ Complete Training for investigations and ongoing; Implement SAFE AZ tools
		➤ Implement statewide field standardization
		➤ Targeted permanency activities to reduce the number of children in Out-of-Home care
		➤ Expansion of prevention and intervention services and supports
Increase the placement of children in a family like setting	Decrease the number of placement moves	➤ Refine and implement improved foster family recruitment process
	Increase the percentage of care days spent in a family-like setting	➤ Implement a standardized statewide placement process
		➤ Improve supports to foster care givers
		➤ Refine and implement improved partnerships with foster care providers
		➤ Further expand Fostering Sustainable Connections IV-E Waiver Project
Improve employee retention	Reduce agency-wide employee turnover	➤ Refine and implement employee "on boarding" experience
		➤ Define and implement leadership development program for all people leaders
		➤ Establish a culture of safety and support for DCS staff
		➤ Refine and implement an employee engagement strategy
Develop and implement the agency IT infrastructure	Complete 100% of IT implementation plan	➤ Successfully deploy the mobile solution statewide, including field background checks
		➤ Design and implement safety assessment model in Guardian
		➤ Implement a data quality plan for Guardian
		➤ Implement the "Cloud First" strategy
Develop implementation strategy for Behavioral Health services	Complete 100% of implementation strategy including legislation plan	➤ Development of a complete integration assessment, transition plan and recurring costs analysis, including legislative change requirements



Arizona Department of Child Safety

Douglas A. Ducey  
Governor

Gregory McKay  
Director

Community Advisory Committee Meeting – 10/27/17

Please sign-in

Name	Please Sign
Burdick, Deborah	<i>Deborah Burdick</i>
Conklin-Aguilera, Cody	By Phone
Ekstrom, Kay	<i>K Ekstrom</i>
Ensdorff, Denise	<i>Denise Ensdorff</i>
Gentala, Peter	<i>Peter Gentala</i>
Jacober, Kris	Not Present
Jenkins, Emily	<i>Emily Jenkins</i>
Krysiak, Judy	<i>Judy Krysiak</i>
Lawes, Matthew	Not Present
Pearson, Robin	Present but did not sign in / BB
Roskens, Nicole	<i>Nicole Roskens</i>
Wright, Rita	Not Present

# Child Safety

Director: Greg McKay

## STRATEGIC PLAN – FY2018

### Vision

Children thrive in family environments  
free from abuse and neglect.



### Executive Summary

#### Strategic Issues & Strategy

In FY2017, the Department of Child Safety (DCS) focused on creating capacity in the system permitting DCS Specialists to further engage with families to improve assessment quality, deliver services to families and improve the number of children achieving permanency. Significant gains have been made implementing the DCS Management System and the results have been seen throughout the department.

Opportunities for improvement remain in several key areas of the organization including further improvements in objective decision making, continued improvements in foster care placements, placement options and provider/placement supports. Additional opportunities exist to improve IT automation including data integrity and collection as well as pursuing integration of Behavioral Health service with Medical services.

Employee retention and engagement also remains a focal point for the department.

### Principles / Values

Our core values serve as guiding principles for DCS. Each of the values listed below guides the agency in achieving its mission and outcomes. They are also the foundation to building the organizational culture.

- Child-Centered – Children belong with families, their own when it is safe
- Family-Focused – Families will have a voice and decision-making role regarding decisions that affect them and their children
- Successful Engagement – Invite family participation to achieve positive outcomes
- Partnerships and Community – The entire community shares responsibility of keeping children safe
- Professional Environment and Workforce Excellence – Demonstrable competence and positive, timely response
- Cultural Responsiveness – Respect for family beliefs and culture
- Accountability and Transparency – Highest practice standards

### Mission

Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

### Agency Description

DCS provides child abuse and neglect investigations; child safety and risk assessments; family support, preservation and reunification services, family foster care and kinship care services; services to promote the safety, permanence and well-being of children with foster and adoptive families; adoption promotion and support services; and health care services for children in out-of-home care.

Resource Assumptions	FY 2018 Appropriations	FY 2019 Budget Request	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate
Full-Time Equivalent	3,193	3,193	3,193	3,193	3,193
General Fund	\$379,790	\$405,000	\$405,000	\$405,000	\$405,000
Other Appropriated Funds	\$180,610	\$180,610	\$180,610	\$180,610	\$180,610
Non-Appropriated Funds	\$0	\$0	\$0	\$0	\$0
Federal Funds	\$415,540	\$427,540	\$427,540	\$427,540	\$427,540
Total Agency Funds	\$975,941	\$1,014,163	\$1,014,163	\$1,014,163	\$1,014,163

# Child Safety

Director: Greg McKay

## STRATEGIC PLAN – FY2018

### Vision

Children thrive in family environments free from abuse and neglect.



Goals	Performance Measures	Objectives
Improve timeliness to permanency	Increase the percentage of children achieving permanency in 12 months	<ul style="list-style-type: none"> <li>➤ Complete Training for investigations and ongoing; Implement SAFE AZ tools</li> <li>➤ Implement statewide field standardization</li> <li>➤ Targeted permanency activities to reduce the number of children in Out-of-Home care</li> <li>➤ Expansion of prevention and intervention services and supports</li> </ul>
Increase the placement of children in a family like setting	Decrease the number of placement moves  Increase the percentage of care days spent in a family-like setting	<ul style="list-style-type: none"> <li>➤ Refine and implement improved foster family recruitment process</li> <li>➤ Implement a standardized statewide placement process</li> <li>➤ Improve supports to foster care givers</li> <li>➤ Refine and implement improved partnerships with foster care providers</li> <li>➤ Further expand Fostering Sustainable Connections IV-E Waiver Project</li> </ul>
Improve employee retention	Reduce agency-wide employee turnover	<ul style="list-style-type: none"> <li>➤ Refine and implement employee "on boarding" experience</li> <li>➤ Define and implement leadership development program for all people leaders</li> <li>➤ Establish a culture of safety and support for DCS staff</li> <li>➤ Refine and implement an employee engagement strategy</li> </ul>
Develop and implement the agency IT infrastructure	Complete 100% of IT implementation plan	<ul style="list-style-type: none"> <li>➤ Successfully deploy the mobile solution statewide, including field background checks</li> <li>➤ Design and implement safety assessment model in Guardian</li> <li>➤ Implement a data quality plan for Guardian</li> <li>➤ Implement the "Cloud First" strategy</li> </ul>
Develop implementation strategy for Behavioral Health services	Complete 100% of implementation strategy including legislation plan	<ul style="list-style-type: none"> <li>➤ Development of a complete integration assessment, transition plan and recurring costs analysis, including legislative change requirements</li> </ul>

## Stakeholder Engagement to Support Strategic Plan

1. Do you feel your sector has engagement with DCS at the present time?
2. Is there an objective in the Strategic Plan that you feel your sector could help implement?
3. Please suggest one way in which your sector could support the implementation of the plan?
4. Discuss and select priorities.



## **Overview of Child Welfare Oversight – developed by the ASU Center for Child Well-Being**

Federal/state regulations govern the roles, responsibilities, and activities of the child welfare system and the Department of Child Safety (DCS). The primary responsibility for child welfare services rests with the states, and each state has its own legal and administrative structures and programs that address the needs of children and families. States must comply with specific federal requirements and guidelines in order to be eligible for federal funding under certain programs.

### **External and Internal Oversight Mechanisms**

There are various federal and state laws that require external and internal groups or mechanisms to ensure the child protection agency is held accountable in fulfilling its responsibilities at the individual case and system levels. These entities, are mandated by federal, state, and local laws or directives to fulfil a specific role and purpose. The establishment of these mechanisms are driven by public concern to enhance accountability, promote transparency, foster community engagement, improve child welfare outcomes, and instill new ideas into the child welfare system.

#### **Federally Mandated Oversight**

The Children's Bureau monitors state child welfare services through the Child and Family Services Reviews (CFSRs), title IV-E foster care eligibility reviews, the Adoption and Foster Care Analysis and Reporting System (AFCARS) assessment reviews, and the Statewide Automated Child Welfare Information System (SACWIS) assessment reviews. Federal reviews help hold the States in compliance with federal regulations, and results can negatively affect federal funding levels.

- The largest federally funded programs that support State and Tribal efforts for child welfare, foster care, and adoption activities are authorized under Titles IV-B and IV-E of the Social Security Act (the Act). These programs are administered by the U.S. Department of Health and Human Services and include the title IV-B Child Welfare Services and Promoting Safe and Stable Families (formerly known as Family Preservation) programs, the title IV-E Foster Care Program, the title IV-E Adoption Assistance Program, and the title IV-E

Chafee Foster Care Independence Program. The Social Services Block Grant (SSBG) is authorized under title XX of the Act and funds a wide range of programs that support various social policy goals.

Name	Federal Mandate	Purpose, and Duties	Reports
Child and Family Services Review	Federal law and regulations authorize the Children's Bureau, 45 Code of Federal Regulations (CFR) § 1355-1357 (Title IV-B of the Social Security Act)	<p>The CB administers a Child and Family Services Review (CFSR) of programs under titles IV-B and IV-E of the Social Security Act (SSA). This review enables the CF to: 1) ensure conformity with certain federal child welfare requirements; 2) determine what is actually happening to children and families as they are engaged in child welfare services; and 3) assist states in enhancing their capacity to help children and families achieve positive outcomes. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes</p> <p>A two-year Program Improvement Plan is implemented by the state for areas identified as needing improvement.</p>	<p>Arizona participated in a CFSR review in 2001, 2007, and round 3 in 2015. Report types:</p> <p><b>Statewide Assessments-</b> Prior to the onsite review, each State completes a Statewide Assessment in which they examine their child welfare data in light of the outcomes for children and families subject to review. The State also addresses in narrative the systemic issues under review relative to their influence on the State's capacity to deliver effective services.</p> <p><b>CFSR Final Reports-</b> Following the onsite review component of the CFSRs, the Children's Bureau prepares a final report for each state containing the review outcomes.</p> <p><b>Program Improvement Plans (PIPs)</b> States are required to submit a program Improvement Plan if found out of conformance on any one of the seven outcomes or seven systemic factors subject to review.</p> <p><b>Individual Key Findings Reports-</b> Key Findings from the Child and Family Services Review (CFSRs) final reports are available for the first and second round reviews with a link to the third round. Reports stemming from these reviews can be found: <a href="https://library.childwelfare.gov/cwig/ws/cwmd/docs/cb_web/SearchForm">https://library.childwelfare.gov/cwig/ws/cwmd/docs/cb_web/SearchForm</a></p>
Title IV-E Foster Care Eligibility Review	45 CFR parts §1355, §1356, and §1357 (Title IV-E of the Social Security Act) provides for federal funding of foster care maintenance and certain	The Federal Foster Care Program helps to provide safe and stable out-of-home care for children until the children are safely returned home, placed permanently with adoptive families or placed in other planned arrangements for permanency. The	See State reports and schedule for reviews: <a href="http://www.acf.hhs.gov/programs/cb/monitoring/title-ive-reviews/state-reports-pips">http://www.acf.hhs.gov/programs/cb/monitoring/title-ive-reviews/state-reports-pips</a>

	<p>related administrative costs for children who meet the Title IV-E Foster Care requirements for initial and re-determination eligibility criteria to include:</p> <ul style="list-style-type: none"> <li>❖ Judicial determinations regarding reasonable efforts and contrary to the welfare;</li> <li>❖ Voluntary placement agreements; Responsibility for placement and care vested with State agency;</li> <li>❖ Eligibility for Aid to Families with Dependent Children (AFDC) under the State plan in effect July 16, 1996;</li> <li>❖ Placement in a licensed foster family home or childcare institution as; and Safety requirements for the child's foster care placement</li> </ul>	<p>purposes of the title IV-E foster care eligibility review were to determine whether the States Title IV-E foster care program is in compliance with the eligibility requirements as outlined in 45 CFR §1356.71 and §472 of the Social Security Act (the Act); and to validate the basis of the State's financial claims to ensure that appropriate foster care maintenance payments were made</p>	<p><a href="http://www.acf.hhs.gov/programs/cb/resource/title-iv-e-2015-review-schedule">http://www.acf.hhs.gov/programs/cb/resource/title-iv-e-2015-review-schedule</a></p>
Child and Family Services Plan	<p>45 CFR 1355-1357 State &amp; Tribal Child and Family Services Plan (Child Abuse Prevention and Treatment Act, Chafee Foster Care Independence Act, and Title IV-B Child Welfare and Promoting Safe and Stable Families Services)</p>	<p>The CB requires the State to develop a five-year State &amp; Tribal Child Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) in order to receive federal funding under title IV-B. It is a strategic plan that sets forth a state's or tribe's vision and goals to strengthen its child welfare system. It outlines initiatives and activities that the state or tribe will carry out over the next 5 years to administer and integrate programs and services to</p>	<p>A five year CFSP Report is required every five years.</p> <p>An APSR is to be completed by, June 30<sup>th</sup> of each year and submitted by the DSC to the U.S. DHHS. Upon approval of the annual plans, federal funding for CAPTA, Chafee Independent Living, and Title IV-B is issued to the Department.</p> <p>See Report:</p>

		<p>promote the safety, permanency, and well-being of children and families.</p> <p>The APSRs must be submitted to the U.S. DHHS by June 30<sup>th</sup> of each year which includes an annual update on the progress made by states or tribes toward the goals and objectives in their CFSP and outline their planned activities for the upcoming fiscal year.</p>	<p><a href="https://www.azdes.gov/InternetFiles/Reports/pdf/az_child_and_family_service_plan_2015_2019.pdf">https://www.azdes.gov/InternetFiles/Reports/pdf/az_child_and_family_service_plan_2015_2019.pdf</a></p>
<p><b>Citizen Review Panel (CRP)</b>  <b>Arizona has three regional CRP Panels</b>  Each panel is to be composed of volunteer members who are broadly representative of the community in which the panel is established and include members with expertise in the prevention and treatment of child abuse and neglect and may include adult former victims of child abuse or neglect. Section 42 U.S. Code §5106a(c)(2) of CAPTA<sup>i</sup></p>	<p>CAPTA (P.L. Law 104-35) 42 U.S.C. § 5106a(c)(1)(A) originally enacted in 1974 was amended in 1996 and <b>required each</b> state receiving a CAPTA state grants to establish not less than three CRPs.  CAPTA was amended through the Keeping Children and Families Safe Act, (P.L. 108-3) in 2003 and expanded the responsibilities of the CRPs    CAPTA was last amended in 2010</p>	<p>The intent for mandating citizen participation in child welfare was to provide citizens the opportunity to have input about decisions that impact their community. The CRP's are required to evaluate the extent to which State and local child protection system agencies are effectively discharging their child protection responsibilities in accordance with: state CAPTA plan by:</p> <ul style="list-style-type: none"> <li>-Reviewing the state CAPTA plan, including the state's assurances of compliance with the federal requirements contained in the CAPTA plan;</li> <li>-Examining the policies, procedures, and practices of State and local agencies and where appropriate, specific cases, and child protection standards set forth [in law] and any other criteria that the panel considers important to ensure the protection of children, including; <ul style="list-style-type: none"> <li>• a review of the extent to which the State and local child protection system is coordinating with State's Child and Family Service IV-B (Child Welfare Services) Plan and Title IV-E (Foster Care and Adoptions) assistance programs of the Social Security Act; and</li> <li>• a review of child fatalities and near fatalities occurring in different regions of the State based on the findings and recommendation of a standing child fatality committee.</li> </ul> </li> </ul>	<p>The CRP is required to draft an annual report containing a summary of their activities and recommendations to improve the child protection system. The report is provided to DCS and made available to the public. The report is also included in the annual CAPTA report presented to the U.S. DHHS and is made available to the public.</p> <p>Not later than 6 months after the date on which a report is submitted by the panel to the State, the appropriate State agency shall submit a written response to State and local child protection systems and the citizen review panel that describes whether or how the State will incorporate the recommendations of such panel (where appropriate) to make measurable progress in improving the State and local child protective system. Section 42 U.S.C. §5106a(c)(6) of CAPTA.</p> <p>The CRP information is also included in the DCS APSR that is submitted to U.S. DHHS.</p>

<p><b>Child Fatality Review Team (CFRT)</b></p> <p>The team is to be composed of the head of the entities or that person's designee as noted in the statute</p>	<p>Arizona's Child Fatality Review was created in 1993 (A.R.S. § 36-342, 36-3501-4) and data collection began in 1994.</p> <p>A.R.S. §36-3501 Child fatality review team; membership; duties</p> <p>A.R.S. §36-3502 establishes the local teams, membership; duties</p> <p>A.R.S. §36-3503 provides guidelines which allow the chairperson of a state or local team <u>access to information</u> as necessary to carry out the team's duties,</p>	<p>Reviews of child deaths are completed by 11 local child fatality teams located throughout Arizona. The state team provides oversight to the local teams. The statute indicates the team shall:</p> <p>Develop a child fatalities data collection system.</p> <p>Provide training to cooperating agencies, individuals and local child fatality review teams on the use of the child fatalities data system.</p> <p>Encourage and assist in the development of local child fatality review teams.</p> <p>Develop standards and protocols for local child fatality review teams and provide training and technical assistance to these teams.</p> <p>Develop protocols for child fatality investigations, including protocols for law enforcement agencies, prosecutors, medical examiners, health care facilities and social service agencies.</p> <p>Study the adequacy of statutes, ordinances, rules, training and services to determine what changes are needed to decrease the incidence of preventable child fatalities and, as appropriate, take steps to implement these changes.</p> <p>Provide case consultation on individual cases to local teams if requested.</p> <p>Educate the public regarding the incidence and causes of child fatalities as well as the public's role in preventing these deaths.</p> <p>Evaluate the incidence and causes of maternal fatalities associated with pregnancy in this state. For the purposes of this paragraph, "maternal fatalities associated with pregnancy" means the death of a woman while she is pregnant or within one year after the end of her pregnancy.</p> <p>Periodically review the infant death investigation checklist developed by the department of health</p>	<p>Conduct an annual statistical report on the incidence and causes of child fatalities in this state during the past fiscal year and submit a copy of this report, including its recommendations for action, to the governor, the president of the senate and the speaker of the house of representatives on or before November 15 of each year.</p> <p>The report summarizes review findings, and makes recommendations regarding the prevention of child deaths. These recommendations have been used to educate communities, initiate legislative action, and develop prevention programs. The Arizona Department of Health Services provides professional and administrative support to the state and local teams and analyzes review data. The state CFRT is required by law to draft an</p> <p>CFR recommendations have been used to educate communities, initiate legislative action, and develop prevention programs.</p>
---	---	--	--

		<p>services pursuant to section 36-3506. In reviewing the checklist, the review team shall consider guidelines endorsed by national infant death organizations.</p> <p>The Arizona Department of Health Services (ADHS) provides professional and administrative support to the state and local teams.</p>	
--	--	--	--

**State Mandated Oversight**

The Juvenile Court system has a central role in the monitoring and providing judicial oversight of child welfare cases. The juvenile court operates according to the legal power and stipulates that the State has the legal authority to act as the guardian of children whose parents are unable to provide adequate protection or meet their needs sufficiently. The authority of the court varies depending to specific laws. The court affords both parents and children certain legal rights and entitlements depending on the court hearing and is responsible for ensuring the protections of those rights afforded to them under federal and state statutes.

Name of Entity, Group, or Organization or and Membership	Federal and/or State Mandate	Purpose and Duties	Reports
<b>Superior Court of Arizona</b> Juvenile Court	<p>The following statutes correspond to the list of duties in A.R.S.: §8-202, § 8-824, § 8-843, § 8-844, § 8-845, § 8-515, § 8-847, § 8-861, § 8-862, § 8-537, § 8-113(A), § 8-863</p> <p>Rule 16 of the Rules of Juvenile Court Procedure addresses temporary custody hearings</p> <p>Rule 16.2 through 16.4 addresses dependency hearings</p>	<p>Has jurisdiction over proceedings brought under the authority of Title 8 including preliminary protective hearings; initial dependency hearings; dependency adjudication hearings and mediation; disposition hearings; emergency extension hearings; periodic review hearings; initial permanency hearings; permanency hearings and review hearings initial; termination of parental rights hearings; hearings on petitions to adopt; removal of adoptive child from certified home hearings; inpatient treatment hearings</p>	<p>Make judicial finding</p>
<b>State Foster Care Review Board (FCRB)</b>  The state foster care review board consists of three persons who have knowledge of the problems of foster care and who are appointed by the supreme	<p>A.R.S §8-515.04 Establishes the state FCRB within the supreme court and requirements for members; personnel; training programs; and compensation</p>	<p>State FCRB is established within the supreme court and required to review and coordinate the activities of the local boards.</p>	<p>The State Board makes recommendations to the Arizona Supreme Court, Governor and Legislature regarding foster care statutes, policies, and procedures.</p>

court and of the members of the local FCRBs			
<b>Foster Care Review Board (FCRB)</b>  There are five volunteer members appointed by the court on each board, with a designated chair and vice chair. Board members represent to the maximum extent possible, the socioeconomic, racial, and ethnic groups of the county in which it serves.	A.R.S. § 8-515.01 establishes local foster care review boards; appointment; exclusions; terms; training; compensation; meetings  A.R.S. § 8-515.02 establishes process for case assignment; distribution of records  A.R.S. § 8-515.03 Duties of local foster care review boards  A.R.S. § 8-515.05 <u>Removal of child from foster parent's home; requirements; notification; review</u>	The presiding judge of the juvenile court in each county shall establish local FCRB for review of cases of children who are in out-of-home placement and who are the subject of a dependency action to assist in the review required pursuant to section 8-862  There is at least one board in each county and a board is established for every 100 children that need to be reviewed.  The FCRB is required to review within six months of placement and at least once every six months thereafter the case of each child who remains in out-of-home placement and who is the subject of a dependency action to determine what efforts have been made by the department and the agency with which the child has been placed to carry out the case plan for the permanent placement of such child. The review period for out-of-home placement includes time that a child is in voluntary placement pursuant to section 8-806. The court and the department shall review a local foster care review board's findings and recommendations at the next scheduled dependency review hearing and the court shall address the board's recommendations on the record. The department shall provide the local foster care review board with written notice within ten business days of the date of the receipt of the recommendation if the department intends to accept or not implement the board's recommendations.	The FCRBs are required to write reports of their recommendations to the juvenile court judge. Copies of the report are also sent to the parents, the foster parents, counselors, attorneys, the supervising agency, and other appropriate interested parties. The juvenile court judge will review the report and take into consideration the recommendations at the time of the next court hearing on the case. The FCRB makes recommendations, but does not issue orders.
<b>Court Appointed Special Advocate (CASA)</b> CASAs are specially screened and trained community volunteer who is appointed by a judge volunteers from all cultures and professions, and of all	A.R.S. §8-523 establishes the role of the CASA. The United States Department of Justice has supported CASA advocacy since 1985 through its Office of Juvenile Justice and Delinquency Prevention (OJJDP).	CASAs make sure abused and neglected children don't get lost in the overburdened legal and social service system or languish in inappropriate group or foster homes. They advocate for the safety, well-being and best interests of children who are victims of parental abuse and neglect in court and other settings.  The primary responsibilities of a CASA volunteer are to:	Provide written reports to the juvenile court judge for court hearings.



<p>ethnic and educational backgrounds.</p> <p>In Arizona, there are 15 county CASA programs administered by the CASA of Arizona office which is a program of the Dependent Children's Services Division of the Arizona Supreme Court Administrative Office of the Court</p>	<p>Through the Victims of Child Abuse Act, Congress authorizes funding to increase the number of CASA volunteers available to victims of child abuse or neglect.</p>	<ul style="list-style-type: none"> <li>❖ Review documents and records, interview the children, family members and professionals in their lives;</li> <li>❖ Advocate for the child's best interests and provide testimony when necessary;</li> <li>❖ Ensuring the children and their family are receiving appropriate services and advocating for those that are not immediately available and bringing concerns about the child's health, education, mental health, etc. to the appropriate professionals.</li> <li>❖ CASA's check to see that case plans are being followed and mandated review hearings are being held, providing updates to the court on developments with agencies and family members, ensuring that appropriate motions are filed on behalf of the children so the court knows about any changes in each child's situation.</li> </ul>	
<p><b>Guardian Ad Litem (GAL)</b></p> <p>Appointed by the supreme court. The court is required to certify GALs pursuant to rules adopted by the court.</p> <p>The appointment of the GAL continues until the court relieves the advocate of the advocate's responsibilities or until the court dismisses the action before it.</p>	<p>A.R.S §8-522 permits the presiding judge of the juvenile court in each county may appoint an adult to be the guardian ad litem for a child who is the subject of a dependency action</p> <p>A.R.S § 8-531(7) defines "Guardian ad litem" means a person appointed by the court to protect the interest of a minor or an incompetent in a particular case before the court.</p> <p>CAPTA (P.L. 104-36) Section 114(b)(1)(B)(vii) a requires the appointment of a GAL in every case involving an abused or neglected child</p>	<p>A GAL is responsible for gathering and providing information to aid the court in making its decision regarding the child's best interests and in determining if reasonable efforts have been made to prevent removal of the child from the home or in reunifying the child with the child's family. They are required to:</p> <ul style="list-style-type: none"> <li>❖ See the child;</li> <li>❖ Advocate for the child's safety as the first priority;</li> <li>❖ Gather and provide independent, factual information to aid the court in making its decision regarding what is in the child's best interest and in determining if reasonable efforts have been made to prevent removal of the child from the child's home or to reunite the child with the child's family;</li> <li>❖ Provide advocacy to ensure that appropriate case planning and services are provided for the child;</li> <li>❖ Perform other duties prescribed by the Supreme Court by rule.</li> </ul>	<p>The <b>GAL</b> reports and makes recommendations to the judge what orders or actions the court should take with respect to the child to protect the child's best interests.</p>

	<p>which results in a judicial proceeding. States must meet this requirement, among others, in order to be eligible for federal support under the CAPTA state grant program.</p> <p>CAPTA amendment 42 U.S.Cs. 5106a(b)(2)(A)(xiii) specifies in order to be eligible for state grant there must be assurance in form of a certification which enforces provision that a GAL who may be an attorney or a court appointed special advocate must have received training appropriate to the role.</p>		
<b>Programs to Support Judicial Process</b>			
<p><b>Special Advocate Program</b></p> <p>The supreme court shall employ administrative and other personnel it determines are necessary to properly administer the program and to monitor local program performance.</p>	<p>A.R.S §8-523 requires the establishment of a court appointed special advocate program which is established in the administrative office of the supreme court.</p> <p>A.R.S §8-524 established a court appointed special advocate fund consisting of monies received pursuant to section 5-568. Monies appropriated by the legislature from the court</p>	<p>The special advocate program is required to have local special advocate programs in each county. The supreme court is required to adopt rules prescribing the establishment of local programs and the minimum performance standards of these programs.</p>	<p>NA</p>

	appointed special advocate fund for the court appointed special advocate program shall be used by the supreme court to operate, improve, maintain and enhance the program.		
<b>Parent Assistance Program</b>  The administrative office of the supreme court employs staff, to perform the functions required by the parent assistance program.	A.R.S §8-808 establishes the Parent assistance program in the administrative office of the supreme court	The parent assistance program provides the following information to parents or guardians: <ul style="list-style-type: none"> <li>❖ The parents' or guardians' legal rights, including the right to attend court or foster care review board hearings, and the child's legal rights.</li> <li>❖ The means for accessing personnel who can provide information on: <ul style="list-style-type: none"> <li>▪ The well-being of the child who is removed from the home:</li> <li>▪ The community resources that are available.</li> </ul> </li> <li>❖ The procedures for requesting an attorney or a temporary custody hearing and the consequences of failure to make the request.</li> </ul>	The administrative office of the Supreme Court maintains statistics on the utilization of and types of calls received by the parent assistance program and makes the information available to the public on request and on the administrative office of the supreme court's website.
<b>The Court Improvement Program</b>	The Omnibus Budget and Reconciliation Act of 1993 made grant funding available to all states for use in improving their juvenile justice systems by enabling state court systems to carry out an accurate assessment of their functioning, and then to develop and implement a plan that insures that both the	The Court Improvement Program is designed to assess and improve court proceedings regarding foster care and adoption and to help maintain the focus on a child's safety, permanency and well-being.	

	spirit and the letter of recent reforms are in place for children.		
<b>State Government and Legislature Oversight of State Agency</b>			
<b>Governor's Regulatory Review Council</b>  The legislative council shall staff the committee.	A.R.S. §41-1051 et. seq.	Reviews summary rule package consisting of preamble, concise explanatory statement and economic, small business and consumer impact statement. Review by the council determines that the probable benefits of the rule outweigh probable costs, rule is clear and understandable, rule is not illegal or inconsistent with legislative intent, agency adequately addressed the comments on the proposed rule, and the rule is not a substantial change.	NA
<b>Administrative Rules Oversight Committee</b>  The committee consists of the following eleven appointed members: Five members of the House of Representatives, no more than three of the members may be members of the same political party (one Co-Chairperson); Five members of the Senate, no more than three of the members may be members of the same political party (one Co-Chairperson); and the governor or the governor's designee who is not an appointed agency director.	A.R.S. §41-1047 et. seq. establishes the administrative rules oversight committee: membership; appointment; staffing; meetings	The committee may: review any proposed or final rule, expedited rule, agency practice alleged to constitute a rule or substantive policy statement for conformity with statute and legislative intent; <ul style="list-style-type: none"> <li>❖ May hold hearings on whether a proposed or final rule, expedited rule, agency practice alleged to constitute a rule or substantive policy statement is consistent with statute and legislative intent;</li> <li>❖ May comment to the agency, attorney general or council on whether the proposed or final rule, expedited rule, agency practice alleged to constitute a rule or substantive policy statement is consistent with statute or legislative intent;</li> <li>❖ May designate a representative to testify before the council.</li> </ul> The council shall consider the comments of the committee and any testimony and the administrative records shall contain the comments of the committee and any testimony.	

<p><b>The Office of Administrative Hearings</b></p> <p>The governor shall appoint the Director pursuant to section 38-211. At a minimum, the director shall have the experience necessary for appointment as an administrative law judge.</p>	<p>A.R.S. §§41-1092 et. Seq. establishes the Office of Administrative Hearings.</p>	<p>The Office of Administrative Hearings has the authority to schedule and conduct hearings on appealable state agency decisions, upon the request of an agency or the filing of a notice of appeal. Appealable decisions heard by the Office of Administrative Hearings affecting DCS cases include child welfare agency licensing decisions, Protective Services Review Team (PSRT) decisions, and Regional Behavioral Health Authority (RBHA) decisions denying mental health services for dependent children</p>	<p>Required to submit a report to the governor, the president of the senate and the speaker of the house of representatives by December 1 for the prior fiscal year.</p>
<p><b>Joint Legislative Audit Committee (JLAC)</b></p> <p>The JLAC consists of five Senate members appointed by the President of the Senate, and five House members appointed by the Speaker of the House of Representatives. Members are selected, in part, based on their understanding and interest in legislative audit oversight functions</p>	<p>A.R.S §41-1279 established the Joint Legislative Audit Committee (JLAC); composition; meetings;</p>	<p>JLAC was established and is required to oversee all audit functions of the legislature and state agencies including sunset, performance, special and financial audits, special research requests, and the preparation and introduction of legislation resulting from audit report findings.</p> <p>An Auditor General is appointed by the Joint Legislative Audit Committee to perform all sunset, performance, special and financial audits, and investigations</p>	<p>NA</p>

<p><b>Auditor General</b> The Auditor General is appointed by the JLAC and is a legislative position in the Arizona state government for a 5-year renewable term.</p>	<p>A.R.S §41-1279.01 established the position of an Auditor General; qualifications; term; and compensation.</p> <p>The Single Audit Act of 1984 (P.L. 98-502) mandates the audits shall include the issuance of suitable reports as required by so the legislature, federal government and others will be informed as to the adequacy of financial statements of the state in compliance with generally accepted governmental accounting principles and to determine whether the state has complied with laws and regulations that may have a material effect on the financial statements and on major federal assistance programs.</p>	<p>The Office of the Auditor General serves as an independent source of impartial information concerning state and local governmental entities who determines whether state agencies use their resources effectively and comply with applicable laws. It also establishes accounting and budgeting standards and provides specific recommendations to improve the operations of those entities.</p> <p>The Office completes highly specific research and investigative projects in response to legislative requests. Audits are conducted at the request of the Joint Legislative Audit Committee or under the provision of various laws.</p>	<p>Reports are issued to the legislature and state agencies with audit report findings.</p> <p>Also required to prepare a written report annually on or before the fourth Monday of December, to the Governor and to the committee that contains a summary of activities for the previous fiscal year.</p> <p>State agencies are required to comply with findings and directions of the committee regarding sunset, performance, special and financial audits.</p>
<p><b>Office of Ombudsman-Citizens Aide</b></p> <p>The Ombudsman-citizen's aide selection committee select ombudsman-citizens aide positions through</p>	<p>A.R.S. §41-1371 through 41-1383 establishes the authority and duties of the ombudsman citizens aide.</p>	<p>The Office of the Arizona Ombudsman-Citizens' Aide is an independent agency of the Arizona Legislature that was established to make government more responsive to Arizona citizens. It is the office that Arizona citizens can turn to when they feel they have been treated unfairly by a state administrator, agency, department, board or commission.</p> <p>It is the ombudsman's job to aid citizens in the resolution of problems in a non-adversarial manner. They investigate the</p>	<p>Required to prepare a written report annually before January 1 to the governor, the legislature and the public that contains a summary of the ombudsman citizen's aide's activities during the previous fiscal year. This report shall include: *Ombudsman-citizens aide's mission statement;</p>

<p>adopted procedures and guidelines.</p> <p>The ombudsman-citizen's aide positions are appointed through an application process and procedures.</p>		<p>administrative acts of agencies and after the conclusion of an investigation and notice to the head of the ombudsman-citizens aide may present the ombudsman-citizens aide's opinion and recommendations to the governor, the legislature, the office of the appropriate prosecutor or the public, or any combination of these persons.</p> <p>Although they have broad powers to investigate and to make recommendations, they have no authority to make or reverse a decision</p>	<ul style="list-style-type: none"> <li>❖ Number of matters that were within each of the categories specified in section 41-1379, subsection B;</li> <li>❖ Legislative issues affecting the ombudsman-citizens aide.</li> <li>❖ Selected case studies that illustrate the ombudsman-citizens aide's work and reasons for complaints;</li> <li>❖ Ombudsman-citizens aide's contact statistics;</li> <li>❖ Ombudsman-citizens aide's staff.</li> </ul>
<b>Child Safety Oversight Committee</b>	Laws 2013, Chapter 220; 2nd Special Session, Laws 2014, Chapter 1 resurrected and reshaped the oversight committee	<p>Established to identify the responsibilities and scope of DCS:</p> <ul style="list-style-type: none"> <li>❖ Statutory mandates, policies and procedures;</li> <li>❖ Identify areas for statutory improvement in the Child Safety System and recommend statutory and administrative changes;</li> <li>❖ Monitor Department program effectiveness and recommend any statutory efficiencies that further the purpose to protect children;</li> <li>❖ Review all semiannual reports on program outcomes released by the Department to the legislature for trends and areas for statutory improvement; and</li> <li>❖ Make recommendations on the membership and duties of any future legislative committee to oversee the Department of Child Safety</li> </ul>	Required to submit a report of its findings and recommendations to the Governor, the Speaker of the House of Representatives and the President of the Senate, and provide a copy of its report to the Secretary of State on or before December 15, 2015.
<p><b>Human Rights Committee on Children, Youth and Families</b></p> <p>The Director of the Department may designate a citizen review panel,</p>	A.R.S §41-3802 & §41-3804 establishes the Human rights committees; membership; duties; client information; violation; classification	<p>The Human Rights Committee on Children, Youth and Families purpose in the department of child safety to promote the rights of persons who receive services from the Division of Children, Youth and Families in the Department. Each committee shall provide independent oversight to:</p> <ul style="list-style-type: none"> <li>❖ Ensure that the rights of clients are protected;</li> <li>❖ Provide research in that committee's field;</li> </ul>	The committee submits to the department director written objections to specific problems or violations of client rights by department employees or service providers.

<p>multidisciplinary case consultation team or other oversight entity as the human rights committee on children, youth and families if the panel or entity meets the requirements.</p> <p>Members are appointed and committee should consist of at least seven and not more than 15 members appointed by the Director of the DES with expertise in at least one of the following areas:</p> <ul style="list-style-type: none"> <li>❖ Psychology.</li> <li>❖ Law.</li> <li>❖ Medicine.</li> <li>❖ Education.</li> <li>❖ Special education.</li> <li>❖ Social work.</li> </ul> <p>Each Human Rights Committee shall include at least;</p> <ul style="list-style-type: none"> <li>❖ Two parents of children who receive services from the department; services may serve on a committee only as nonvoting members whose presence is not counted for the purpose of determining a quorum.</li> </ul>		<ul style="list-style-type: none"> <li>❖ Review incidents of possible abuse, neglect or denial of a client's rights;</li> <li>❖ Each committee shall submit written objections to specific problems or violations of client rights by department employees or service providers to the director of the appropriate department for review;</li> <li>❖ Each committee shall issue an annual report of its activities and recommendations for changes to the director of the appropriate department;</li> <li>❖ May request from the appropriate department the services of a consultant or department employee to advise it on specific issues. The consultant may be a member of another human rights committee, a department employee or a service provider. Subject to the availability of monies, the appropriate department shall assume the cost of the consultant. A consultant shall not participate in committee votes.</li> </ul>	
--	--	---	--



<ul style="list-style-type: none"> <li>❖</li> <li>❖ Employees of the DCS and Department of Health</li> </ul>			
<p><b>Arizona Commission of Indian Affairs (ACIA)</b> The Commission consists of twenty members, including seven Indian and four at large Commissioners appointed by the Governor, and nine Ex-Officio members who serve by the virtue of their office.</p> <p>The Governor appoints an executive director of the commission pursuant to section §38-211 who shall not be a member of the commission. DCS has two designated liaisons.</p>	<p>The Commission of Indian Affairs was established in 1953 by the 21st Legislature to consider and study conditions among the Indians residing within the State of Arizona. On September 14th, 2006, <u>Executive Order 2006-14 Consultation and Cooperation with Arizona Tribes</u> was established.</p> <p>A.R.S. Section 41-541 to 41-545 establishes the Commission of Indian affairs; members; term; compensation; officers; meetings; and duties</p>	<p>The Executive Order required each Executive Branch agency to:</p> <ul style="list-style-type: none"> <li>❖ Develop and implement a tribal consultation policy to guide their work and interaction with federally-recognized Tribes in Arizona;</li> <li>❖ Designate a principle point of contact for tribal issues; and</li> <li>❖ Review their tribal consultation policies each year and submit an electronic report to describe all action undertaken as a result of implementation of these policies.</li> </ul> <p>The commission was developed to strengthen government-to-government relationships between the State and the tribes to ensure that meaningful and timely consultation was taking place with Arizona's Tribal leaders to facilitate better understanding and informed decision making and intergovernmental cooperation; encourage a spirit of cooperation and collaboration among state agency tribal liaisons to ensure that state services and resources are available to all eligible citizens in Arizona tribal communities. The commission is also responsible to:</p> <ul style="list-style-type: none"> <li>❖ Assemble and make available facts needed by tribal, state and federal agencies to work together effectively;</li> <li>❖ Assist this state in its responsibilities to Indians and tribes of this state by making recommendations to the governor and the legislature;</li> <li>❖ Confer and coordinate with officials and agencies of other governmental units and legislative committees regarding Indian needs and goals;</li> <li>❖ Work for greater understanding and improved relationships between Indians and non-Indians by creating an awareness of the legal, social and economic needs of Indians in this state.</li> <li>❖ Promote increased participation by Indians in local and state affairs;</li> <li>❖ Assist tribal groups in developing increasingly effective methods of self-government;</li> </ul>	<p>The commission shall make a written annual report, giving an account of its proceedings, transactions, findings and recommendations, to the governor and the legislature and may submit such recommendations to the legislature in the form of proposed legislation.</p>

		❖ Assist urban Indians.	
<b>Community Advisory Committee</b>  The committee is appointed by and serves at the pleasure of the DCS Director. Appointed and consists of one representative of each of the following: See A.R.S §8-459	In 2014 A.R.S §8-459 establishes the Community Advisory Committee to provide a community forum for collaboration among state, local, community, tribal, public and private stakeholders in child welfare programs and services that are administered by the department	The purpose of the community advisory committee is to provide a community forum: The community advisory committee is established to provide a community forum:  1. To inform the department, analyze current law and policy and make recommendations to improve the ability of the department to increase the safety of children, respond to child maltreatment and ensure the well-being of and timely permanency for children who are referred to and involved in the child welfare system.  2. For collaboration among state, local, community, tribal, public and private stakeholders in child welfare programs and services that are administered by the department.  3. To improve communication between mandatory reporters and the department	Required to file a report of its activities and recommendations during each fiscal year with the director on or before August 15 following the fiscal year.  The director shall post the report on the department's website.
Arizona Legislative Office of Family Advocacy		Under contract to the President of the Arizona Senate and working for the members of the Senate, Maria Hoffman is referred constituent issues	

## Internal Oversight Groups and Accountability Methods

State Mandated Oversight Groups and/or mechanisms			
Name	State Mandate	Purpose and Duties	Reports
Inspections Bureau; monitoring and evaluation; quality assurance process	In 2014 A.R.S §8-458 requires the DCS director to establish an Inspections bureau; monitoring and evaluation; quality assurance process.	<p>The Inspections Bureau is required to:</p> <ul style="list-style-type: none"> <li>❖ Ensure that department policies and procedures are being followed by all staff in accordance with federal and state law</li> <li>❖ Monitor specific programs and services and continuously improve the practices of the department.</li> </ul> <p>Monitoring and evaluation:</p> <ul style="list-style-type: none"> <li>❖ May be by formal audits, various levels of inspections, program evaluation and any other quality-assurance activity deemed appropriate by the director.</li> <li>❖ Must include suggestions for policy changes and evaluation of best practices and programming.</li> </ul> <p>DCS is required to establish a quality assurance process and methodology by which data-based decisions are made. This process must include consistently measuring process outcomes and examining current practices through quality assurance activities. The DCS must use this quality assurance data to establish appropriate programs and improve practices within the department.</p> <p>If possible, the Inspections Bureau shall attempt to correct the problems at the immediate level by coaching, mentoring and teaching employees who are present during the inspection.</p>	Promptly notify the director of department actions that constitute a significant violation of policy or state or federal law

<p><b>Quality Assurance and Quality Improvement (QI) Systems</b></p>	<p>Need to check this</p> <p>DCS 's current quality improvement system meets each of the five CQI functional components described in ACYF-CB-IM-12-07</p>	<p>The QI System involves staff and stakeholders in self-evaluation and improvement activities to increase positive outcomes for the children and families served by Arizona 's child welfare system. The Department 's QI System uses case record reviews, data analysis, and data driven quality improvement teams for ongoing self-evaluation and systemic process improvement. The Department 's clinical supervision practices are a vital component of the QI system, providing a mechanism to translate the learnings from data analysis and case reviews into field level practice improvements. The Department 's policy, practice improvement, and training units use a coordinated approach to provide administration, management, and field staff with the information and support needed to meet performance goals and uphold the Department 's mission to ensure child safety. The five components are:</p> <ul style="list-style-type: none"> <li>❖ Foundational Administrative Structure</li> <li>❖ Quality Data Collection</li> <li>❖ Case Record Review Data and Process</li> <li>❖ Analysis and Dissemination of Quality Data</li> <li>❖ Feedback to stakeholders and decision-makers and adjustment of programs and process</li> </ul>	<p>Practice Improvement Unit publishes Practice Improvement reports that are distributed throughout the Department and contain aggregated PICR results. The contents of the report are discussed at meetings of the Department 's executive administrators and the regional Program Managers.</p> <p>Within each region, one or more Practice Improvement Specialists oversee the implementation of the Practice Improvement Case Review and distribution of practice and outcome trend data to staff and managers</p> <p>Within each region, one or more Practice Improvement Specialists oversee the implementation of the Practice Improvement Case Review and distribution of practice and outcome trend data to staff and managers</p> <p>Case record reviews method to identify strengths, areas needing improvement and contributing issues which is provided to staff and managers.</p> <p>The Department 's Data and Technology Administrator consults with the Department 's executive team, regional Program Managers and others to identify priority data reports for the Department. The Reports and Statistics Unit maintains user guides for the Department 's priority reports, which include:</p> <p>Additional information Information can be retrieved:</p>
--	---	--	--

			<a href="https://www.azdes.gov/InternetFiles/Reports/pdf/az_child_and_family_service_plan_2015_2019.pdf">https://www.azdes.gov/InternetFiles/Reports/pdf/az_child_and_family_service_plan_2015_2019.pdf</a>
<b>DCS Family Advocate</b>		The DCS Family Advocate receives and responds to complaints made by persons who have an open or closed Department of Child Safety (DCS) case, as well as their family members or interested parties. A complaint is a written or verbal expression of dissatisfaction about services, actions or lack of actions or manner of treatment by the DCS staff affecting an individual client.	A complaint (or grievance) is a written or verbal expression of dissatisfaction about services, actions or lack of actions or manner of treatment by the DCS or its staff affecting an individual client. Disagreements sometimes arise during the course of DCS) intervention with a family and with providers of services.
<b>Ombudsman within DCS NEW</b>			
<b>Protective Services Review Team</b>	A.R.S. §8-811 requires the department have a hearing process to notify a person who is alleged to have abused or neglected a child that the department intends to substantiate the allegation in the central registry	Coordinates the appeal of proposed substantiated investigation findings by individuals alleged to have abused or neglected a child; conducts internal review of evidence used by the field staff to recommend substantiation of a report of child abuse or neglect. Accuracy of findings is necessary for identifying perpetrators of child abuse and neglect in the central registry. The state's appeal process, including PSRT, is designed to ensure due process for alleged perpetrators and accuracy of findings.	On completion of the presentation of evidence, the administrative law judge shall determine if probable cause exists to sustain the department's finding that the parent, guardian or custodian abused or neglected the child. If the administrative law judge determines that probable cause does not exist to sustain the department's finding, the administrative law judge shall order the department to amend the information or finding in the report.
<b>DES Office of Appeals</b>	A.R.S. § 46-205 gives state departments the authority to hold appeal hearings, and establishes appeal rights for applicants or recipients.  Rules pertaining to the DES Office of Appeals are found in Title 6, Chapter 5, Article	The DES Office of Appeals holds hearings when requested by an applicant or service recipient because the department did not act with reasonable promptness on an application, or the application was denied wholly or in part. Appealable decisions heard by the DES Office of Appeals and affecting DCS cases include those related to adoption subsidy, guardianship subsidy, foster parent licensing, and out of state adoptive placements.	

	24, and Arizona Administrative Code.		
Attorney General Review of Rule Making	A.R.S. §41-1044	Attorney General reviews rules as to form, clarity and conciseness, within the power of the agency to make and within enacted legislative standards, and made in compliance with appropriate procedures.	

### **Other Child Welfare Advocacy, Advisory, Boards, Coalitions, Counsels, Consortium Committees and Non Profit Organizations.**

Stakeholder input is also gathered throughout the year during program specific committee meetings, inter-agency executive committee meetings, and other advisory workgroups at the state and local levels.

#### **Advocacy**

##### **Prevent Child Abuse Arizona**

##### **The Children's Action Alliance Child Welfare Committee**

This committee's membership includes representatives from Arizona's behavioral health system, the courts, community-based agencies, the Arizona State University (ASU) School of Social Work, foster and adoptive parents, citizen advocates, attorneys, and the Department. Thus, the Child Welfare Committee reflects a wide spectrum of perspectives that build a foundation of inter-disciplinary knowledge. The Committee's work informs policy makers and the public about the Arizona child welfare system's laws, policies, resources, and practices. Members of this committee advised the Governor and legislature in developing the framework for the new Department of Child Safety created in May 2014.

#### **Advisory**

##### **Court Improvement Advisory Workgroup**

**Interagency Meetings with County Attorneys and Children's Justice Coordinators** – The Department's Advocacy Center Liaison communicates quarterly with each County Attorney, periodically attends multidisciplinary team (MDT) meetings and meetings with the Children's Justice Coordinator in each jurisdiction, works to strengthen and contribute to the review of interagency protocols for

child abuse and neglect investigations, works closely with the Arizona Child and Family Advocacy network to assist with MDT training and to establish MDTs in underserved or unserved counties, and works collaboratively with community providers and law enforcement to improve communication, cooperation, and collaboration. These activities serve to identify, discuss, and resolve issues and systemic barriers within child maltreatment investigations, and support the Joint Investigation Protocols and advocacy center model as best practices.

## **Boards**

### **The Healthy Families Arizona Program Advisory Board**

This community based group was formed in 1993 and serves in an advisory capacity to the Department and to the Healthy Families Arizona Program in the areas of planning, training, service integration, service coordination, and advocacy/public awareness. The primary responsibility of the steering committee is to seek expansion, diversification, and stability in the program's funding. Participants include community partners, service providers, and government agency representatives.

### **State Youth Advisory Board and Local/Regional Youth Advisory Boards (YAB)**

Comprised of current and former foster youth, Child Safety Specialists, and other agency and community professionals. The Board meet to discuss challenges facing youth as they prepare for adulthood, and provide input on the program goals and objectives in the state plan on independent living. The state and local boards also provide a forum for youth to review and have input into legislation implementation, child welfare policy development or revision, foster and adoptive family recruitment, training for caregivers and Child Safety Specialists, and their areas. Youth also participate in ongoing local Youth Advisory Boards that discuss and problem-solve local system and resource issues. In many areas, youth board members have attended leadership training to better prepare them for participation on the local or state YAB.

### **Strong Families**

## **Coalitions**

### **The Infant/Toddler Mental Health Coalition of Arizona (ITMHCA)**

A voluntary 501c (3) organization established in 1995 to promote the understanding that infancy is a critically important period in psychosocial development. Equally critical is the collaboration of professionals from local, state, a and nonprofit community-based organizations to work toward policy and social change for the benefit of Arizona's youngest children and their families.

**The Child Abuse Prevention & Awareness Coalition**

Is made up of professionals from the fields of healthcare, school districts, law enforcement, social services, emergency services, domestic violence advocates, media, County and U.S. attorneys, community members, nonprofit groups, faith based groups, victims services and child advocate groups. Coalition member agencies reach across Maricopa County and rural communities. We are a non-profit organization made up of volunteers who share the same common goal; Stop Child Abuse!

**Arizona Kinship Care Coalition**

Advocacy and information group of kinship caregivers and Phoenix area agencies involved with kinship caregivers. The Coalition has legislative, events, and education teams that address issues of importance to kinship families. A Department staff person chaired the Coalition from December 2011 through January 2013 and now serves on the Coalition's training, education, and outreach team. The Coalition publishes an informational pamphlet for kinship caregivers, including those who are caring for children who are not involved with DCS. This pamphlet provides essential information to help kinship caregiver's access services and supports.

**Foster Care Rights Coalition**

Coalition of mental health professionals, social workers, CASAs, foster/kinship parents, and citizens working for the rights of children in foster care.

<http://www.fosteringrights.org/>

**The Arizona Foster Care and Adoption Coalition (AFCAC)**

AFCAC is a statewide coalition comprised of Department staff, adoption and foster care licensing agency representatives, and others who are interested in foster and adoptive home recruitment. The mission of the AFCAC is to increase public awareness of children in the child welfare system through education and training, and to support system changes to improve recruitment and retention of families for children.

**PASSAGE Transition Coalition of Maricopa County**

The Department has continuously participated in the PASSAGE community collaborative, sponsored by Casey Family Programs, since it was first formed in 2006. The PASSAGE Transition Coalition is dedicated to bringing foster care youth, alumni, and the community together to support Arizona's foster youth as they transition out of care. PASSAGE has created an atmosphere where youth, alumni, and community partners can work together on difficult issues, such as housing, mental health, independent living subsidy, and education.

**Councils**



## **Governor's Council on Child Safety and Family Empowerment (African American Children and Families Subcommittee)**

### **Regional Child Abuse Prevention Councils**

Since 1991, the Department (and former Division of Children, Youth and Families) has provided funding to Regional Child Abuse Prevention Councils that are located throughout Arizona to increase public awareness of the problem through educational campaigns and advocate for effective programs and policies to prevent child abuse and neglect. Each Regional Council is comprised of community representatives from the professional, business, and civic sectors who volunteer their time to address the need for child abuse prevention in their community. Each Regional Council has elected officers and meets on a regular basis. The Department encourages all Arizonans to Act Now to Prevent Child Abuse by joining a council. The public can find locations, contact numbers, and information about events at [www.azdes.gov/PreventionAndFamilySupport](http://www.azdes.gov/PreventionAndFamilySupport)

### **Resource Family Recruitment Liaisons and Councils**

All five regions have recruitment liaisons who develop Community Recruitment Councils and work with the contracted home recruitment agencies to actively engage their communities in recruitment efforts. More information about inter-agency collaboration to recruit and support foster and adoptive parents.

### **Arizona's Behavioral Health Planning Council**

Responsible for advising, reviewing, monitoring, and evaluating all aspects of state mental health plan development, as required in PL99-660, 100-639 and 102-321. Starting this year, the Council advises, reviews, monitors, and evaluates the Substance Abuse Prevention and Treatment grant. The Council is increasing the board membership with community members and professionals who have experience with substance abuse assessment and treatment. The Department's Statewide Behavioral Health and Appeals Coordinator was appointed to the Council and serves on the Council's Planning and Evaluation Committee, Community Advisory Committee, Advocacy and Legislation, and Executive Committees.

### **ICWA Liaison Meetings and the Inter-Tribal Council of Arizona(ITCA)**

These meetings provide a forum through which tribal input is gathered. For complete information on the Department's consultation activities with the state's Native American Tribes, see Consultation with Tribes, below.

### **First Things First Regional Councils**

## **Consortiums**

### **Adverse Childhood Experiences (ACE) Consortium**

DCS further promotes child abuse prevention through active participation in the ACE Consortium. Arizona's ACE Consortium is working to enhance public awareness about the issue of childhood trauma and evidence-based prevention policies and programs. The Consortium is comprised of professionals from Phoenix Children's Hospital, child advocacy organizations, community service providers, Eight—Arizona PBS, the Department, and other public agencies. The Consortium's vision is that Arizona has safe, stable, and nurturing families and communities that contribute to a prosperous society. The ACE Consortium is committed to getting the word out to doctors, psychologists, patients, parents, teachers, and other adults who work with children so that our community can become well-versed in how to heal the effects of abuse, prevent it from happening, and create stronger communities in which everyone understands the implications of abuse on the emotional and physical lives of all, especially children.

### **The Positive Parenting Program (Triple P) Consortium**

A broad-based consortium of community stakeholders who are interested in implementing the Triple P model in Arizona. The consortium is comprised of professionals from Phoenix Children's Hospital, Prevent Child Abuse Arizona, Parenting Arizona, the Child Crisis Center, Southwest Human Development, Eight—Arizona PBS, Arizona Partnership for Children, and many other Organizations. The community partners are deeply committed to the process and many are financially invested.

### **KIDS Consortium**

This Consortium is comprised of a group of foster care and adoption agencies in Maricopa County who work together to educate the community about the growing need for quality, caring, foster and adoptive parents.

## **Committees**

### **Arizona Children's Executive Committee (ACEC)**

Create and support an integrated system of care among all of Arizona's child-serving systems.

DCS leaders participate in ACEC meetings every other month to improve coordination and collaborative efforts, discuss and resolve any system barriers to care, and address any related efforts in the delivery of behavioral health services to children and families.

### **The Arizona Council of Human Service Providers Child Welfare Committee**

The Arizona Council of Human Service Providers, in existence since 1964, is a 501c-3 organization that represents agencies throughout Arizona providing behavioral health, substance abuse, child welfare, and justice services. Many of the services provided by the Council's member agencies are carried out in conjunction with the Department, including adoption services, crisis/shelter care, group home care, foster care, counselling, and other child welfare and behavioral health services. There are seven primary committees that provide representation to the Council's members, including the child welfare committee. The Department provides information to the child welfare committee upon request. Department staff attend membership meetings to update Council members on ongoing issues and initiatives.

**Urban Indian Coalition of Arizona sub-committee called the Urban Indian Child Welfare Committee**

The subcommittee, is comprised of staff from the Department, foster care licensing agencies, Casey Family Programs, and the Phoenix Indian Center with a focus on an American Indian Foster Care Recruitment Initiative.

**Committee on Juvenile Courts (COJC):**

Established to facilitate communication and problem solving among the juvenile court judges in regard to juvenile court matters. The Committee assists the Committee on Superior Court and the Arizona Judicial Council in the development and implementation of policies designed to improve the quality of justice; access to the courts; and efficiency in court operations. It identifies the needs of the juvenile court for all children facing delinquency and dependency issues within the jurisdiction of the court and for children otherwise involved in the judicial system. The Committee advocates for fair and equal treatment of children, plans for future developments of the juvenile system, and recommends uniform policies and procedures to improve juvenile court operations.

**Arizona Friends of Foster Children Foundation**

Provides funding for an array of items and activities for youth in foster care, as well as Arizona's new Tuition Waiver and an exciting new partnership with the national Jim Casey Youth Opportunities Initiative (JCYOI).

**The Arizona Substance Abuse Partnership (ASAP)**

The Arizona Substance Abuse Partnership (ASAP) is the single statewide council on substance abuse prevention, treatment, enforcement, and recovery efforts. The ASAP is chaired by the Director of Governor Janice K. Brewer's Office for Children, Youth and Families (GOCTF) and staff support is provided by the GOCYF. The body is composed of representatives from state governmental agencies, federal entities, and community organizations, and is used as the conduit through which its Substance Abuse Epidemiology Work Group (Epi workgroup) facilitates data-driven decisions and solutions to the critical substance abuse problems facing Arizona. The ASAP is tasked with developing and utilizing a shared-planning process that encourages state and local partnerships to maximize existing resources and build the capacity of local communities to meet their identified needs.

## Safe Reduction Workgroup

---

<sup>i</sup> [http://uscode.house.gov/view.xhtml?req=\(title:42%20section:5106a%20edition:prelim\)](http://uscode.house.gov/view.xhtml?req=(title:42%20section:5106a%20edition:prelim))