

### Vision

Children thrive in family environments free from abuse and neglect.

### Mission

Successfully engage parents, children and the community 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.

### Executive Summary

The Arizona Department of Child Safety (AZDCS) strategies, objectives, metrics, and initiatives have been developed and aligned to reach our vision through daily application of our shared 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.
- **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.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values	2022	Exiting the pandemic and on the heels of the great recession the needs of the workforce have evolved. Building from the monetary support provided, the Department will improve retention through appropriate work force flexibilities within a community-facing organization, ensuring the rate of continuous improvement is appropriate, and staff are supported with career growth opportunities in a psychologically safe environment where management systems support continuous learning.
2	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support.	2021	Following implementation of a new service array, delivery systems have been impacted by staffing and resource availability. Efforts include problem solving long-term resource solutions, maximizing Families First Prevention Services Act resources and improving the operational connectivity from the appropriate referral of a family in need to the service delivery system who can fulfill that need. Services impacted include those designed to improve parental protective capacities, protective factors and supporting young adults in voluntary extended foster care.
3	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal	2021	Following implementation of the Federally required Qualified Residential Treatment Programs, efforts resume on placing children who require out-of-home care in a family environment. These efforts are supported by an increase of financial resources and supports for kinship families furthering the ability to maintain children's family connections in their home community. Maximizing children with kinship family reduces demands on the limited number of community foster and adoptive families serving the system and who also require increased support.

#	Annual Objective	Objective Metrics	Annual Initiatives
1	DCS culture that fosters and inspires mission-driven professionals who believe in and practice our shared values	<ul style="list-style-type: none"> <li>Employee turnover</li> <li>DCS Specialist and Supervisor turnover</li> <li>Increased proficiency in recognizing and managing bias during engagements</li> </ul>	<ol style="list-style-type: none"> <li>Refine and implement core program and practice initiative identification, planning, development and deployment process.</li> <li>Refinement of management systems in a hybrid (virtual/in-person) work environment.</li> <li>Develop and implement and career development pathways for field facing and non-field facing positions</li> <li>Development and deployment of cultural humility and empathy training</li> </ol>
2	Design, implement and ensure fidelity of a service array that is individualized to strengthen families, cost efficient, and accessible by all who require support.	<ul style="list-style-type: none"> <li>Provider Waitlist</li> <li>Families First Prevention Services Act Financial Recovery</li> <li>Number of families participating in and positively served by Healthy Families</li> </ul>	<ol style="list-style-type: none"> <li>Complete, submit and gain approval on the FFPSA prevention plan and associated cost allocation plan</li> <li>Develop and implement a resource and operational improvement plan to balance supply and demand within the service array</li> <li>Implement expansion of Healthy Families</li> <li>Implement increase Independent Living Stipend</li> </ol>
3	Every child is paired with a caregiver who receives necessary supports, and is able to meet the child's needs and support the child's permanency goal	<ul style="list-style-type: none"> <li>Percent (%) of children residing with Kin / Family</li> <li>Percent (%) of children residing with Community Foster Care</li> <li>Less than 10% of children residing in congregate care setting</li> </ul>	<ol style="list-style-type: none"> <li>Implement the increased kinship stipend</li> <li>Develop and implement structured kinship support model including support of expedient licensing process</li> <li>Refine and implement Community Foster Care recruitment and support contract</li> <li>Refine and implement core child protection operational processes supporting caregivers including placement of children with families and appropriate transition to permanency</li> </ol>

