

**DEPARTMENT OF ECONOMIC SECURITY**  
**CHILD PROTECTIVE SERVICES ACCOUNTABILITY FACTORS**  
Child Protective Service Bi-Annual Financial and Program Accountability Report (CPS Report)  
**February 2013**

A.R.S. § 8-818 requires the Department of Economic Security (DES), the Office of Strategic Planning and Budgeting (OSPB), and the Joint Legislative Budget Committee (JLBC) to develop a bi-annual financial and program accountability reporting system for Child Protective Services (CPS). Laws 2003, 2<sup>nd</sup> Special Session, Chapter 6 specified seven measures (*see Table 1*) to be included in the CPS Report. In addition, five more measures were recommended by the JLBC to be included in the CPS Report. In a letter issued to the Department on October 3, 2005, the JLBC requested that the CPS Report also include seven more measures (*see Table 2*). The February 2013 CPS Report includes data on the 19 identified financial and program accountability measures.

Table 1

**Factors Identified in the Special Session Legislation**

1. Success in meeting training requirements.
2. Caseloads for child protective service workers.
3. The number of new cases, cases that remain open, and cases that have been closed.
4. The ratio of child protective services workers to immediate supervisors.
5. Employee turnover, including a breakdown of employees who remain with the Department and employees who leave the Department.
6. The source and use of federal monies in child protective services.
7. The source and use of state monies in child protective services.

Table 2

**Factors Requested by the JLBC**

8. Employee satisfaction rating for employees completing the CPS Training Academy (Scale 1-5).
9. Employee satisfaction rating for employees in the Division of Children, Youth and Families (Scale 1-5).
10. Percent of CPS original dependency cases where court denied or dismissed.
11. Percent of Office of Administrative Hearing where CPS case findings are affirmed.
12. Percent of CPS complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.
13. The number of children in licensed foster care, kinship care, or other family-style placements.
14. The number of children in group home, shelters, residential centers or other congregate care settings.
15. The number of children in shelter care more than 21 days and the average number of days in care for these children.
16. The number of children 0 to 3 years old in shelter care.
17. The number of children 0 to 6 years old in group homes.
18. Expenditures for services allowed under the Federal Title IV-E waiver including counseling, drug treatment, parenting classes, rent furniture, car repairs and food expenditures.
19. Information on the level of participation of faith-based organizations for providing services for families and foster homes, and what is being done to encourage these organizations to participate.

## **TRAINING**

### **1. Success in meeting training requirements.**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
# new enrolled in CPS training academy <sup>1/</sup>	178	227	190
# new enrolled graduated <sup>1/</sup>	158	176	180
# new enrolled still in CPS training <sup>1/</sup>	190	129	130

<sup>1/</sup> CPS academy training is approximately 22 weeks.

## CPS CASELOADS

### **2. Caseloads for Child Protective Service workers.**

### **3. The number of new cases, cases that remain open, and cases that have been closed.**

Please see pages 3a – 3f for data collected on these measures for July - December 2012.

The following are definitions relevant to the “caseloads for Child Protective Service workers” factor:

- Number of Staff Required – The estimated staff (i.e., CPS specialists) required for investigations, in-home and out-of-home cases by region based on Arizona staffing standards. The total estimated staff required is then compared to the total number of authorized staff to determine the staffing need.
- Reports for Investigation – This represents the number of reports received by the Hotline to be investigated by CPS in the month. Units for this measure are defined as reports.
- In-Home Cases – This represents the number of cases where no children involved in the case have been removed from the home, but CPS is involved with the family and providing some service. Units for this measure are defined as cases.
- Out-of-Home Children – This represents the number of children placed in the custody of the Department who require placement in a foster care setting. Units for this measure are defined as children.

The following are definitions relevant to the “the number of new cases, cases that remain open, and cases that have been closed” factor:

- Number of New In-Home Cases – This measure displays the number of in-home cases that were opened in the report month.
- Number of Continuing In-Home Cases – This measure displays the number of in-home cases that remained open from the prior report month.
- Number of Closed In-Home Cases – This measure displays the number of in-home cases from the prior month that were closed.
- Number of New Out-Of-Home Children – This measure displays the number of children that entered care in the report month.
- Number of Continuing Out-of-Home Children – This measure displays the number of children that remained in care from the prior report month.
- Number of Children Leaving Care – This measure displays the number of children who left the custody of the Department from the prior month.
- Cases Identified as Non-Active – These are cases that had no case notes or service authorizations for 60 days or more. These cases are excluded from the case counts in the above measures. These cases may be ready for closure; however, required final documentation has not been entered.

Division of Children, Youth and Families  
Case Count Summary Report  
Data for July 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,122	112.2				
Region 20 Pima	572	57.2				
Region 30 Northern	329	32.9				
Region 40 Southeastern	153	15.3				
Region 50 Southwestern	1,037	103.7				
<b>Total</b>	<b>3,213</b>	<b>321.3</b>	<b>214</b>	<b>15</b>	<b>250</b>	<b>13</b>
<b>In-Home Cases</b>						
Region 10 Central	1,623	85.4				
Region 20 Pima	1,270	66.8				
Region 30 Northern	500	26.3				
Region 40 Southeastern	276	14.5				
Region 50 Southwestern	1,639	86.3				
<b>Total</b>	<b>5,308</b>	<b>279.3</b>	<b>156</b>	<b>34</b>	<b>161</b>	<b>33</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,372	273.3				
Region 20 Pima	3,006	187.9				
Region 30 Northern	905	56.6				
Region 40 Southeastern	428	26.8				
Region 50 Southwestern	4,808	300.5				
Region 09 Other	18	1.1				
<b>Total</b>	<b>13,537</b>	<b>846.2</b>	<b>401</b>	<b>34</b>	<b>559</b>	<b>24</b>
<b>Total All</b>			<b>771</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,446.8</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed</b>		<b>(476.8)</b>				
<b>Number of New In-Home Cases</b>	<b>2,067</b>					
<b>Number of Continuing In-Home Cases</b>	<b>3,241</b>					
<b>Number of Closed In-Home Cases</b>	<b>2,603</b>					
<b>Number of New Out of Home Children</b>	<b>1,301</b>					
<b>Number of Continuing Out-of-Home Children</b>	<b>12,236</b>					
<b>Number of Children Leaving Care</b>	<b>1,321</b>					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	<b>9,737</b>					

1/ Staffing provided by region for informational purposes only. Staffing is not appropriated at the regional level; rather, the Division manages staffing based on geographical need and caseload levels.

2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of August 14, 2012. Out-of-home caseload data as of September 15, 2012.

Division of Children, Youth and Families  
Case Count Summary Report  
Data for August 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,434	143.4				
Region 20 Pima	812	81.2				
Region 30 Northern	348	34.8				
Region 40 Southeastern	168	16.8				
Region 50 Southwestern	1,284	128.4				
<b>Total</b>	<b>4,046</b>	<b>404.6</b>	<b>263</b>	<b>15</b>	<b>250</b>	<b>16</b>
<b>In-Home Cases</b>						
Region 10 Central	1,634	86.0				
Region 20 Pima	1,267	66.7				
Region 30 Northern	515	27.1				
Region 40 Southeastern	283	14.9				
Region 50 Southwestern	1,694	89.2				
<b>Total</b>	<b>5,393</b>	<b>283.8</b>	<b>151</b>	<b>36</b>	<b>161</b>	<b>33</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,482	280.1				
Region 20 Pima	3,172	198.3				
Region 30 Northern	901	56.3				
Region 40 Southeastern	445	27.8				
Region 50 Southwestern	4,856	303.5				
Region 09 Other	16	1.0				
<b>Total</b>	<b>13,872</b>	<b>867.0</b>	<b>375</b>	<b>37</b>	<b>559</b>	<b>25</b>
<b>Total All</b>			<b>789</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,555.4</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed Based on AZ Standards</b>		<b>(585.4)</b>				
<b>Number of New In-Home Cases</b>	1,995					
<b>Number of Continuing In-Home Cases</b>	3,398					
<b>Number of Closed In-Home Cases</b>	1,910					
<b>Number of New Out of Home Children</b>	1,342					
<b>Number of Continuing Out-of-Home Children</b>	12,530					
<b>Number of Children Leaving Care</b>	1,007					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	10,760					

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2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of September 13, 2012. Out-of-home caseload data as of October 20, 2012.

Division of Children, Youth and Families  
Case Count Summary Report  
Data for September 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,378	137.8				
Region 20 Pima	693	69.3				
Region 30 Northern	355	35.5				
Region 40 Southeastern	138	13.8				
Region 50 Southwestern	1,259	125.9				
<b>Total</b>	<b>3,823</b>	<b>382.3</b>	<b>248</b>	<b>15</b>	<b>250</b>	<b>15</b>
<b>In-Home Cases</b>						
Region 10 Central	1,769	93.1				
Region 20 Pima	1,261	66.4				
Region 30 Northern	563	29.6				
Region 40 Southeastern	274	14.4				
Region 50 Southwestern	1,795	94.5				
<b>Total</b>	<b>5,662</b>	<b>298.0</b>	<b>148</b>	<b>38</b>	<b>161</b>	<b>35</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,580	286.3				
Region 20 Pima	3,208	200.5				
Region 30 Northern	906	56.6				
Region 40 Southeastern	457	28.6				
Region 50 Southwestern	4,968	310.5				
Region 09 Other	15	0.9				
<b>Total</b>	<b>14,134</b>	<b>883.4</b>	<b>371</b>	<b>38</b>	<b>559</b>	<b>25</b>
<b>Total All</b>			<b>767</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,563.7</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed Based on AZ Standards</b>		<b>(593.7)</b>				
<b>Number of New In-Home Cases</b>	<b>2,062</b>					
<b>Number of Continuing In-Home Cases</b>	<b>3,600</b>					
<b>Number of Closed In-Home Cases</b>	<b>1,793</b>					
<b>Number of New Out of Home Children</b>	<b>1,222</b>					
<b>Number of Continuing Out-of-Home Children</b>	<b>12,912</b>					
<b>Number of Children Leaving Care</b>	<b>960</b>					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	<b>10,944</b>					

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2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of October 12, 2012. Out-of-home caseload data as of November 17, 2012.

Division of Children, Youth and Families  
Case Count Summary Report  
Data for October 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,398	139.8				
Region 20 Pima	699	69.9				
Region 30 Northern	349	34.9				
Region 40 Southeastern	165	16.5				
Region 50 Southwestern	1,312	131.2				
<b>Total</b>	<b>3,923</b>	<b>392.3</b>	<b>259</b>	<b>15</b>	<b>250</b>	<b>16</b>
<b>In-Home Cases</b>						
Region 10 Central	1,810	95.3				
Region 20 Pima	1,276	67.2				
Region 30 Northern	553	29.1				
Region 40 Southeastern	291	15.3				
Region 50 Southwestern	1,784	93.9				
<b>Total</b>	<b>5,714</b>	<b>300.8</b>	<b>149</b>	<b>38</b>	<b>161</b>	<b>35</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,652	290.8				
Region 20 Pima	3,298	206.1				
Region 30 Northern	920	57.5				
Region 40 Southeastern	444	27.8				
Region 50 Southwestern	5,041	315.1				
Region 09 Other	14	0.9				
<b>Total</b>	<b>14,369</b>	<b>898.1</b>	<b>368</b>	<b>39</b>	<b>559</b>	<b>26</b>
<b>Total All</b>			<b>776</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,591.2</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed Based on AZ Standards</b>		<b>(621.2)</b>				
<b>Number of New In-Home Cases</b>	<b>2,386</b>					
<b>Number of Continuing In-Home Cases</b>	<b>3,328</b>					
<b>Number of Closed In-Home Cases</b>	<b>2,334</b>					
<b>Number of New Out of Home Children</b>	<b>1,305</b>					
<b>Number of Continuing Out-of-Home Children</b>	<b>13,064</b>					
<b>Number of Children Leaving Care</b>	<b>1,070</b>					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	<b>11,606</b>					

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2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of November 13, 2012. Out-of-home caseload data as of December 15, 2012.

Division of Children, Youth and Families  
Case Count Summary Report  
Data for November 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,210	121.0				
Region 20 Pima	699	69.9				
Region 30 Northern	328	32.8				
Region 40 Southeastern	138	13.8				
Region 50 Southwestern	1,230	123.0				
<b>Total</b>	<b>3,605</b>	<b>360.5</b>	<b>242</b>	<b>15</b>	<b>250</b>	<b>14</b>
<b>In-Home Cases</b>						
Region 10 Central	1,639	86.3				
Region 20 Pima	1,209	63.6				
Region 30 Northern	479	25.2				
Region 40 Southeastern	288	15.2				
Region 50 Southwestern	1,660	87.4				
<b>Total</b>	<b>5,275</b>	<b>277.7</b>	<b>155</b>	<b>34</b>	<b>161</b>	<b>33</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,578	286.1				
Region 20 Pima	3,310	206.9				
Region 30 Northern	896	56.0				
Region 40 Southeastern	447	27.9				
Region 50 Southwestern	4,943	308.9				
Region 09 Other	13	0.8				
<b>Total</b>	<b>14,187</b>	<b>886.8</b>	<b>372</b>	<b>38</b>	<b>559</b>	<b>25</b>
<b>Total All</b>			<b>769</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,525.0</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed Based on AZ Standards</b>		<b>(555.0)</b>				
<b>Number of New In-Home Cases</b>	1,932					
<b>Number of Continuing In-Home Cases</b>	3,343					
<b>Number of Closed In-Home Cases</b>	2,371					
<b>Number of New Out of Home Children</b>	1,153					
<b>Number of Continuing Out-of-Home Children</b>	13,034					
<b>Number of Children Leaving Care</b>	1,335					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	12,012					

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2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of December 13, 2012. Out-of-home caseload data as of January 19, 2013.



Division of Children, Youth and Families  
Case Count Summary Report  
Data for December 2012

	Number of Units	# of Staff Required <sup>1/3/</sup>	# of Staff Filled <sup>4/</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10 Central	1,155	115.5				
Region 20 Pima	619	61.9				
Region 30 Northern	294	29.4				
Region 40 Southeastern	106	10.6				
Region 50 Southwestern	1,077	107.7				
<b>Total</b>	<b>3,251</b>	<b>325.1</b>	<b>210</b>	<b>15</b>	<b>250</b>	<b>13</b>
<b>In-Home Cases</b>						
Region 10 Central	1,532	80.6				
Region 20 Pima	1,132	59.6				
Region 30 Northern	427	22.5				
Region 40 Southeastern	235	12.4				
Region 50 Southwestern	1,595	83.9				
<b>Total</b>	<b>4,921</b>	<b>258.9</b>	<b>148</b>	<b>33</b>	<b>161</b>	<b>31</b>
<b>Out-of-Home Children</b>						
Region 10 Central	4,619	288.7				
Region 20 Pima	3,310	206.9				
Region 30 Northern	882	55.1				
Region 40 Southeastern	442	27.6				
Region 50 Southwestern	4,890	305.6				
Region 09 Other	16	1.0				
<b>Total</b>	<b>14,159</b>	<b>885.0</b>	<b>392</b>	<b>36</b>	<b>559</b>	<b>25</b>
<b>Total All</b>			<b>750</b>		<b>970</b>	
<b>Total Staff Required</b>		<b>1,469.0</b>				
<b># of Staff (Authorized)</b>		<b>970.0</b>				
<b>Number of Staff Needed Based on AZ Standards</b>		<b>(499.0)</b>				
<b>Number of New In-Home Cases</b>	<b>1,794</b>					
<b>Number of Continuing In-Home Cases</b>	<b>3,127</b>					
<b>Number of Closed In-Home Cases</b>	<b>2,148</b>					
<b>Number of New Out of Home Children</b>	<b>1,030</b>					
<b>Number of Continuing Out-of-Home Children</b>	<b>13,129</b>					
<b>Number of Children Leaving Care</b>	<b>1,058</b>					
<b>Cases Identified as Non-Active<sup>2/</sup></b>	<b>12,918</b>					

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2/ Represents cases that have no documentation entered into the child welfare automated system (CHILDS) or have any service authorizations for 60 days or more. These case may be ready for closure; however, required final documentation has not been entered.

3/ Number of Staff Required based on the following standards: a workload per case manager of 10 investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

**Note:** Investigative caseload data as of January 5, 2013. In-home caseload data as of January 11, 2013. Out-of-home caseload data as of January 19, 2013.

## **EMPLOYEE RATIOS AND TURNOVER**

- 4. The ratio of child protective services workers to immediate supervisors.**
- 5. Employee turnover, including a breakdown of employees who remain with the Department and employees who leave the Department.**

Please see pages 4a – 4n for data collected on these measures for July - December 2012.

The following are definitions relevant to the employee ratio and turnover factors:

- Authorized – The number of authorized FTEs for the region. Authorized FTEs are those received through appropriation and their matching federal or other fund share. In addition, the Department continues to assess the duties of classifications with similar job functions which may adjust the authorized FTE in the future.
- Filled – The number of staff who are placed in the authorized positions.
- Vacant – The number of vacant positions (calculated by subtracting the filled positions from the authorized positions).
- Training – The number of staff who are in the training institute to fill the vacant positions.
- New Hires to State – Number of staff hired who did not come from another state agency or from within DES.
- Transferred from Another DCYF Region – Number of staff hired in the report region that transferred from another DCYF region.
- Transferred from Another State Agency – An employee who was employed by another agency is hired by DCYF (e.g., a Division of Behavioral Health Services employee is hired as a CPS specialist or CPS unit supervisor).
- Promotion from Within DCYF – An employee who was previously in another DCYF position that promoted to a CPS specialist (e.g., a CPS case aide who attained a Bachelor's degree and now qualifies for a CPS specialist position).
- Promotion from Within DES – These are new hires to DCYF that came from elsewhere within DES.
- Separation from State Service – An employee who has left employment with the State of Arizona.
- Transferred Outside DES – The employee has left DES employment, but is still employed by the State of Arizona (e.g., the employee may have left to work at the Department of Health Services).
- Transferred Outside DCYF – Continued Employment with DES – The employee has left DCYF but went to work for another Division within DES.
- Transferred to Another DCYF Region – Same as a Transferred from Another DCYF Region.
- Promotion Within DCYF – An employee who was previously in a CPS specialist position that promoted to a CPS unit supervisor or another DCYF position.
- Other – An employee who takes a voluntary demotion or some other occurrence (e.g., the employee is a CPS program specialist, but decides to go back to being a CPS specialist).
- Retention Rate – Calculated by taking the total filled positions (including those in training) less the positions leaving DCYF and dividing that number by the total filled (including training).

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs</b>	<b>REGION</b>						
<b>AS OF 7/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	319	231	104	38	300	69	1,061
<i>CASE CARRYING/HOTLINE (1)</i>	246	185	80	30	230	69	840
<i>TRAINING</i>	73	46	24	8	70	0	221
VACANT	-15	-11	6	7	-6	1	-18
<b>NEW HIRES</b>							
<b>7/1/2012 - 7/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	10	9	4	1	8	0	32
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF							
PROMOTION FROM WITHIN DES							
OTHER					1		1
TOTAL NEW HIRES	10	9	4	1	9	0	33
<b>LEAVING</b>							
<b>7/1/2012 - 7/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	10	6	8	3	7	2	36
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF			1		2		3
OTHER (2)	1				1		2
TOTAL LEAVING	11	6	9	3	10	2	41
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>7/1/2012 - 7/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	96.9%	97.4%	92.3%	92.1%	97.7%	97.1%	96.6%
MONTHLY DCYF TURNOVER RATE (3)	3.1%	2.6%	7.7%	7.9%	2.3%	2.9%	3.4%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 7/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	45	32	14	8	43	8	150
VACANT	4	4	7	3	5	2	25
<b>NEW HIRES</b>							
<b>7/1/2012 - 7/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE							0
TRANSFERRED FROM ANOTHER DCYF REGION							0
TRANSFER FROM ANOTHER STATE AGENCY							0
PROMOTION FROM WITHIN DCYF			1				1
PROMOTION FROM WITHIN DES							0
OTHER							0
<b>TOTAL NEW HIRES</b>	0	0	1	0	0	0	1
<b>LEAVING</b>							
<b>7/1/2012 - 7/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	1	1	2		1		5
TRANSFERRED OUTSIDE DES							0
TRANSFERRED OUTSIDE DCYF-CONTINUED							0
TRANSFERRED TO ANOTHER DCYF REGION							0
PROMOTED WITHIN DCYF							0
OTHER(1)				1	1		2
<b>TOTAL LEAVING</b>	1	1	2	1	2	0	7
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>7/1/2012 - 7/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.8%	96.9%	85.7%	100.0%	97.7%	100.0%	96.7%
MONTHLY DCYF TURNOVER RATE (2)	2.2%	3.1%	14.3%	0.0%	2.3%	0.0%	3.3%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:5.6

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs</b>	<b>REGION</b>						
<b>AS OF 8/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	328	220	97	44	314	68	1,071
<i>CASE CARRYING/HOTLINE (1)</i>	270	174	71	33	241	68	857
<i>TRAINING</i>	58	46	26	11	73	0	214
VACANT	-24	0	13	1	-20	2	-28
<b>NEW HIRES</b>							
<b>8/1/2012 - 8/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	15	12	3	6	10	0	46
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF							
PROMOTION FROM WITHIN DES							
OTHER							
TOTAL NEW HIRES	15	12	3	6	10	0	46
<b>LEAVING</b>							
<b>8/1/2012 - 8/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	8	11	2	0	10	2	33
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF	2		1				3
OTHER (2)							
TOTAL LEAVING	10	11	3	0	10	2	36
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>8/1/2012 - 8/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.6%	95.0%	97.9%	100.0%	96.8%	97.1%	96.9%
MONTHLY DCYF TURNOVER RATE (3)	2.4%	5.0%	2.1%	0.0%	3.2%	2.9%	3.1%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 8/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	32	15	6	46	10	156
VACANT	2	4	6	5	2	0	19
<b>NEW HIRES</b>							
<b>8/1/2012 - 8/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE							0
TRANSFERRED FROM ANOTHER DCYF REGION							0
TRANSFER FROM ANOTHER STATE AGENCY							0
PROMOTION FROM WITHIN DCYF	2		1				3
PROMOTION FROM WITHIN DES							0
OTHER	1	2			3	2	8
<b>TOTAL NEW HIRES</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>11</b>
<b>LEAVING</b>							
<b>8/1/2012 - 8/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	1	2					3
TRANSFERRED OUTSIDE DES							0
TRANSFERRED OUTSIDE DCYF-CONTINUED							0
TRANSFERRED TO ANOTHER DCYF REGION							0
PROMOTED WITHIN DCYF							0
OTHER(1)				2			2
<b>TOTAL LEAVING</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>8/1/2012 - 8/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.9%	93.8%	100.0%	100.0%	100.0%	100.0%	98.1%
MONTHLY DCYF TURNOVER RATE (2)	2.1%	6.3%	0.0%	0.0%	0.0%	0.0%	1.9%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:5.5

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs</b>	<b>REGION</b>						
<b>AS OF 9/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	316	231	87	46	333	66	1,079
<i>CASE CARRYING/HOTLINE (1)</i>	240	176	65	33	253	66	833
<i>TRAINING</i>	76	55	22	13	80	0	246
VACANT	-12	-11	23	-1	-39	4	-36
<b>NEW HIRES</b>							
<b>9/1/2012 - 9/30/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	16	6	4	3	14	0	43
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF					1		1
PROMOTION FROM WITHIN DES							
OTHER		1			1		2
TOTAL NEW HIRES	16	7	4	3	16	0	46
<b>LEAVING</b>							
<b>9/1/2012 - 9/30/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	9	10	2	0	7	0	28
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF	2				4		6
OTHER (2)		1					1
TOTAL LEAVING	11	11	2	0	11	0	35
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>9/1/2012 - 9/30/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.2%	95.7%	97.7%	100.0%	97.9%	100.0%	97.4%
MONTHLY DCYF TURNOVER RATE (3)	2.8%	4.3%	2.3%	0.0%	2.1%	0.0%	2.6%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 9/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	29	18	6	46	9	155
VACANT	2	7	3	5	2	1	20
<b>NEW HIRES</b>							
<b>9/1/2012 - 9/30/2012</b>							
NEW HIRES TO STATE							0
TRANSFERRED FROM ANOTHER DCYF REGION							0
TRANSFER FROM ANOTHER STATE AGENCY							0
PROMOTION FROM WITHIN DCYF	2				3		5
PROMOTION FROM WITHIN DES							0
OTHER			3				3
<b>TOTAL NEW HIRES</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>8</b>
<b>LEAVING</b>							
<b>9/1/2012 - 9/30/2012</b>							
SEPARATION FROM STATE SERVICE	1	1					2
TRANSFERRED OUTSIDE DES							0
TRANSFERRED OUTSIDE DCYF-CONTINUED							0
TRANSFERRED TO ANOTHER DCYF REGION							0
PROMOTED WITHIN DCYF							0
OTHER(1)	1	2		0	3	1	7
<b>TOTAL LEAVING</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>9</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>9/1/2012 - 9/30/2012</b>							
RETENTION RATE	97.9%	96.6%	100.0%	100.0%	100.0%	100.0%	98.7%
MONTHLY DCYF TURNOVER RATE (2)	2.1%	3.4%	0.0%	0.0%	0.0%	0.0%	1.3%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:5.4

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.



**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs AS OF 10/31/2012</b>	<b>REGION</b>						
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	341	235	105	43	316	65	1,105
<i>CASE CARRYING/HOTLINE (1)</i>	274	158	75	32	237	65	841
<i>TRAINING</i>	67	77	30	11	79	0	264
VACANT	-37	-15	5	2	-22	5	-62
<b>NEW HIRES</b>							
<b>10/1/2012 - 10/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	15	16	8	0	16	0	55
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY		1					1
PROMOTION FROM WITHIN DCYF							
PROMOTION FROM WITHIN DES							
OTHER							
TOTAL NEW HIRES	15	17	8	0	16	0	56
<b>LEAVING</b>							
<b>10/1/2012 - 10/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	7	5	0	0	4	0	16
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF		5			2		7
OTHER (2)	3	1	1	1			6
TOTAL LEAVING	10	11	1	1	6	0	29
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>10/1/2012 - 10/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.9%	97.9%	100.0%	100.0%	98.7%	100.0%	98.6%
MONTHLY DCYF TURNOVER RATE (3)	2.1%	2.1%	0.0%	0.0%	1.3%	0.0%	1.4%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 10/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	34	20	8	48	10	167
VACANT	2	2	1	3	0	0	8
<b>NEW HIRES</b>							
<b>10/1/2012 - 10/31/2012</b>							
NEW HIRES TO STATE							0
TRANSFERRED FROM ANOTHER DCYF REGION							0
TRANSFER FROM ANOTHER STATE AGENCY							0
PROMOTION FROM WITHIN DCYF		3			1		4
PROMOTION FROM WITHIN DES							0
OTHER		2	3	2	1	1	9
<b>TOTAL NEW HIRES</b>	0	5	3	2	2	1	13
<b>LEAVING</b>							
<b>10/1/2012 - 10/31/2012</b>							
SEPARATION FROM STATE SERVICE			1				1
TRANSFERRED OUTSIDE DES							0
TRANSFERRED OUTSIDE DCYF-CONTINUED							0
TRANSFERRED TO ANOTHER DCYF REGION							0
PROMOTED WITHIN DCYF							0
OTHER(1)							0
<b>TOTAL LEAVING</b>	0	0	1	0	0	0	1
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>10/1/2012 - 10/31/2012</b>							
RETENTION RATE	100.0%	100.0%	95.0%	100.0%	100.0%	100.0%	99.4%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:5.0

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs AS OF 11/30/2012</b>	<b>REGION</b>						
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	327	239	107	46	333	69	1,121
<i>CASE CARRYING/HOTLINE (1)</i>	242	180	77	31	239	69	838
<i>TRAINING</i>	85	59	30	15	94	0	283
VACANT	-23	-19	3	-1	-39	1	-78

<b>NEW HIRES</b>	<b>REGION</b>						
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	17	7	3	3	17	4	51
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY		1			1		2
PROMOTION FROM WITHIN DCYF	1	1	1				3
PROMOTION FROM WITHIN DES							
OTHER							
<b>TOTAL NEW HIRES</b>	18	9	4	3	18	4	56

<b>LEAVING</b>	<b>REGION</b>						
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	10	8	2	3	7		30
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF							
OTHER (2)	1				1		2
<b>TOTAL LEAVING</b>	11	8	2	3	8	0	32

<b>MONTHLY RETENTION AND TURNOVER</b>	<b>REGION</b>						
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	96.9%	96.7%	98.1%	93.5%	97.9%	100.0%	97.3%
MONTHLY DCYF TURNOVER RATE (3)	3.1%	3.3%	1.9%	6.5%	2.1%	0.0%	2.7%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	34	20	8	48	10	167
VACANT	2	2	1	3	0	0	8
<b>NEW HIRES</b>							
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE							
TRANSFERRED FROM ANOTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF					2		2
PROMOTION FROM WITHIN DES							
OTHER							
<b>TOTAL NEW HIRES</b>	0	0	0	0	2	0	2
<b>LEAVING</b>							
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE							0
TRANSFERRED OUTSIDE DES							0
TRANSFERRED OUTSIDE DCYF-CONTINUED							0
TRANSFERRED TO ANOTHER DCYF REGION							0
PROMOTED WITHIN DCYF							0
OTHER(1)					2		2
<b>TOTAL LEAVING</b>	0	0	0	0	2	0	2
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>11/1/2012 - 11/30/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:5.0

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS SPECIALISTS Is, IIs, AND IIIs</b>	<b>REGION</b>						
<b>AS OF 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	319	246	110	47	333	69	1,124
<i>CASE CARRYING/HOTLINE (1)</i>	252	177	78	31	237	69	844
<i>TRAINING</i>	67	69	32	16	96	0	280
VACANT	-15	-26	0	-2	-39	1	-81
<b>NEW HIRES</b>							
<b>12/1/2012 - 12/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	2	7	3	2	3	0	17
TRANSFER FROM OTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF			1		3		4
PROMOTION FROM WITHIN DES							
OTHER							
TOTAL NEW HIRES	2	7	4	2	6	0	21
<b>LEAVING</b>							
<b>12/1/2012 - 12/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	5	3	2	1	6	1	18
TRANSFERRED OUTSIDE DES							
EMPLOYMENT WITH DES							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF							
OTHER (2)							
TOTAL LEAVING	5	3	2	1	6	1	18
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>12/1/2012 - 7/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.4%	98.8%	98.2%	97.9%	98.2%	98.6%	98.4%
MONTHLY DCYF TURNOVER RATE (3)	1.6%	1.2%	1.8%	2.1%	1.8%	1.4%	1.6%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	34	20	8	48	10	167
VACANT	2	2	1	3	0	0	8
<b>NEW HIRES</b>							
<b>12/1/2012 - 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE							
TRANSFERRED FROM ANOTHER DCYF REGION							
TRANSFER FROM ANOTHER STATE AGENCY							
PROMOTION FROM WITHIN DCYF		5	1				6
PROMOTION FROM WITHIN DES							
OTHER							
<b>TOTAL NEW HIRES</b>	0	5	1	0	0	0	6
<b>LEAVING</b>							
<b>12/1/2012 - 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE		1	1				2
TRANSFERRED OUTSIDE DES							
TRANSFERRED OUTSIDE DCYF-CONTINUED							
TRANSFERRED TO ANOTHER DCYF REGION							
PROMOTED WITHIN DCYF							
OTHER(1)		4		0			4
<b>TOTAL LEAVING</b>	0	5	1	0	0	0	6
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>12/1/2012 - 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	97.1%	95.0%	100.0%	100.0%	100.0%	98.8%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	2.9%	5.0%	0.0%	0.0%	0.0%	1.2%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:4.9

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS AND STAFF LEAVING THE SERIES.

(2) THE MONTHLY TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS.

DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY

<b>CPS SPECIALISTS Is, IIs, AND IIIs</b>	<b>REGION</b>						
<b>AS OF 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	304	220	110	45	294	70	1,043
FILLED	319	246	110	47	333	69	1,124
<i>CASE CARRYING/HOTLINE (1)</i>	252	177	78	31	237	69	844
<i>TRAINING</i>	67	69	32	16	96	0	280
VACANT	-15	-26	0	-2	-39	1	-81
<b>NEW HIRES</b>							
<b>7/1/2012 - 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	75	57	25	15	68	4	244
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	2	0	0	1	0	3
PROMOTION FROM WITHIN DCYF	1	1	2	0	4	0	8
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	1	0	0	2	0	3
<b>TOTAL NEW HIRES</b>	76	61	27	15	75	4	258
<b>LEAVING</b>							
<b>7/1/2012 - 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	49	43	16	7	41	5	161
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
EMPLOYMENT WITH DES	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	4	5	2	0	8	0	19
OTHER (2)	5	2	1	1	2	0	11
<b>TOTAL LEAVING</b>	58	50	19	8	51	5	191
<b>RETENTION AND ANNUALIZED TURNOVER</b>							
<b>AS OF 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	69.3%	65.0%	70.9%	70.2%	75.4%	85.5%	71.4%
ANNUALIZED DCYF TURNOVER RATE (3)	30.7%	35.0%	29.1%	29.8%	24.6%	14.5%	28.6%

(1) HOTLINE STAFF ARE EXCLUDED FROM THE CASELOAD STANDARD CALCULATION.

(2) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS, AND STAFF LEAVING THE SERIES FOR OTHER REASONS.

(3) THE TURNOVER RATE IS THE TOTAL NUMBER OF STAFF LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING ANNUALIZED

DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 12/31/2012</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	49	36	21	11	48	10	175
FILLED	47	34	20	8	48	10	167
VACANT	2	2	1	3	0	0	8
<b>NEW HIRES</b>							
<b>7/1/2012 - 12/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
TRANSFERRED FROM ANOTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCYF	4	8	3	0	6	0	21
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	1	4	6	2	4	3	20
<b>TOTAL NEW HIRES</b>	<b>5</b>	<b>12</b>	<b>9</b>	<b>2</b>	<b>10</b>	<b>3</b>	<b>41</b>
<b>LEAVING</b>							
<b>7/1/2012 - 12/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	3	5	4	0	1	0	13
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
EMPLOYMENT WITH DES	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	0	0	0	0	0	0
OTHER(1)	1	6	0	3	6	1	17
<b>TOTAL LEAVING</b>	<b>4</b>	<b>11</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>30</b>
<b>ANNUALIZED RETENTION AND TURNOVER</b>							
<b>7/1/2012 - 12/31/2012</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	87.2%	70.6%	60.0%	100.0%	95.8%	100.0%	84.4%
TOTAL ANNUALIZED TURNOVER RATE (2)	12.8%	29.4%	40.0%	0.0%	4.2%	0.0%	15.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6.0

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:4.9

(1) INCLUDES BOTH VOLUNTARY AND INVOLUNTARY GRADE DECREASES, DEMOTIONS, AND STAFF LEAVING THE SERIES.

(2) THE TURNOVER RATE IS THE TOTAL NUMBER OF SUPERVISORS LEAVING DCYF DIVIDED BY THE TOTAL FILLED POSITIONS ANNUALIZED.



**FEDERAL AND STATE EXPENDITURES**

- 6. The source and use of federal monies in the Division of Children, Youth and Families.**
- 7. The source and use of state monies in the Division of Children, Youth and Families.**

Please see pages 5a-b for data collected on these measures for fiscal years 2012 and 2013. Costs include anticipated 13th month expenditures and administrative adjustments.

## FY 2012 TOTAL DCYF ESTIMATED EXPENDITURES <sup>1/</sup>

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds					Non- Appropriated Funds								All Funds
	GF	TANF	Child Abuse Prevention	CPS Training	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	Total Approp. & Non-Approp.
FTE	833.4	477.4	1.0		1,311.8	71.0	46.0	366.7	154.0			35.8	2.0	1,987.3
Operating	46,004.6	50,932.0		212.1	97,148.7	5,996.9	1,275.5	28,297.0	5,275.3			3,660.1	1,228.2	142,881.7
Adoption Services	53,942.2	9,802.4			63,744.6		1,294.1	87,026.6						152,065.3
Children Support Services	17,804.4	56,054.1	1,459.1		75,317.6		5,514.4	19,433.7		65.0	5,909.4	27,160.7	5,830.4	139,231.2
Emergency & Residential Placement	19,578.7	16,423.0			36,001.7			18,694.1	9,855.0	390.0				64,940.8
Foster Care Placement	12,639.5	6,973.1			19,612.6			20,514.3		435.0				40,561.9
AG Special Line Item <sup>2/</sup>	11,252.9	54.5			11,307.4	210.4	138.9	3,967.3	2,141.6			18.1	92.6	17,876.3
Permanent Guardianship	7,072.3	4,343.0			11,415.3									11,415.3
Independent Living Maint	1,719.3				1,719.3			476.4						2,195.7
<b>Total DCYF</b>	<b>170,013.9</b>	<b>144,582.1</b>	<b>1,459.1</b>	<b>212.1</b>	<b>316,267.2</b>	<b>6,207.3</b>	<b>8,222.9</b>	<b>178,409.4</b>	<b>17,271.9</b>	<b>890.0</b>	<b>5,909.4</b>	<b>30,838.9</b>	<b>7,151.2</b>	<b>571,168.2</b>
Support Services <sup>3/</sup>	5,730.9	986.7		4.2	6,721.8	247.3	167.9	4,406.7	1,939.8			482.6	169.9	14,136.0
<b>Total DCYF/Adm Sup</b>	<b>175,744.8</b>	<b>145,568.8</b>	<b>1,459.1</b>	<b>216.3</b>	<b>322,989.0</b>	<b>6,454.6</b>	<b>8,390.8</b>	<b>182,816.1</b>	<b>19,211.7</b>	<b>890.0</b>	<b>5,909.4</b>	<b>31,321.5</b>	<b>7,321.1</b>	<b>585,304.2</b>
Percent of Total	30.0%	24.9%	0.2%	0.0%	55.2%	1.1%	1.4%	31.2%	3.3%	0.2%	1.0%	5.4%	1.3%	100%

1/ All expenditures are displayed in thousands.

2/ In addition to FTE displayed above, the AG Special Line Item includes 197.0 total FTE (150.8 GF, .3 TANF, 45.9 Non-appr).

3/ The Legislature appropriates funding to the Administration portion of the Department to support other essential administrative needs of Child Protective Services, such as Office of Licensing, Certification and Review, Risk Management, and automation mainframe support.

## FY 2013 TOTAL DCYF ESTIMATED EXPENDITURES <sup>1/</sup>

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non- Appropriated Funds								All Funds Total Approp.& Non- Approp.
	GF	TANF	Child Abuse Prevention	CPS Training	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	
FTE	859.0	539.4	1.0			1,399.4	71.0	46.0	366.7	154.0			35.8	2.0	2,074.9
Operating	49,449.1	52,856.9		207.5		102,513.5	6,058.6	1,312.8	28,488.4	5,721.6			4,017.4	1,884.8	149,997.1
Adoption Services	48,071.7	19,802.4			6,897.9	74,772.0		1,629.0	86,897.8					2,249.7	165,548.5
Children Support Services	32,954.4	32,754.1	1,459.1		12,339.6	79,507.2	38.9	7,864.0	16,094.8	7,346.0	65.0	5,909.4	31,809.4	857.8	149,492.5
Emergency & Residential Placement	11,578.7	12,423.0				24,001.7			24,961.1	33,653.7	390.0				83,006.5
Foster Care Placement	12,139.5	10,973.1				23,112.6			20,065.8		435.0				43,613.4
AG Special Line Item <sup>2/</sup>	10,981.1	52.3				11,033.4	210.4	138.9	3,967.3	2,141.6			18.1	92.6	17,602.3
Permanent Guardianship	9,472.3	1,743.0				11,215.3									11,215.3
Independent Living Maint	2,719.3					2,719.3									2,719.3
<b>Total DCYF</b>	<b>177,366.1</b>	<b>130,604.8</b>	<b>1,459.1</b>	<b>207.5</b>	<b>19,237.5</b>	<b>328,875.0</b>	<b>6,307.9</b>	<b>10,944.7</b>	<b>180,475.2</b>	<b>48,862.9</b>	<b>890.0</b>	<b>5,909.4</b>	<b>35,844.9</b>	<b>5,084.9</b>	<b>623,194.9</b>
Support Services <sup>3/</sup>	5,788.2	996.6		4.2		6,789.0	249.7	169.6	4,450.8	1,959.2			487.4	172.6	14,278.4
<b>Total DCYF/Adm Sup</b>	<b>183,154.3</b>	<b>131,601.4</b>	<b>1,459.1</b>	<b>211.7</b>	<b>19,237.5</b>	<b>335,664.0</b>	<b>6,557.6</b>	<b>11,114.3</b>	<b>184,926.0</b>	<b>50,822.1</b>	<b>890.0</b>	<b>5,909.4</b>	<b>36,332.3</b>	<b>5,257.5</b>	<b>637,473.3</b>
Percent of Total	28.7%	20.6%	0.2%	0.03%	3.02%	52.7%	1.0%	1.7%	29.0%	8.0%	0.1%	0.9%	5.7%	0.8%	100%

1/ All expenditures are displayed in thousands.

2/ In addition to FTE displayed above, the AG Special Line Item includes 197.0 total FTE (150.8 GF, .3 TANF, 45.9 Non-appr).

3/ The Legislature appropriates funding to the Administration portion of the Department to support other essential administrative needs of Child Protective Services, such as Office of Licensing, Certification and Review, Risk Management, and automation mainframe support.

**EMPLOYEE SATISFACTION**

**8. Employee satisfaction rating for employees completing the CPS academy. (Scale 1-5)**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Employee satisfaction rating for training in the Division of Children, Youth and Families (Scale 1-5).	4.6	4.4	4.4

**9. Employee satisfaction rating for employees in the Division of Children, Youth and Families. (Scale 1-5)**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Employee satisfaction rating for employees in the Division of Children, Youth and Families (Scale 1-5).	3.4	3.57	3.6

**CPS DECISION MAKING RELATED TO REPORTS OF ABUSE AND NEGLECT**

**10. Percent of CPS original dependency cases where court denied or dismissed.**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Percent of CPS original dependency cases where court denied or dismissed.	0.3%	0.04%	0.1%

**11. Percent of Office of Administrative Hearings decisions where CPS case findings are affirmed.**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Percent of Office of Administrative Hearings decisions where CPS case findings are affirmed.	86.4%	87.5%	88.0%

**12. Percent of CPS complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Percent of CPS complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.	1.4%	2.0%	1.8%

During the first and second quarter of fiscal year 2013, a total of 4 out of 205 complaints were determined valid, compared to 4 of 280 complaints for the third and fourth quarter of fiscal year 2012.

**13. The number of children in licensed foster care, kinship care, or other family-style placements.**

FY 2012 and FY 2013

	Actual June* FY 2012	Actual December** FY 2013	Estimate June FY 2013
Number of children in licensed foster care, kinship care, or other family-style placement.	10,905	11,324	11,437

\* Includes trial home visits.

\*\* Data for December is preliminary.

**14. The number of children in group homes, shelters, residential centers or other congregate care settings.**

FY 2012 and FY 2013

	Actual June FY 2012	Actual December* FY 2013	Estimate June FY 2013
Number of children in group homes, shelters, residential centers or other congregate care settings.	1,893	2,032	2,152

\* Data for December is preliminary.

**15. The number of children in shelter care for more than 21 days and the average number of days in care for these children.**

FY 2012 and FY 2013

	Actual Qtr 3 & 4 FY 2012	Actual Qtr 1 & 2 FY 2013	Estimate Qtr 3 & 4 FY 2013
Number of children in shelter care for more than 21 days.	736	820	800
Average number of days in care for these children (including only shelter settings).	95	104	90

**16. The number of children 0 to 3 years old in shelter care.**

FY 2012 and FY 2013

	Actual June FY 2012	Actual December* FY 2013	Estimate December FY 2013
Number of children 0 to 3 years old in shelter care.	34	30	28

\* Data for December is preliminary.

**17. The number of children 0 to 6 years old in group homes.**

FY 2012 and FY 2013

	Actual June FY 2012	Actual December* FY 2013	Estimate June FY 2013
Number of children 0 to 6 years old in group homes.	66	77	72

\* As of December 31, 2012, 13 children were placed with their teen mother and an additional 24 children were placed in a parent model setting; data for December is preliminary.

## **TITLE IV-E WAIVER**

### **18. Expenditures for services allowed under the federal Title IV-E waiver including counseling, drug treatment, parenting classes, rent, furniture, car repairs, and food expenditures.**

The Title IV-E Waiver program ended on December 31, 2008.

## **FAITH-BASED ORGANIZATIONS**

### **19. Information on the level of participation of faith-based organizations for providing services for families and foster homes, and what is being done to encourage these organizations to participate.**

The Division and the contracted HRSS agencies continue to engage the faith community and participate in faith-based outreach activities. ArizonaSERVES, the initiative instituted by Governor Brewer in March 2010, continues to solidify existing partnerships between state agencies and faith- and community-based organizations, as well as develop new relationships. In 2012, the focus has narrowed to children in foster care. In addition to providing downloadable resources for faith communities through [www.arizonaserves.gov](http://www.arizonaserves.gov), the Division works closely with the ArizonaSERVES task force.

Some examples of the faith based recruitment activities include the following:

**Children’s Heart Gallery.** This Gallery is a mobile and online display of children in foster care who are awaiting adoptive homes. A professional photo session for some of these children took place in late September at the Arizona Biltmore in Phoenix; a second shoot occurred at Loews Ventana Canyon Resort in Tucson in early December. Both resorts donated their facilities and staff were extremely helpful. A third shoot will be held March 9, 2013. Members of the faith community are actively involved in supporting the activities of the Children's Heart Gallery. In Tucson, Pantano Christian Church donated both the breakfast and lunch items, feeding the 75 children, youth and community volunteers. The March photo shoot will be hosted by City of Grace Church in Mesa. Food and beverages will be provided by Redemption Church and Mission Community Church. The Children's Heart Gallery is available on-line at [www.childrensheartgallery.org](http://www.childrensheartgallery.org).

**“Arizona Blue Ribbon – Celebrating Foster Families”** event scheduled for May 11, 2013, at Chase Field in Phoenix. A planning team led by the Arizona Diamondbacks and members of the faith community has been meeting to discuss the details of the event. Details are available at [www.arizonablueribbon](http://www.arizonablueribbon).

**The Open Table** is a faith-based para-church organization that provides support for young adults who have “aged-out” of the foster care system. The Open Table, [www.theopentable.org](http://www.theopentable.org), has developed a model for these young adults. DES is actively involved in helping the Open Table to further develop this capacity in Arizona. Six congregations in Arizona are currently operating 8 "tables" for young adults who have aged out of the foster care system.

The **Arizona 1:27 Foster Care Initiative** is an effort led by City of Grace Church, Mission Community Church, and Redemption Church on behalf of the more than 12 evangelical congregations. This initiative is developing a tool kit for use by church staff and congregations for developing a foster care ministry. The primary objectives are to increase the number of

available foster families, and provide community support for those families who are fostering and adopting children.

**CPS Visitation Rooms** 38 existing visitation rooms have been adopted by faith/community organizations in the communities of Apache Junction, Gilbert, Kingman, Mesa, Parker, Peoria, Phoenix, Somerton, Tucson and Yuma. Additional rooms have been identified in Phoenix, and Prescott. Two new visitation rooms have been found in the community of Tucson; more will be activated once this pilot has proven viable.

Director Carter and the Rev. Stephen Harris, Superintendent of the Arizona District of **Assemblies of God Churches** are developing a video for use in the 230 Assemblies of God churches throughout Arizona. The video will be shown during worship services and will raise awareness of participants to the issues surrounding children and families in the foster care and adoption systems.

**Heights Church in Prescott**, Arizona has partnered with the local CPS Office and Yavapai County foster care agencies to provide a foster care awareness seminar in their community. This is not completely unique, however the video they put together to tell the foster care story in the community is. It was very well done by the Heights Church technical/video team. View the video at <http://vimeo.com/52648465>.

In addition, there are **ongoing partnerships** with:

CityServe Arizona  
No Child Waiting Coalition  
Yuma First Assembly  
Champion Church of Yuma  
Mt. Zion Church, Yuma  
Christ the Redeemer Anglican Church, Yuma  
Sacred Heart Catholic Church, Parker  
United Methodist Church, Parker  
Oasis Church, Yuma  
New City Church, Phoenix  
Camelback Bible Church  
North Phoenix Baptist Church  
Palmcroft Baptist Church  
Bethany Bible Church  
Vineyard Church  
Palm Valley Church