

# FY25 Strategic Plan

Arizona Department of Child Safety (DCS)

[Link to FY25 Strategic Plan](#)

# DCS Vision and Mission

**Statewide Vision:** An Arizona for everyone.

**DCS Vision:** Children thrive in family environments free from abuse and neglect.

**DCS Mission:** Successfully partner with families, caregivers, and the community to strengthen families, ensure safety, and achieve permanency for all Arizona's children through prevention, services, and support.



**ARIZONA**  
DEPARTMENT OF  
CHILD SAFETY

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# DCS Core Values

- **Safety** - We are safety experts. We create physically and psychologically safe environments for children, families, caregivers, staff, and service providers. Our organizational culture provides safety to explore all ideas and topics, learn about other perspectives, and support one another.
- **Compassion** - We are Compassioners. Every day, we work with empathy and respect for all. We lead with kindness in understanding that families are influenced by their experiences. We treat every child, family and caregiver as if they were our own, and connect with people by seeking all points of view.
- **Change** - We are all born to grow. We are curious, open to change, and seek continuous improvement, driven toward our vision and mission.
- **Accountability** - We hold ourselves to the highest levels of professionalism. We embrace practice and process standards in order to provide the very best services consistently and efficiently, with transparency and privacy for children and families.
- **Equity** - We fulfill our mission by enhancing our cultural competence, identifying and respecting our differences, and improving our policy and practice to ensure equitable outcomes for all.
- **Advocacy** - When children can't speak for themselves, we can. As leaders in child well-being, we advocate to make the world a better place for children, while helping their families improve and heal. We champion actions that strengthen communities, families, and our staff.
- **Family** - Family reaches beyond the home. As the DCS family, we strengthen each other by connecting people with their communities so that all can thrive in a safe and supportive environment.
- **Engagement** - Engagement means listening and being responsive to earn the trust of all we encounter. Through engagement, we make discoveries together and build upon individual strengths. We involve families in decisions and help them find family-specific solutions.
- **Teaming** - The best decisions are made together. We use our collective knowledge and consider everyone's viewpoints to identify opportunities, solve problems, and provide the best possible outcomes, because child safety is a responsibility we all share.

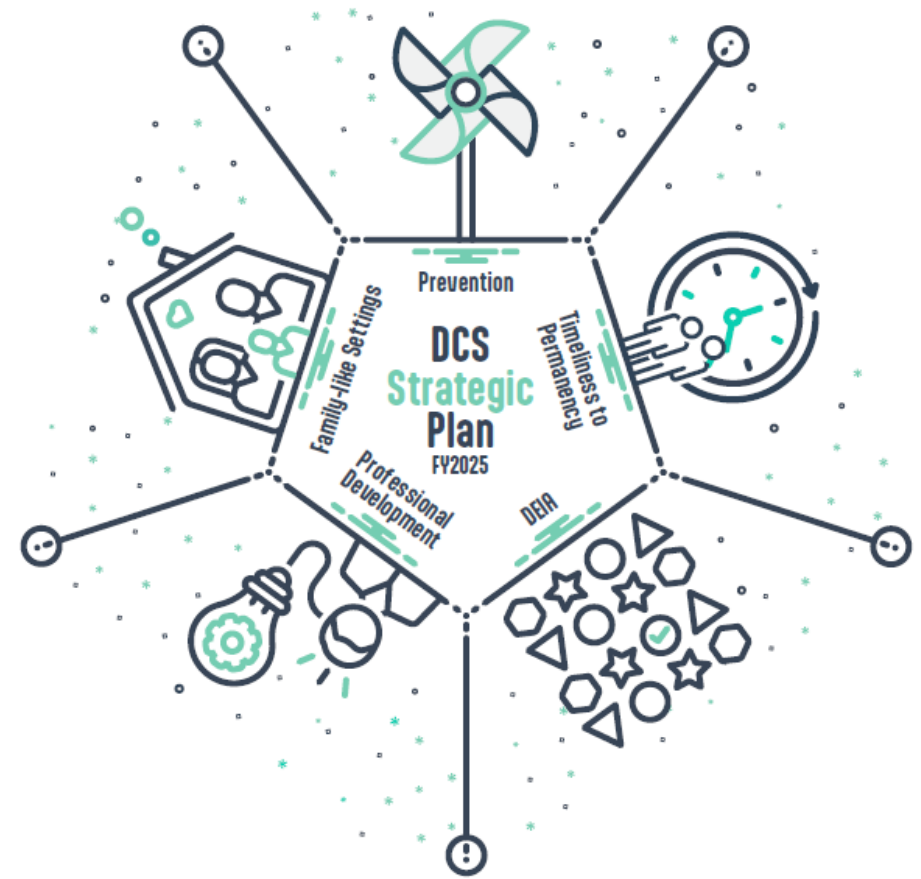


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# DCS FY25 Five Strategic Outcomes

1. Prevention\*
2. Timeliness to Permanency\*
3. Diversity, Equity, Inclusion, Accessibility (DEIA)\*
4. Professional Development
5. Family-like Settings\*

\*Governor's Priority Outcome:  
Housing and Human Services



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# Outcome 1: Prevention

## Five year outcome:

By August 2029, aim to increase the percentage of families who receive services through Family Resource Centers (FRC) by 20% among those with a screened-out intake.



# Outcome 1: Prevention

## FY25 Annual Objectives:

1.1 Establish a pilot program for connecting families with a screened out intake to a Family Resource Center (FRC) by June 30, 2025.

## FY25 Annual Initiatives:

- Expand the Office of Prevention to increase community outreach and engagement
- Collaborate with prevention partners to strengthen the Family Resource Center Network
- Expand family support services in communities with high rates of child entry into care
- Implement the Family First Prevention Services Act (FFPSA) project actions



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# Outcome 2: Timeliness to Permanency

## Five year outcome:

Of children entering out-of-home care, increase the percentage who exit to permanency within 12 months of entry from 34% to 36% by August 2029.

(Note: permanency includes reunification, exits to adoption, guardianship and live with relatives).



# Outcome 2: Timeliness to Permanency

## FY25 Annual Objectives:

- 2.1 Increase parent participation in parenting time sessions by June 30, 2025.
- 2.2 Increase participation in Team Decision Making (TDM) meetings by June 30, 2025.

## FY25 Annual Initiatives:

- Transform Parenting Time practice to be natural and supportive for families and all involved
- Sustain and monitor fidelity of the Team Decision Making model





# Outcome 3: DEIA

## Five year outcome:

Of children entering care per 1,000 in Arizona's population, safely reduce the disparity ratio of Black and African American to White from 4 to 3.8 by August 2029.



# Outcome 3: DEIA

## FY25 Annual Objectives:

3.1 Create a Diversity, Equity, Inclusion and Accessibility (DEIA) Program in accordance with the Governor's Executive plan by June 30, 2025.

## FY25 Annual Initiatives:

- Establish an office of DEIA that will provide continuous learning regarding DEIA in the organizational culture, practices, and services to clients and the public, ensuring all are anchored in the DCS DEIA vision
- Create and implement trauma, empathy, and culturally grounded practice training for all staff
- Develop authentic, collaborative partnerships with people who have lived experience with DCS and impacted communities to inform better prevention programs, service delivery, and family experiences.
- Implement the Cultural Broker program designed to raise and address concerns related to disproportionality and disparities that exist as well as concerns that involve issues of fairness and equity



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# Outcome 4: Professional Development

## Five year outcome:

Reduce the DCS employee turnover rate through employee engagement and professional development from 32.2% to 27% by August 2029.



# Outcome 4: Professional Development

## **FY25 Annual Objectives:**

4.1 Strengthen and expand learning and mentoring opportunities for DCS employees by June 30, 2025

4.2 Expand internal opportunities for career development and professional advancement by June 30, 2025.

## **FY 25 Annual Initiatives:**

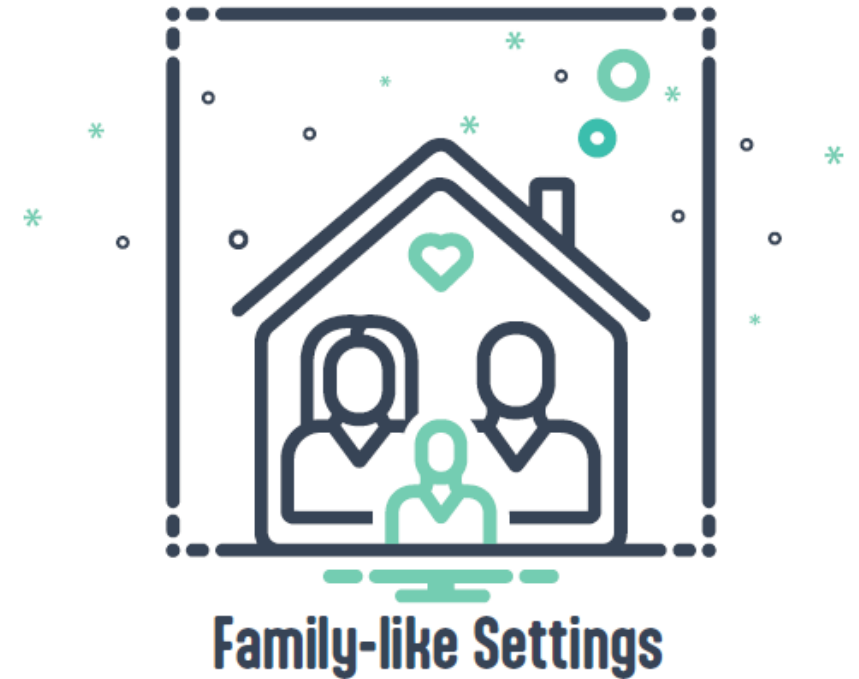
- Implement methods to protect the physical safety and emotional well-being of DCS employees
- Implement career development and professional advancement pathways for family-serving and support service employees
- Provide Supervisors and Program Managers guided coaching on the core elements of SAFE AZ and Supervision



# Outcome 5: Family-like Settings

## Five year outcome:

Of the total number of days for children served in out- of-home care, increase the percentage spent in family like settings from 77.9% to 85% by August 2029.



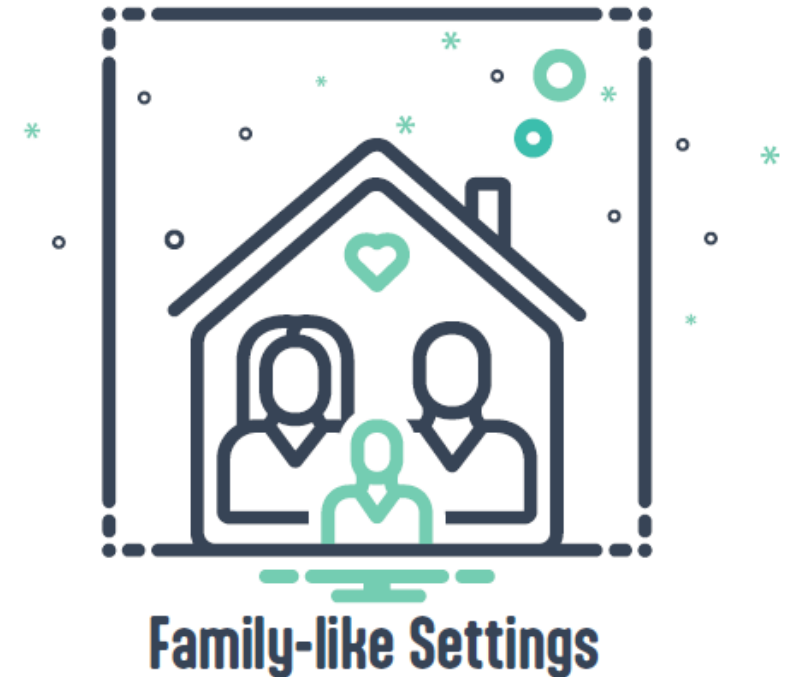
# Outcome 5: Family-like Settings

## FY25 Annual Objectives:

- **5.1 Breakthrough Project:** Reduce the utilization of congregate care to 10.5% or less, measured in bed days by June 30, 2025.
- 5.2 Develop a plan for Statewide Field Operations that involves all areas of DCS by June 30, 2025.

## FY 25 Annual Initiatives:

- Implement recruitment efforts to expand therapeutic foster home availability, placement options for dually-adjudicated youth, and availability of African American/Black and native American foster homes
- Implement system improvements based on learning from case reviews of African/Black children in congregate care
- Implement strategies to increase the utilization of kinship services to reduce congregate care



# Questions?

[Link to FY25 Strategic Plan](#)



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Thank you

