

FY24 Strategic Plan

Department of Child Safety

David Lujan, Director



DCS Vision and Mission

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

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.



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.



FY24 Six Strategic Priorities

1. Strengthening Families
2. Culture
3. Professional Development
4. Diversity, Equity Inclusion and Accessibility
5. Prevention
6. Technology & Data



Priority 1: Strengthening Families

DCS provides support to strengthen all types of families in the child's network and community

This Year's Objectives:

- Promote caregiver experience of being supported and equipped to care for children
- Expand the caregiver array to meet the individual and diverse needs of children in care
- Improve fidelity and quality of family-serving practice models and programs



Priority 1: Strengthening Families

How we will measure progress:

- Increase the percentage of kinship caregivers who are licensed
- Increase the percentage of children in care who live with kin
- Increase the number of community foster care homes
- Decrease the percentage of children in care who live in congregate care to less than 10%
- Increase parent satisfaction with DCS referred services
- Decrease the number of service requests on waitlists
- Increase the rate of children exiting care to reunification



Priority 2: Culture

DCS culture is characterized by compassion, empathy, collaborative problem-solving, inclusion, transparency, responsiveness, and engagement

This Year's Objective:

- Develop skills and processes that improve communication, responsiveness, and collaborative problem-solving within DCS and with external partners



Priority 2: Culture

How we will measure progress:

- Safety Culture survey results
- Decrease Ombudsman complaints
- Increase average response time for public records requests
- Annual partner satisfaction survey results



Priority 3: Professional Development

All members of the DCS workforce have opportunities for professional development and engagement

This Year's Objectives:

- Strengthen and expand learning and mentoring opportunities for DCS employees
- Expand internal opportunities for career development and professional advancement



Priority 3: Professional Development

How we will measure progress:

- Decrease DCS employee turnover
- Decrease employee separations
- Increase average length of employment with DCS
- Increase employee engagement survey scores



**Professional
Development**



Priority 4: Diversity, Equity Inclusion and Accessibility (DEIA)

DCS culture, practices, and services are anchored in a vision of Diversity, equity, inclusion and accessibility

This Year's Objectives:

- Create a Diversity, Equity, Inclusion and Accessibility (DEIA) Program in accordance with the Governor's Executive plan
- Improve relationships to increase collaborative decision-making with communities that are disproportionately involved with DCS



Priority 4: Diversity, Equity Inclusion and Accessibility (DEIA)

How we will measure progress:

- Decrease racial disparity in rate of child entry into care
- Decrease racial disparity in calls to the DCS Hotline
- Safety Culture survey results related to diversity and inclusion



Priority 5: Prevention

DCS supports prevention by partnering with communities to create family-strengthening resources

This Year's Objectives:

- Expand and strengthen access to community resources that meet families' needs without DCS involvement
- Improve prevention services to maintain children safely at home and support reunification for families with DCS involvement



Priority 5: Prevention

How we will measure progress:

- Decrease the rate of calls to the DCS Hotline per 1,000 children in Arizona
- Decrease the rate of child entry into care
- Decrease the rate of repeated DCS reports within 12 months



Priority 6: Technology & Data

DCS uses data for and technology for transparency, accessibility, and problem-solving in a values-driven culture

This Year's Objectives:

- Increase data and software use within the DCS value driven culture for accessibility, transparency, and collaboration
- Upskill people within DCS business functions to create and use technology to add measurable value



Priority 6: Technology & Data

How we will measure progress:

- Increase the number of reports disaggregated by race and ethnicity
- Implement a support network for employees to increase their technology skills
- Deploy a modern cloud data platform
Decrease the number of paper forms required by policy and procedure



Questions?



Jacob and Rylin



Abrianna & Serenity



Shelby



Shenelle



Rayne and Skyler

