



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer
Governor

Clarence H. Carter
Director

SEP 04 2013

The Honorable Janice K. Brewer
Governor of Arizona
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Brewer:

Pursuant to A.R.S. § 8-818, the Department of Economic Security (DES) submits this financial and program accountability report for the Child Protective Services (CPS) for the period of January 2013 through June 2013.

During this reporting period, the Department of Economic Security, Division of Children, Youth and Families (DCYF) has been engaged in process improvement work focused on the child abuse investigation process. The Department is continuing to review several areas related to process improvement, including but not limited to the Protective Services Review Team, Child Abuse Hotline, Investigations, Ongoing, and the Practice Improvement Case Review processes.

In addition, a number of recommendations and proposals were generated in December 2011 by the Child Safety Task Force, created through Executive Order in November 2011. Many of these recommendations offer an opportunity for Arizona to continue meeting our goals to ensure child safety and enhance child protection. The Department is committed to working with the Governor's Office, members of the Task Force and other critical partners to address the challenges and issues attendant to Arizona's child welfare system.

If you have any questions, please contact me at (602) 542-5757.

Sincerely,

Clarence H. Carter
Director

Enclosure

cc: Senator Don Shooter, Chairman, Senate Appropriations Committee
Representative John Kavanagh, Chairman, House Appropriations Committee
Senator Nancy Barto, Chairman, Senate Health and Human Services Committee
Representative Steve Montenegro, House Reform and Human Services Committee
Joan Clark, Director, Arizona State Library, Archives and Public Records

DEPARTMENT OF ECONOMIC SECURITY
CHILD PROTECTIVE SERVICES ACCOUNTABILITY FACTORS
Child Protective Service Bi-Annual Financial and Program Accountability Report (CPS Report)
August 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, 2nd 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 August 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. The CPS training academy is approximately 22 weeks.**

FY 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Enrolled in training beginning of period	214	285	224
Newly enrolled during period	245	307	300
Graduated training during period	174	368	325
Enrolled in training end of period	285	224	199

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 January through June 2013.

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 January 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,299	130				
Region 20	690	69				
Region 30	326	33				
Region 40	130	13				
Region 50	1,160	116				
Total	3,605	361	147	25	195	18
In-Home Cases						
Region 10	1,517	80				
Region 20	1,234	65				
Region 30	440	23				
Region 40	248	13				
Region 50	1,622	85				
Total	5,061	266	121	42	160	32
Out-of-Home Children						
Region 10	4,646	290				
Region 20	3,323	208				
Region 30	838	52				
Region 40	438	27				
Region 50	4,838	302				
District IX	12	1				
Total	14,095	880	511	28	676	21
			<u>779</u>		<u>1,031</u>	
Total Staff Required		<u>1,507</u>				
Number of Staff (Authorized)		<u>1,031</u>				
Number of Staff Needed Based on AZ Standards		<u>(476)</u>				
Number of New In-Home Cases	2,031					
Number of Continuing In-Home Cases	3,030					
Number of Closed In-Home Cases	1,891					
Number of New Out of Home Children	1,250					
Number of Continuing Out-of-Home Children	12,845					
Number of Children Leaving Care	1,314					
Cases Identified as Non-Active ^{2/}	13,292					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of January 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of February 15, 2013. Out-of-home data as of March 16, 2013.

Division of Children, Youth and Families
Case Count Summary Report
Data for February 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,232	123				
Region 20	674	67				
Region 30	323	32				
Region 40	140	14				
Region 50	1,179	118				
Total	3,548	354	154		195	18
In-Home Cases						
Region 10	1,659	87				
Region 20	1,316	69				
Region 30	472	25				
Region 40	257	14				
Region 50	1,792	94				
Total	5,496	289	127		160	34
Out-of-Home Children						
Region 10	4,641	290				
Region 20	3,371	211				
Region 30	859	54				
Region 40	441	28				
Region 50	4,836	302				
District IX	10	1				
Total	14,158	886	533		676	21
			814		1,031	
Total Staff Required		1,529				
Number of Staff (Authorized)		1,031				
Number of Staff Needed Based on AZ Standards		(498)				
Number of New In-Home Cases	2,050					
Number of Continuing In-Home Cases	3,446					
Number of Closed In-Home Cases	1,615					
Number of New Out of Home Children	1,373					
Number of Continuing Out-of-Home Children	12,785					
Number of Children Leaving Care	1,310					
Cases Identified as Non-Active ^{2/}	12,419					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of February 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of March 14, 2013. Out-of-home data as of April 20, 2013.

Division of Children, Youth and Families
Case Count Summary Report
Data for March 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,335	134				
Region 20	691	69				
Region 30	358	36				
Region 40	174	17				
Region 50	1,351	135				
Total	3,909	391	161	24	195	20
In-Home Cases						
Region 10	1,571	83				
Region 20	1,157	61				
Region 30	459	24				
Region 40	255	13				
Region 50	1,803	95				
Total	5,245	276	132	40	160	33
Out-of-Home Children						
Region 10	4,692	293				
Region 20	3,402	213				
Region 30	857	54				
Region 40	452	28				
Region 50	4,898	306				
District IX	13	1				
Total	14,314	895	556	26	676	21
			<u>849</u>		<u>1,031</u>	
Total Staff Required		<u>1,562</u>				
Number of Staff (Authorized)		<u>1,031</u>				
Number of Staff Needed Based on AZ Standards		<u>(531)</u>				
Number of New In-Home Cases	2,054					
Number of Continuing In-Home Cases	3,191					
Number of Closed In-Home Cases	2,305					
Number of New Out of Home Children	2,042					
Number of Continuing Out-of-Home Children	12,272					
Number of Children Leaving Care	1,889					
Cases Identified as Non-Active ^{2/}	11,951					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of March 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of April 12, 2013. Out-of-home data as of May 18, 2013.

Division of Children, Youth and Families
Case Count Summary Report
Data for April 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,514	151				
Region 20	763	76				
Region 30	388	39				
Region 40	152	15				
Region 50	1,492	149				
Total	4,309	430	169	25	194	22
In-Home Cases						
Region 10	1,738	91				
Region 20	1,183	62				
Region 30	511	27				
Region 40	257	14				
Region 50	1,813	95				
Total	5,502	289	162	34	186	30
Out-of-Home Children						
Region 10	4,695	293				
Region 20	3,446	215				
Region 30	871	54				
Region 40	478	30				
Region 50	5,040	315				
District IX	11	1				
Total	14,541	908	569	26	651	22
Total All			900		1,031	
Total Staff Required		1,627				
Number of Staff (Authorized)		1,031				
Number of Staff Needed Based on AZ Standards		(596)				
Number of New In-Home Cases	2,396					
Number of Continuing In-Home Cases	3,106					
Number of Closed In-Home Cases	2,139					
Number of New Out of Home Children	1,495					
Number of Continuing Out-of-Home Children	13,046					
Number of Children Leaving Care	1,268					
Cases Identified as Non-Active ^{2/}	11,512					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of April 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of May 14, 2013. Out-of-home data as of June 20, 2013.

Division of Children, Youth and Families
Case Count Summary Report
Data for May 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,432	143				
Region 20	755	76				
Region 30	336	34				
Region 40	138	14				
Region 50	1,281	128				
Total	3,942	395	173	23	194	20
In-Home Cases						
Region 10	1,667	88				
Region 20	1,086	57				
Region 30	479	25				
Region 40	246	13				
Region 50	1,739	92				
Total	5,217	275	164	32	186	28
Out-of-Home Children						
Region 10	4,668	292				
Region 20	3,452	216				
Region 30	864	54				
Region 40	476	30				
Region 50	5,160	323				
District IX	12	1				
Total	14,632	916	573	26	651	22
			<u>910</u>		<u>1,031</u>	
Total Staff Required		<u>1,586</u>				
Number of Staff (Authorized)		<u>1,031</u>				
Number of Staff Needed Based on AZ Standards		<u>(555)</u>				
Number of New In-Home Cases	2,074					
Number of Continuing In-Home Cases	3,143					
Number of Closed In-Home Cases	2,359					
Number of New Out of Home Children	1,237					
Number of Continuing Out-of-Home Children	13,395					
Number of Children Leaving Care	1,146					
Cases Identified as Non-Active ^{2/}	11,284					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of May 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of June 14, 2013. Out-of-home data as of July 20, 2013.

Division of Children, Youth and Families
Case Count Summary Report
Data for June 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,009	101				
Region 20	517	52				
Region 30	273	27				
Region 40	104	10				
Region 50	1,003	100				
Total	2,906	290	181	16	194	15
In-Home Cases						
Region 10	1,667	88				
Region 20	1,086	57				
Region 30	479	25				
Region 40	246	13				
Region 50	1,739	92				
Total	5,217	275	171	31	186	28
Out-of-Home Children						
Region 10	4,608	288				
Region 20	3,434	215				
Region 30	866	54				
Region 40	470	29				
Region 50	5,218	326				
District IX	12	1				
Total	14,608	913	600	24	651	22
			<u>952</u>		<u>1,031</u>	
Total Staff Required		<u>1,478</u>				
Number of Staff (Authorized)		<u>1,031</u>				
Number of Staff Needed Based on AZ Standards		<u>(447)</u>				
Number of New In-Home Cases	2,104					
Number of Continuing In-Home Cases	3,113					
Number of Closed In-Home Cases	2,104					
Number of New Out of Home Children	1,294					
Number of Continuing Out-of-Home Children	13,314					
Number of Children Leaving Care	1,318					
Cases Identified as Non-Active ^{2/}	11,231					

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.

5/ Staff allocation based on the time study of investigations, in-home and out-of-home case management activities for the month of June 2013.

NOTE: Investigative caseload data as of July 6, 2013. In-home data as of July 15, 2013. Out-of-home data as of July 20, 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 January – June 2013.

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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 1/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	354	229	117	45	329	69	1,143
<i>CASE CARRYING/HOTLINE (1)</i>	273	145	87	36	238	69	848
<i>TRAINING</i>	81	84	30	9	91	0	295
VACANT	-26	1	-3	2	-17	1	-42
NEW HIRES							
1/1/2013 - 1/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	19	11	0	2	13	0	45
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	1	0	0	2	0	3
PROMOTION FROM WITHIN DCYF	0	0	1	0	0	0	1
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	19	12	1	2	15	0	49
LEAVING							
1/1/2013 - 1/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	6	9	0	1	9	0	25
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	1	2	0	0	2	0	5
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	7	11	0	1	11	0	30
MONTHLY RETENTION AND TURNOVER							
1/1/2013 - 1/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.3%	96.1%	100.0%	97.8%	97.3%	100.0%	97.8%
MONTHLY DCYF TURNOVER RATE (3)	1.7%	3.9%	0.0%	2.2%	2.7%	0.0%	2.2%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 1/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	46	36	19	8	48	10	167
VACANT	5	1	2	3	1	1	13
NEW HIRES							
1/1/2013 - 1/31/2013							
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	1	0	2	0	2	0	5
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	1	0	2	0	2	0	5
LEAVING							
1/1/2013 - 1/31/2013							
SEPARATION FROM STATE SERVICE	0	1	1	0	0	0	2
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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	2	0	0	1	0	4
TOTAL LEAVING	1	3	1	0	1	0	6
MONTHLY RETENTION AND TURNOVER							
1/1/2013 - 1/31/2013							
RETENTION RATE	100.0%	97.2%	94.7%	100.0%	100.0%	100.0%	98.8%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	2.8%	5.3%	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: 1:6.8

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 2/28/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	360	218	128	51	337	69	1,163
<i>CASE CARRYING/HOTLINE (1)</i>	276	149	95	41	253	69	883
<i>TRAINING</i>	84	69	33	10	84	0	280
VACANT	-32	12	-14	-4	-25	1	-62
NEW HIRES							
2/1/2013 - 2/28/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	17	2	7	3	13	0	42
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	1	0	0	0	1	0	2
PROMOTION FROM WITHIN DCYF	0	0	2	0	1	0	3
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	18	2	9	3	15	0	47
LEAVING							
2/1/2013 - 2/28/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	11	6	2	0	4	0	23
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	4	0	0	0	0	4
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	11	10	2	0	4	0	27
MONTHLY RETENTION AND TURNOVER							
2/1/2013 - 2/28/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	96.9%	97.2%	98.4%	100.0%	98.8%	100.0%	98.0%
MONTHLY DCYF TURNOVER RATE (3)	3.1%	2.8%	1.6%	0.0%	1.2%	0.0%	2.0%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 2/28/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	46	37	19	8	47	9	166
VACANT	5	0	2	3	2	2	14
NEW HIRES							
2/1/2013 - 2/28/2013							
	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	0	3	0	0	1	0	4
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	3	0	0	1	0	4
LEAVING							
2/1/2013 - 2/28/2013							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	0	1	1	2
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	1	1	0	0	0	0	2
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	0	0	0	1	0	1
OTHER(1)	0	0	0	0	0	0	0
TOTAL LEAVING	1	1	0	0	2	1	5
MONTHLY RETENTION AND TURNOVER							
2/1/2013 - 2/28/2013							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.8%	97.3%	100.0%	100.0%	97.9%	88.9%	97.6%
MONTHLY DCYF TURNOVER RATE (2)	2.2%	2.7%	0.0%	0.0%	2.1%	11.1%	2.4%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	348	212	129	46	363	69	1,167
<i>CASE CARRYING/HOTLINE (1)</i>	291	155	100	34	269	69	918
<i>TRAINING</i>	57	57	29	12	94	0	249
VACANT	-20	18	-15	1	-51	1	-66
NEW HIRES							
3/1/2013 - 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	14	11	2	0	18	3	48
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	1	0	0	0	1	0	2
PROMOTION FROM WITHIN DCYF	0	0	1	0	1	0	2
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	15	11	3	0	20	3	52
LEAVING							
3/1/2013 - 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	15	14	4	4	6	2	45
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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	1	2	0	3
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	15	14	4	5	8	2	48
MONTHLY RETENTION AND TURNOVER							
3/1/2013 - 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	95.7%	93.4%	96.9%	91.3%	98.3%	97.1%	96.1%
MONTHLY DCYF TURNOVER RATE (3)	4.3%	6.6%	3.1%	8.7%	1.7%	2.9%	3.9%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	45	37	19	7	47	9	164
VACANT	6	0	2	4	2	2	16
NEW HIRES							
3/1/2013 - 3/31/2013	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	0	1	0	0	1	0	2
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	1	0	0	1	0	2
LEAVING							
3/1/2013 - 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	1	0	0	1
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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)	0	0	0	0	3	0	3
TOTAL LEAVING	0	0	0	1	3	0	4
MONTHLY RETENTION AND TURNOVER							
3/1/2013 - 3/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	85.7%	100.0%	100.0%	99.4%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	361	219	117	49	379	68	1,193
<i>CASE CARRYING/HOTLINE (1)</i>	311	171	95	38	285	68	968
<i>TRAINING</i>	50	48	22	11	94	0	225
VACANT	-33	11	-3	-2	-67	2	-92
NEW HIRES							
4/1/2013 - 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	9	5	4	2	21	0	41
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	2	1	0	0	1	0	4
PROMOTION FROM WITHIN DCYF	1	1	0	0	1	0	3
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	12	7	4	2	23	0	48
LEAVING							
4/1/2013 - 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	6	4	3	1	6	1	21
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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	1	0	1
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	6	4	3	1	7	1	22
MONTHLY RETENTION AND TURNOVER							
4/1/2013 - 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.3%	98.2%	97.4%	98.0%	98.4%	98.5%	98.2%
MONTHLY DCYF TURNOVER RATE (3)	1.7%	1.8%	2.6%	2.0%	1.6%	1.5%	1.8%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	48	37	19	8	45	7	164
VACANT	3	0	2	3	4	4	16
NEW HIRES							
4/1/2013 - 4/30/2013	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	0	0	1	0	1	0	2
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	0	1	0	1	0	2
LEAVING							
4/1/2013 - 4/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	1	1
PROMOTED WITHIN DCYF	0	0	0	0	0	0	0
OTHER(1)	0	0	0	0	0	1	1
TOTAL LEAVING	0	0	0	0	0	2	2
MONTHLY RETENTION AND TURNOVER							
4/1/2013 - 4/30/2013	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

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 5/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	357	233	112	46	384	67	1,199
<i>CASE CARRYING/HOTLINE (1)</i>	295	195	92	39	289	67	977
<i>TRAINING</i>	62	38	20	7	95	0	222
VACANT	-29	-3	2	1	-72	3	-98
NEW HIRES							
5/1/2013 - 5/31/2013							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	14	7	3	0	23	3	50
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	1	0	0	0	1
PROMOTION FROM WITHIN DCYF	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	14	7	4	0	23	3	51
LEAVING							
5/1/2013 - 5/31/2013							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	11	6	3	2	16	3	41
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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	3	3
OTHER (2)	0	1	0	0	0	0	1
TOTAL LEAVING	11	7	3	2	16	6	45
MONTHLY RETENTION AND TURNOVER							
5/1/2013 - 5/31/2013							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	96.9%	97.4%	97.3%	95.7%	95.8%	95.5%	96.6%
MONTHLY DCYF TURNOVER RATE (3)	3.1%	2.6%	2.7%	4.3%	4.2%	4.5%	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

CPS UNIT SUPERVISORS	REGION						
AS OF 5/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	49	38	20	6	45	8	166
VACANT	2	-1	1	5	4	3	14
NEW HIRES							
5/1/2013 - 5/31/2013	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	0	0	1		1	3	5
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	0	1	0	1	3	5
LEAVING							
5/1/2013 - 5/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	0	1	0	1
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	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)	0	0	0	0	2	0	2
TOTAL LEAVING	0	0	0	0	3	0	3
MONTHLY RETENTION AND TURNOVER							
5/1/2013 - 5/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	97.8%	100.0%	99.4%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	377	247	126	48	378	64	1,240
<i>CASE CARRYING/HOTLINE (1)</i>	315	210	98	42	287	64	1,016
<i>TRAINING</i>	62	37	28	6	91	0	224
VACANT	-49	-17	-12	-1	-66	6	-139
NEW HIRES							
6/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	16	11	11	2	16	0	56
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	2	0	0	0	1	0	3
PROMOTION FROM WITHIN DCYF	0	0	0	0	1	0	1
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	18	11	11	2	18	0	60
LEAVING							
6/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	4	2	0	1	9	2	18
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	1	0	0	0	0	1
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	4	3	0	1	9	2	19
MONTHLY RETENTION AND TURNOVER							
6/1/2013 - 7/31/2012	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.9%	99.2%	100.0%	97.9%	97.6%	96.9%	98.5%
MONTHLY DCYF TURNOVER RATE (3)	1.1%	0.8%	0.0%	2.1%	2.4%	3.1%	1.5%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	49	37	20	5	45	9	165
VACANT	2	0	1	6	4	2	15
NEW HIRES							
6/1/2013 - 6/30/2013	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	0	1	0	0	0	1	2
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	1	0	0	0	1	2
LEAVING							
6/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	1	0	0	0	0	1
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	1	0	0	0	0	1
OTHER(1)	0	0	0	1	0	0	1
TOTAL LEAVING	0	2	0	1	0	0	3
MONTHLY RETENTION AND TURNOVER							
6/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	97.3%	100.0%	100.0%	100.0%	100.0%	99.4%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	328	230	114	47	312	70	1,101
FILLED	377	247	126	48	378	64	1,240
<i>CASE CARRYING/HOTLINE (1)</i>	315	210	98	42	287	64	1,016
<i>TRAINING</i>	62	37	28	6	91	0	224
VACANT	-49	-17	-12	-1	-66	6	-139
NEW HIRES							
1/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	89	47	27	9	104	6	282
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	6	2	1	0	6	0	15
PROMOTION FROM WITHIN DCYF	1	1	4	0	4	0	10
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	96	50	32	9	114	6	307
LEAVING							
1/1/2013 - 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	53	41	12	9	50	8	173
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	1	7	0	1	5	3	17
OTHER (2)	0	1	0	0	0	0	1
TOTAL LEAVING	54	49	12	10	55	11	191
RETENTION AND ANNUALIZED TURNOVER							
AS OF 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	71.9%	66.8%	81.0%	62.5%	73.5%	75.0%	72.1%
ANNUALIZED DCYF TURNOVER RATE (3)	28.1%	33.2%	19.0%	37.5%	26.5%	25.0%	27.9%

(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

CPS UNIT SUPERVISORS	REGION						
AS OF 6/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	49	37	20	5	45	9	165
VACANT	2	0	1	6	4	2	15
NEW HIRES							
1/1/2013 - 6/30/2013							
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	1	5	4	0	6	4	20
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	1	5	4	0	6	4	20
LEAVING							
1/1/2013 - 6/30/2013							
SEPARATION FROM STATE SERVICE	0	2	1	1	2	1	7
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	1	1	0	0	0	0	2
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	1	1
PROMOTED WITHIN DCYF	0	1	0	0	1	0	2
OTHER(1)	1	2	0	1	6	1	11
TOTAL LEAVING	2	6	1	2	9	3	23
ANNUALIZED RETENTION AND TURNOVER							
1/1/2013 - 6/30/2013							
RETENTION RATE	95.9%	83.8%	90.0%	60.0%	91.1%	77.8%	89.1%
TOTAL ANNUALIZED TURNOVER RATE (2)	4.1%	16.2%	10.0%	40.0%	8.9%	22.2%	10.9%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL CPS POSITIONS IS: 1:6

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:7

(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 2013 and 2014. Costs include anticipated 13th month expenditures and administrative adjustments.

FY 2013 TOTAL DCYF ESTIMATED EXPENDITURES ^{1/}

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non-Appropriated Funds								All Funds
	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	Total Approp.& Non-Approp.
FTE	909.0	539.4	1.0			1,449.4	71.0	46.0	366.7	154.0			35.8	1.0	2,123.9
Operating	54,225.8	52,837.6		206.6		107,270.0	6,058.6	1,312.8	26,134.9	3,007.2			4,144.7	3,358.0	151,286.2
Adoption Services	47,671.7	26,700.3				74,372.0		1,629.0	85,281.3					1,130.6	162,412.9
Children Support Services	33,354.4	48,527.6	1,459.1			83,341.1	38.9	7,864.0	16,678.6	11,500.0	65.0	5,909.4	34,686.6	3,257.9	163,341.5
Emergency & Residential Placement	20,723.6	17,578.1				38,301.7			25,002.8	12,849.5	390.0			5,129.8	81,673.8
Foster Care Placement	13,739.5	10,973.1				24,712.6			20,574.8		435.0			1,616.0	47,338.4
AG Special Line Item ^{2/}	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	9,622.3	1,743.0				11,365.3								43.3	11,408.6
Independent Living Maint	1,669.3					1,669.3								674.9	2,344.2
Total DCYF	191,987.7	158,412.0	1,459.1	206.6	-	352,065.4	6,307.9	10,944.7	177,639.7	29,498.3	890.0	5,909.4	38,849.4	15,303.1	637,407.9
Support Services ^{3/}	5,771.2	996.6		4.2		6,772.0	249.7	169.6	3,625.7	1,957.3			503.1	4,622.4	17,899.9
Total DCYF/Adm Support	197,758.9	159,408.6	1,459.1	210.8	-	358,837.4	6,557.6	11,114.3	181,265.4	31,455.6	890.0	5,909.4	39,352.5	19,925.5	655,307.9
Percent of Total	30.2%	24.3%	0.2%	0.03%	0.00%	54.8%	1.0%	1.7%	27.7%	4.8%	0.1%	0.9%	6.0%	3.0%	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 2014 TOTAL DCYF ESTIMATED EXPENDITURES ^{1/}

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non-Appropriated Funds								All Funds
	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	1,188.8	539.7	1.0			1,729.5	80.4	52.1	415.0	154.0		40.5	21.4	2,492.9	
Operating	69,171.8	52,687.4		206.6		122,065.8	6,058.6	1,312.8	29,786.0	3,007.2		4,607.5	2,736.1	169,574.0	
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4		1,629.0	92,387.4				4,623.3	176,287.1	
Children Support Services	54,299.5	31,610.6	1,459.1		12,000.0	99,369.2	38.9	4,350.0	26,059.3	-	65.0	6,115.2	37,520.4	173,518.0	
Intensive Family Services	5,000.0					5,000.0								5,000.0	
Emergency & Residential Placement	46,925.3	16,423.0				63,348.3			31,327.1	5,849.5	390.0		-	100,914.9	
Foster Care Placement	20,799.1	6,973.1				27,772.2			22,690.4		435.0		-	50,897.6	
AG Special Line Item ^{2/}	12,768.5	52.6				12,821.1	231.4	152.8	4,364.0	2,355.8		19.9	362.1	20,307.1	
Permanent Guardianship	9,665.6	1,743.0				11,408.6							-	11,408.6	
Grantparent Stipends	1,000.0					1,000.0								1,000.0	
Contingency Funding					10,500.0	10,500.0								10,500.0	
Independent Living Maint	1,585.9					1,585.9							750.0	2,335.9	
Total DCYF	273,487.0	130,135.4	1,459.1	206.6	27,230.4	432,518.5	6,328.9	7,444.6	206,614.2	11,212.5	890.0	6,115.2	42,147.8	8,471.5	721,743.2
Support Services ^{3/}	5,886.7	1,016.5		4.3		6,907.5	254.7	173.0	3,698.2	1,996.4		513.2	4,714.8	18,257.9	
Total DCYF/Adm Support	279,373.7	131,151.9	1,459.1	210.9	27,230.4	439,426.0	6,583.7	7,617.6	210,312.5	13,208.9	890.0	6,115.2	42,661.0	13,186.3	740,001.1
Percent of Total	37.8%	17.7%	0.2%	0.03%	3.68%	59.4%	0.9%	1.0%	28.4%	1.8%	0.1%	0.8%	5.8%	1.8%	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 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Employee satisfaction rating for training in the Division of Children, Youth and Families (Scale 1-5).	4.4	3.9	4.0

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

FY 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Employee satisfaction rating for employees in the Division of Children, Youth and Families (Scale 1-5).	3.6	3.6	4.0

CPS DECISION MAKING RELATED TO REPORTS OF ABUSE AND NEGLECT

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

FY 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Percent of CPS original dependency cases where court denied or dismissed.	0.04%	0.14%	0.10%

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

FY 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2013
Percent of Office of Administrative Hearings decisions where CPS case findings are affirmed.	87.5%	78.4%	88.0%

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

FY 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Percent of CPS complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.	18.8%	19.0%	18.9%

During the third and fourth quarter of fiscal year 2013, a total of 40 out of 211 complaints were determined valid, compared to 51 of 272 complaints for the first and second quarter of fiscal year 2013.

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

FY 2013 and FY 2014

	Actual December* FY 2013	Actual June** FY 2013	Estimate December FY 2014
Number of children in licensed foster care, kinship care, or other family-style placement.	11,427	11,909	12,156

* Includes trial home visits.

** Data for June is preliminary.

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

FY 2013 and FY 2014

	Actual December FY 2013	Actual June* FY 2013	Estimate December FY 2014
Number of children in group homes, shelters, residential centers or other congregate care settings.	2,030	2,107	2,308

* Data for June 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 2013 and FY 2014

	Actual Qtr 1 & 2 FY 2013	Actual Qtr 3 & 4 FY 2013	Estimate Qtr 1 & 2 FY 2014
Number of children in shelter care for more than 21 days.	820	772	800
Average number of days in care for these children (including only shelter settings).	104	98	100

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

FY 2013 and FY 2014

	Actual December FY 2013	Actual June* FY 2013	Estimate December FY 2014
Number of children 0 to 3 years old in shelter care.	27	43	44

* Data for June is preliminary.

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

FY 2013 and FY 2014

	Actual December FY 2013	Actual June* FY 2013	Estimate June FY 2013
Number of children 0 to 6 years old in group homes.	53	52	57

* As of June 30, 2013, 19 children were placed with their teen mother and an additional 24 children were placed in a parent model setting; data for June 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.

Throughout the month of May 2013, Arizonans celebrated and honored our foster families:

- **Central Office in Phoenix — Ribbons**
The kickoff for the month began at the Central Office of the Division of Children, Youth and Families (DCYF) the morning of May 1. Staff from DCYF and the Division of Developmental Disabilities (DDD) tied blue ribbon on the trees in the atrium. Staff also hosted an information table throughout the day.
- **Tucson — Balloons**
On Saturday, May 4, 2013, Pima Region celebrated at Thoroughbred Nissan in Tucson. This is the sixth year that the dealership has opened its doors to host the celebration, which includes games, inflatables, and food for the entire family. The finale for the event was the balloon launch where one helium-filled balloon is released for each child in foster care in the Pima Region.
- **Phoenix — Batter Up!**
On May 11, families attended the Diamondbacks baseball game. Through the generous contributions of community businesses and individual donors, 1,500 people received free tickets. Each ticket included \$5 in D'backs bucks, giving participants the opportunity to purchase food or memorabilia. In addition to the game, volunteers assisted children and youth in making posters and face painting.

In addition to these large events, many licensing agencies held events to honor foster families and to raise awareness of the need for additional families.

Nearly 500 faith and community leaders, including Governor Janice K. Brewer, attended the opening of the movie CAMP on April 17, 2013. Hosted by Hope and a Future, Casey Family Programs and the Department of Economic Security, the event included a reception prior to the showing. The event was held at the Harkins 101 in Scottsdale. Inspired by true stories, CAMP is a feature film about investment advisor Ken Matthews (Michael Mattera), who volunteers to go to camp to impress a new client, but finds himself paired with an angry, troubled ten year-old camper named Eli (Miles Elliot, "The Mentalist"). While fictional, the film draws from the experiences of Writer/Director Jacob Roebuck and Producer Emily Shubin's time spent at Royal Family Kids camp. Roebuck first attended the camp when he was on a church staff, "I was 'required' to join a summer missions trip," he explained, adding, "The last time I spent time with a nine-year-old is when I was nine. "Then, in my heart, I felt the call to go help these kids. The call went against my wiring.... But I also knew better than to ignore what could be a divine

prompting. I still resisted interaction with children, many orphaned, who desperately need contact with loving, caring adults. “That week became the hardest and yet the best week of my life. I learned what it meant to love kids whom no one else wanted. “The camp experience, learning to care for the fatherless, has become the heart of the story we want to tell with our film. “It is our hope this film will inspire people to open their hearts to forgotten children who need adults in their lives.” To date, the film has played in more than 90 markets across the U.S. from New York to Hawaii. It will be available on DVD this summer.

The Children’s Heart Gallery (CHG) was officially unveiled Friday May 17, 2013, at a ceremony held at Pure Heart Christian Fellowship in Phoenix. Master of Ceremonies for the evening was Scott Light from KPNX-TV. Light has been the Wednesday’s Child host for the past nine years. Dr. Terry Crist, chair of the ArizonaSERVES Task Force and pastor of City of Grace also spoke. Crist told the 200 gathered, “We cannot afford to outsource our compassion on this important issue.” DES Director Clarence H. Carter, also addressed the group. “There is an amazing coalescing around the issues of serving our vulnerable children,” he commented, adding, “We are making a difference; we are actually moving the needle.” Berisha Black, an alumna of foster care shared her story of being separated from her sister in foster care. Black, on staff with Casey Family Programs, found a permanent relationship with a foster mom she calls Grandma. Deidre Calcoate, statewide adoption manager also spoke about the development of the Children’s Heart Gallery and the importance of finding permanent connections for our children.

The first photo shoot for the Children’s Heart Gallery was held September 29, 2012, at the Biltmore Resort in Phoenix. Twelve children were photographed; six of these children have been matched with their forever families. The second photo shoot, on December 1, 2012, was at the Loews Ventana Canyon Resort in Tucson, where 26 children were photographed. Six of these children are now in the transition process to their forever homes. On March 9, 2013, the Mesa Campus of City of Grace, Dr. Crist’s church, welcomed the CHG. Here 15 children were photographed; four have had forever families identified. Each host location donated their facility, providing a place for children to prepare prior to photos and gave photographers access to their grounds. In addition, community members and the faith community — including Pantano, Mission and Redemption Churches — provided refreshments for children and volunteers. Since launching in February, the CHG has received more than 150 inquiries. Visit the CHG at <http://childrensheartgallery.org/>.

Through its contracted Home Recruitment Study and Supervision (HRSS) agencies, the Division reaches into the community. A total of four community informational open houses were held in Maricopa County in 2012-2013. Analysis of the effectiveness of these open houses is ongoing and refinements will be made for future events. Each event included an orientation on becoming foster and adoptive parents.

Faith Opportunity Zone (FOZ) – Engagement of the African-American faith community continues with FOZ as well as with other traditionally African American faith communities. FOZ has developed an organizational structure that includes subcommittees. Analysis of data related to the over-representation of African-American children in the Arizona Child Welfare system is a key area being addressed. The Division is grateful for the support of Casey Family Programs in this ongoing effort.

The Hispanic faith community is another area of engagement for the Division. Staff have presented an overview of the data regarding the number of Hispanic children in the Arizona Child Welfare system.

Work is ongoing with the Catholic community in northern Phoenix and Scottsdale. St. Patrick's Catholic Church has opened its doors to support foster families by hosting training for families. They have also raised awareness by hosting the Children's Heart Gallery.

Arizona 1.27 continues to raise awareness throughout the Protestant community in Maricopa County for the need for additional foster homes and for families to come along side and support foster families. More than 650 people have attended orientations hosted jointly by Arizona 1.27 and the Kids Consortium. Arizona 1.27 is also beginning efforts to expand into Pima County.

In Pima County, a faith-based organization, 4-Tucson, has expressed an interest in hosting an event similar to Wait No More Arizona, the Focus on the Family event in Phoenix in 2012. This event would be geared toward foster care as well as adoption. Focus on the Family would not be the sponsor of this event, but would be a resource and support for the event. No date has been set, however, the planning team is hoping for February 2014.

The Open Table organization continues to be a support for independent living youth. There are multiple "tables" across the state. Most are in Maricopa County with some additional tables in Pima County. DES strongly supports The Open Table model. The Office of Faith and Community is in the process of hiring two additional staff.

More than 50 CPS visitation rooms have been adopted by faith and community organizations.