



**Douglas A. Ducey**  
Governor

**Gregory McKay**  
Director

February 1, 2017

The Honorable Douglas A. Ducey  
Governor of Arizona  
1700 West Washington  
Phoenix, Arizona 85007

Re: Semi-Annual Financial and Program Accountability Report (February 2017)

Dear Governor Ducey:

Pursuant to A.R.S. § 8-818, the Department of Child Safety (DCS) submits this financial and program accountability report for the period of July 2016 through December 2016.

During the first half of state fiscal year 2017, 220 specialists graduated from the DCS training academy. As of December 30, 2016, the Department had 1,342 staff in case carrying or Hotline positions or enrolled in training.

As of December 2016, there were 13,369 children in licensed foster care, kinship care, or other family-style placements. There were 2,360 in congregate care settings, of whom 106 were under age 6. The Department continues to work with faith-based and other community organizations to support children in foster care, including outreach to recruit, train, and license new foster families as well as helping find permanent placements for children in foster care.

If you have any questions, please contact me at (602) 255-2500.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory McKay".

Gregory McKay  
Director

Enclosure

cc: Representative Don Shooter, Chairman, House of Representatives Appropriations  
Committee  
Representative Eddie Farnsworth, Chairman, House of Representatives Judiciary and  
Public Safety Committee  
Senator Debbie Lesko, Chairman, Senate Appropriations Committee  
Senator Nancy Barto, Chairman, Senate Health and Human Services Committee  
Richard Stavneak, Director, Joint Legislative Budget Committee  
Lorenzo Romero, Director, Governor's Office of Strategic Planning and Budgeting  
Holly Henley, Director, Arizona State Library, Archives and Public Records



**ARIZONA DEPARTMENT OF CHILD SAFETY**  
**SEMI-ANNUAL FINANCIAL AND PROGRAM ACCOUNTABILITY REPORT**  
**December 2016**

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**July 2016 through December 2016**

A.R.S. § 8-818 requires the Department of Child Safety (DCS), the Office of Strategic Planning and Budgeting (OSPB), and the Joint Legislative Budget Committee (JLBC) to develop a semi-annual financial and program accountability reporting system for the Department. Seven measures are specified in statute with additional measures recommended and requested by JLBC to be included in the report. This 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 numbers 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 the Department of Child Safety.
7. The source and use of state monies in the Department of Child Safety.

**Table 2**  
**Factors Requested by the JLBC**

8. Employee satisfaction rating for employees completing the Training Academy (Scale 1-5).
9. Employee satisfaction rating for employees in the Department of Child Safety (Scale 1-5).
10. Percent of original dependency cases where Court denied or dismissed.
11. Percent of Office of Administrative Hearing where case findings are affirmed.
12. Percent of 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.

Semi-Annual Financial and Program Accountability Report  
July 2016 - December 2016

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.

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July 2016 - December 2016

**TRAINING**

- 1. Success in meeting training requirements. The DCS training academy is approximately 22 weeks.**

FY 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Enrolled in training beginning of period	351	334	347
Newly enrolled during period	237	236	235
Graduated training during period	238	220	204
Employment ended before completing	16	3	1
Enrolled in training end of period	334	347	333

## **DEPARTMENT CASELOADS**

### **2. Caseloads for DCS case workers.**

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

Please see pages 4a – 4f for data collected on these measures for July through December 2016.

The following are definitions relevant to the “caseloads for Department of Child Safety Caseworkers” factor:

- Number of Staff Required – The estimated staff (i.e. 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 DCS 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 DCS 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.

Department of Child Safety  
Case Count Summary Report  
Data for July 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1318	101				
Region 20	688	53				
Region 30	343	26				
Region 40	134	10				
Region 50	1113	86				
Total	3596	277	187	19	283	13
<b>In-Home Cases</b>						
Region 10	2315	70				
Region 20	1213	37				
Region 30	548	17				
Region 40	310	9				
Region 50	2353	71				
Total	6739	204	158	43	237	28
<b>Out-of-Home Children</b>						
Region 10	6824	341				
Region 20	3106	155				
Region 30	1326	66				
Region 40	538	27				
Region 50	6328	316				
Region 9	19	1				
Region 106	42	2				
Total	18,183	909	588	31	886	21
			<u>933</u>		<u>1,406</u>	
Total Staff Required		<u>1,390</u>				
Number of Staff (Authorized)		<u>1,406</u>				
Number of Staff Needed Based on AZ Standards		<u>16</u>				
Number of New In-Home Cases	939					
Number of Continuing In-Home Cases	5800					
Number of Closed In-Home Cases	1013					
Number of New Out of Home Children	895					
Number of Continuing Out-of-Home Children	17288					
Number of Children Leaving Care	999					
Cases Identified as Non-Active <sup>2/</sup>	6020					

- 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 13 investigations, 33 in-home cases, or 20 out-of-home children.

NOTE: Investigative caseload data as of 08/08/16. In-home data as of 09/01/16. Out-of-home data as of 08/23/16.

NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.

NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.

Department of Child Safety  
Case Count Summary Report  
Data for August 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,613	124				
Region 20	799	61				
Region 30	414	32				
Region 40	209	16				
Region 50	1,339	103				
Total	4,374	336	185	24	283	15
<b>In-Home Cases</b>						
Region 10	2,354	71				
Region 20	1,216	37				
Region 30	590	18				
Region 40	313	9				
Region 50	2,336	71				
Total	6,809	206	155	44	237	29
<b>Out-of-Home Children</b>						
Region 10	6,745	337				
Region 20	3,157	158				
Region 30	1,327	66				
Region 40	527	26				
Region 50	6,239	312				
Region 9	13	1				
Region 106	53	3				
Total	18,061	903	580	31	886	20
			<u>920</u>		<u>1,406</u>	
Total Staff Required		<u>1,446</u>				
Number of Staff (Authorized)		<u>1,406</u>				
Number of Staff Needed Based on AZ Standards		<u>(40)</u>				
Number of New In-Home Cases	1,354					
Number of Continuing In-Home Cases	5,455					
Number of Closed In-Home Cases	1,284					
Number of New Out of Home Children	1,224					
Number of Continuing Out-of-Home Children	16,837					
Number of Children Leaving Care	1,346					
Cases Identified as Non-Active <sup>2/</sup>	5,199					
<p>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.</p> <p>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.</p> <p>3/ Number of Staff Required based on the following standards: a workload per case manager of 13 investigations, 33 in-home cases, or 20 out-of-home children.</p> <p>NOTE: Investigative caseload data as of 09/07/16. In-home data as of 09/06/16. Out-of-home data as of 09/20/16.</p> <p>NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.</p> <p>NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.</p>						



Department of Child Safety  
Case Count Summary Report  
Data for September 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,543	119				
Region 20	838	64				
Region 30	413	32				
Region 40	155	12				
Region 50	1,312	101				
Total	4,261	328	185	23	283	15
<b>In-Home Cases</b>						
Region 10	2,322	70				
Region 20	1,181	36				
Region 30	575	17				
Region 40	242	7				
Region 50	2,206	67				
Total	6,526	198	156	42	237	27
<b>Out-of-Home Children</b>						
Region 10	6,635	332				
Region 20	3,199	160				
Region 30	1,358	68				
Region 40	517	26				
Region 50	6,275	314				
Region 7	-	-				
Region 9	12	1				
Region 106	50	3				
Total	18,046	902	582	31	886	20
			<u>923</u>		<u>1,406</u>	
Total Staff Required		<u>1,428</u>				
Number of Staff (Authorized)		<u>1,406</u>				
Number of Staff Needed Based on AZ Standards		<u>(22)</u>				
Number of New In-Home Cases	2,363					
Number of Continuing In-Home Cases	4,163					
Number of Closed In-Home Cases	2,646					
Number of New Out of Home Children	1,603					
Number of Continuing Out-of-Home Children	16,443					
Number of Children Leaving Care	1,618					
Cases Identified as Non-Active <sup>2/</sup>	4,341					
<p>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.</p> <p>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.</p> <p>3/ Number of Staff Required based on the following standards: a workload per case manager of 13 investigations, 33 in-home cases, or 20 out-of-home children.</p> <p>NOTE: Investigative caseload data as of 10/03/16. In-home data as of 10/03/16. Out-of-home data as of 10/19/16.</p> <p>NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.</p> <p>NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.</p>						

Department of Child Safety  
Case Count Summary Report  
Data for October 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,334	103				
Region 20	742	57				
Region 30	316	24				
Region 40	154	12				
Region 50	1,262	97				
<b>Total</b>	<b>3,808</b>	<b>293</b>	<b>203</b>	<b>19</b>	<b>298</b>	<b>13</b>
<b>In-Home Cases</b>						
Region 10	2,258	89				
Region 20	1,196	52				
Region 30	511	22				
Region 40	232	12				
Region 50	2,102	92				
<b>Total</b>	<b>6,299</b>	<b>267</b>	<b>151</b>	<b>42</b>	<b>221</b>	<b>28</b>
<b>Out-of-Home Children</b>						
Region 10	6,668	333				
Region 20	3,209	160				
Region 30	1,358	68				
Region 40	503	25				
Region 50	6,271	314				
Region 9	14	1				
Region 106	49	2				
<b>Total</b>	<b>18,072</b>	<b>904</b>	<b>606</b>	<b>30</b>	<b>887</b>	<b>20</b>
			<u>960</u>		<u>1,406</u>	
Total Staff Required		<u>1,463</u>				
Number of Staff (Authorized)		<u>1,406</u>				
Number of Staff Needed Based on AZ Standards		<u>(57)</u>				
Number of New In-Home Cases	2,163					
Number of Continuing In-Home Cases	4,136					
Number of Closed In-Home Cases	2,390					
Number of New Out of Home Children	1,406					
Number of Continuing Out-of-Home Children	16,666					
Number of Children Leaving Care	1,380					
Cases Identified as Non-Active <sup>2/</sup>	3,871					
<p>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.</p> <p>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.</p> <p>3/ Number of Staff Required based on the following standards: a workload per case manager of 13 investigations, 33 in-home cases, or 20 out-of-home children.</p> <p>NOTE: Investigative caseload data as of 11/7/16. In-home data as of 11/07/16. Out-of-home data as of 11/21/16.</p> <p>NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.</p> <p>NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.</p>						

Department of Child Safety  
Case Count Summary Report  
Data for November 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,437	111				
Region 20	756	58				
Region 30	352	27				
Region 40	164	13				
Region 50	1,271	98				
Total	3,980	306	205.08	19	298	13
<b>In-Home Cases</b>						
Region 10	2,212	67				
Region 20	1,184	36				
Region 30	528	16				
Region 40	238	7				
Region 50	1,994	60				
Total	6,156	187	152.20	40	221	28
<b>Out-of-Home Children</b>						
Region 10	6,535	327				
Region 20	3,069	153				
Region 30	1,316	66				
Region 40	486	24				
Region 50	5,956	298				
Region 7	-	-				
Region 9	12	1				
Region 106	39	2				
Total	17,413	871	610.72	29	887	20
			<u>968</u>		<u>1,406</u>	
Total Staff Required		<u>1,363</u>				
Number of Staff (Authorized)		<u>1,406</u>				
Number of Staff Needed Based on AZ Standards		<u>43</u>				
Number of New In-Home Cases	2,312					
Number of Continuing In-Home Cases	3,844					
Number of Closed In-Home Cases	2,455					
Number of New Out of Home Children	1,630					
Number of Continuing Out-of-Home Children	15,783					
Number of Children Leaving Care	2,289					
Cases Identified as Non-Active <sup>2/</sup>	3,223					

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 13 investigations, 33 in-home cases, or 20 out-of-home children.

NOTE: Investigative caseload data as of 12/03/16. In-home data as of 12/15/16. Out-of-home data as of 12/15/16.

NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.

NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.

Department of Child Safety  
Case Count Summary Report  
Data for December 2016

	# of Units	# of Staff Required <sup>1/3</sup>	# of Staff Filled	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,294	100				
Region 20	755	58				
Region 30	331	25				
Region 40	163	13				
Region 50	1,120	86				
Total	3,663	282	207	18	283	13
<b>In-Home Cases</b>						
Region 10	2,090	63				
Region 20	1,233	37				
Region 30	540	16				
Region 40	219	7				
Region 50	1,914	58				
Total	5,996	182	153	39	210	29
<b>Out-of-Home Children</b>						
Region 10	6,435	322				
Region 20	3,036	152				
Region 30	1,309	65				
Region 40	495	25				
Region 50	5,993	300				
Region 9	10	1				
Region 106	40	2				
Total	17,318	866	615	28	843	21
			<u>975</u>		<u>1,336</u>	
Total Staff Required		<u>1,329</u>				
Number of Staff (Authorized)		<u>1,336</u>				
Number of Staff Needed Based on AZ Standards		<u>7</u>				
Number of New In-Home Cases	2,163					
Number of Continuing In-Home Cases	3,833					
Number of Closed In-Home Cases	2,323					
Number of New Out of Home Children	1,355					
Number of Continuing Out-of-Home Children	15,963					
Number of Children Leaving Care	1,450					
Cases Identified as Non-Active <sup>2/</sup>	2,486					
<p>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.</p> <p>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.</p> <p>3/ Number of Staff Required based on the following standards: a workload per case manager of 13 investigations, 33 in-home cases, or 20 out-of-home children.</p> <p>NOTE: Investigative caseload data as of 1/9/16. In-home data as of 1/16/16. Out-of-home data as of 1/16/16..</p> <p>NOTE: The inactive case counts shown above does not include those cases that are still in pending closure status. These numbers do not match the weekly inactive cases report which counts the pending closure cases as still open.</p> <p>NOTE: The number of authorized staff in this Case Count Summary does not include authorized positions designated for Hotline staff.</p>						

## **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 5a – 5n for data collected on these measures for July through December 2016.

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 DCS.
- Transferred from Another DCS Region – Number of staff hired in the report Region that transferred from another DCS region.
- Transferred from Another State Agency – An employee who was employed by another agency is hired by DCS (e.g., a Division of Behavioral Health Services employee is hired as a specialist or unit supervisor).
- Promotion from Within DCS – An employee who was previously in another DCS position that promoted to a specialist (e.g., a case aide who attained a Bachelor’s degree and now qualifies for a specialist position).
- Separation from State Service – An employee who has left employment with the State of Arizona.
- Transferred Outside DCS – The employee has left DCS 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 to Another DCS Region – Same as a Transferred from another DCS Region.
- Promotion Within DCS – An employee who was previously in a specialist position that promoted to a unit supervisor or another DCS position.
- Other – An employee who takes a voluntary demotion or some other occurrence (e.g., the employee is a program specialist, but decides to go back to being a specialist).
- Retention Rate – Calculated by taking the total filled positions (including those in training) less the positions leaving DCS and dividing that number by the total filled (including training).

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>DCS SPECIALISTS</b>	<b>REGION</b>						
<b>AS OF 8/1/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline/CO*</b>	<b>TOTAL</b>
AUTHORIZED	407	301	130	53	432	83	<b>1,406</b>
CASE CARRYING/HOTLINE (1)	271	242	88	45	338	82	<b>1,066</b>
TRAINING	110	71	24	5	108	0	<b>318</b>
VACANT	26	-12	18	3	-14	1	<b>22</b>
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	19	12	5	0	20	3	<b>59</b>
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	<b>0</b>
OTHER	0	0	0	0	0	0	<b>0</b>
<b>TOTAL NEW HIRES</b>	<b>19</b>	<b>12</b>	<b>5</b>	<b>0</b>	<b>20</b>	<b>3</b>	<b>59</b>
<b>LEAVING</b>							
<b>REGION</b>							
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	12	10	3	0	8	5	<b>38</b>
TRANSFERRED OUTSIDE DCS	3	2	1	0	1	0	<b>7</b>
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	<b>0</b>
OTHER (2)	0	0	0	0	0	0	<b>0</b>
<b>TOTAL LEAVING</b>	<b>15</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>45</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>96.1%</b>	<b>96.2%</b>	<b>96.4%</b>	<b>100.0%</b>	<b>98.0%</b>	<b>93.9%</b>	<b>96.7%</b>
MONTHLY DCS TURNOVER RATE (3)	<b>3.9%</b>	<b>3.8%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>6.1%</b>	<b>3.3%</b>

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>PROGRAM SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 8/1/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
AUTHORIZED	62	47	21	13	64	11	<b>218</b>
FILLED	60	48	20	9	61	12	<b>210</b>
VACANT	2	-1	1	4	3	-1	<b>8</b>
<b>NEW HIRES</b>	<b>REGION</b>						
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	1	0	2	0	1	0	<b>4</b>
TRANSFERRED FROM ANOTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	<b>0</b>
OTHER	0	0	0	0	0	0	<b>0</b>
<b>TOTAL NEW HIRES</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>LEAVING</b>	<b>REGION</b>						
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	2	0	0	0	1	0	<b>3</b>
TRANSFERRED OUTSIDE DCS	1	0	0	0	0	0	<b>1</b>
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	<b>0</b>
OTHER (1)	0	0	0	0	0	0	<b>0</b>
<b>TOTAL LEAVING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>MONTHLY RETENTION AND TURNOVER</b>	<b>REGION</b>						
<b>07/01/2016 - 07/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>95.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>98.4%</b>	<b>100.0%</b>	<b>98.1%</b>
MONTHLY DCS TURNOVER RATE (2)	<b>5.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>1.9%</b>

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED DCS SPECIALIST POSITIONS: 1:5.1

(1) DATA NOT AVAILABLE IN HRIS.

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

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>DCS SPECIALISTS</b>	<b>REGION</b>						
<b>AS OF 9/1/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline/CO*</b>	<b>TOTAL</b>
AUTHORIZED	407	301	130	53	432	83	<b>1,406</b>
CASE CARRYING/HOTLINE (1)	255	251	87	43	329	74	<b>1,039</b>
TRAINING	104	57	26	6	107	9	<b>309</b>
VACANT	48	-7	17	4	-4	0	<b>58</b>
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	13	3	6	2	19	1	<b>44</b>
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	<b>0</b>
OTHER	0	0	0	0	0	0	<b>0</b>
<b>TOTAL NEW HIRES</b>	<b>13</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>19</b>	<b>1</b>	<b>44</b>
<b>LEAVING</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	20	6	3	2	14	1	<b>46</b>
TRANSFERRED OUTSIDE DCS	2	1	1	0	1	0	<b>5</b>
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	<b>0</b>
OTHER (2)	0	0	0	0	0	0	<b>0</b>
<b>TOTAL LEAVING</b>	<b>22</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>15</b>	<b>1</b>	<b>51</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>93.9%</b>	<b>97.7%</b>	<b>96.5%</b>	<b>95.9%</b>	<b>96.6%</b>	<b>98.8%</b>	<b>96.2%</b>
MONTHLY DCS TURNOVER RATE (3)	<b>6.1%</b>	<b>2.3%</b>	<b>3.5%</b>	<b>4.1%</b>	<b>3.4%</b>	<b>1.2%</b>	<b>3.8%</b>

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.



**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>PROGRAM SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 9/1/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
AUTHORIZED	62	47	21	13	64	11	218
FILLED	59	49	21	9	64	12	214
VACANT	3	-2	0	4	0	-1	4
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	0	1	0	0	0	0	1
TRANSFERRED FROM ANOTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
<b>TOTAL NEW HIRES</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>LEAVING</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	1	1	0	0	1	0	3
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	0	0	0
<b>TOTAL LEAVING</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>08/01/2016 - 08/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	98.3%	98.0%	100.0%	100.0%	98.4%	100.0%	98.6%
MONTHLY DCS TURNOVER RATE (2)	1.7%	2.0%	0.0%	0.0%	1.6%	0.0%	1.4%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

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

(1) DATA NOT AVAILABLE IN HRIS.

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

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

DCS SPECIALISTS	REGION						
AS OF 10/1/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline/CO*	TOTAL
AUTHORIZED	407	301	130	53	432	83	1,406
CASE CARRYING/HOTLINE (1)	252	245	91	41	325	78	1,032
TRAINING	110	47	27	6	100	6	296
VACANT	45	9	12	6	7	-1	78
<b>NEW HIRES</b>							
<b>REGION</b>							
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	16	0	9	1	5	0	31
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	16	0	9	1	5	0	31
<b>LEAVING</b>							
<b>REGION</b>							
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	9	11	1	2	10	1	34
TRANSFERRED OUTSIDE DCS	1	1	2	0	1	0	5
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	0
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	10	12	3	2	11	1	39
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.2%	95.9%	97.5%	95.7%	97.4%	98.8%	97.1%
MONTHLY DCS TURNOVER RATE (3)	2.8%	4.1%	2.5%	4.3%	2.6%	1.2%	2.9%

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

PROGRAM SUPERVISORS	REGION						
AS OF 10/1/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	62	47	21	13	64	11	218
FILLED	63	48	23	9	63	12	218
VACANT	-1	-1	-2	4	1	-1	0
NEW HIRES	REGION						
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
TRANSFERRED FROM ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY (1)	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	1	2	0	1	3	0	7
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
TOTAL NEW HIRES	1	2	0	1	0	0	7
LEAVING	REGION						
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	0	2	0	2
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	0	0	0
TOTAL LEAVING	0	0	0	0	2	0	2
MONTHLY RETENTION AND TURNOVER	REGION						
09/01/2016 - 09/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	96.8%	100.0%	99.1%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%	0.9%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED DCS SPECIALIST POSITIONS: 1:4.7

(1) DATA NOT AVAILABLE IN HRIS.

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

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

DCS SPECIALISTS	REGION						
AS OF 11/1/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline/CO*	TOTAL
AUTHORIZED	407	301	130	53	432	83	1,406
CASE CARRYING/HOTLINE (1)	259	257	90	41	317	77	1,041
TRAINING	126	34	30	6	98	7	301
VACANT	22	10	10	6	17	-1	64
NEW HIRES (Specialist Only)	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	32	5	3	0	10	2	52
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	32	5	3	0	10	2	52
LEAVING (Specialist Only)	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	3	5	1	0	9	1	19
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	1	1
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	0
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	3	5	1	0	9	2	20
MONTHLY RETENTION AND TURNOVER	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	99.2%	98.3%	99.2%	100.0%	97.8%	97.6%	98.5%
MONTHLY DCS TURNOVER RATE (3)	0.8%	1.7%	0.8%	0.0%	2.2%	2.4%	1.5%

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

PROGRAM SUPERVISORS	REGION						
AS OF 11/1/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	62	47	21	13	64	11	218
FILLED	65	51	23	9	64	13	225
VACANT	-3	-4	-2	4	0	-2	-7
NEW HIRES (Prog. Spv. Only)	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	2	2	0	0	0	0	4
TRANSFERRED FROM ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY (1)	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	2	2	0	0	0	0	4
LEAVING (Prog. Spv. Only)	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	1	0	1	0	0	0	2
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	0	0	0
TOTAL LEAVING	1	0	1	0	0	0	2
MONTHLY RETENTION AND TURNOVER	REGION						
10/01/2016 - 10/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.5%	100.0%	95.7%	100.0%	100.0%	100.0%	99.1%
MONTHLY DCS TURNOVER RATE (2)	1.5%	0.0%	4.3%	0.0%	0.0%	0.0%	0.9%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED DCS SPECIALIST POSITIONS: 1:4.6

(1) DATA NOT AVAILABLE IN HRIS.

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

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>DCS SPECIALISTS</b>	<b>REGION</b>						
<b>AS OF 12/1/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline/CO*</b>	<b>TOTAL</b>
AUTHORIZED	408	301	129	53	432	83	<b>1,406</b>
CASE CARRYING/HOTLINE (1)	291	266	92	44	342	75	<b>1,110</b>
TRAINING	105	29	28	3	91	9	<b>265</b>
VACANT	12	6	9	6	-1	-1	<b>31</b>
<b>NEW HIRES (Specialist Only)</b>							
	<b>REGION</b>						
<b>11/01/2016 - 11/30/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	21	5	6	3	14	0	<b>49</b>
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	<b>0</b>
OTHER	0	0	0	0	0	0	<b>0</b>
TOTAL NEW HIRES	21	5	6	3	14	0	<b>49</b>
<b>LEAVING (Specialist Only)</b>							
	<b>REGION</b>						
<b>11/01/2016 - 11/30/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	6	5	4	1	6	1	<b>23</b>
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	<b>0</b>
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	<b>0</b>
OTHER (2)	0	0	0	0	0	0	<b>0</b>
TOTAL LEAVING	6	5	4	1	6	1	<b>23</b>
<b>MONTHLY RETENTION AND TURNOVER</b>							
	<b>REGION</b>						
<b>11/01/2016 - 11/30/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>98.5%</b>	<b>98.3%</b>	<b>96.7%</b>	<b>97.9%</b>	<b>98.6%</b>	<b>98.8%</b>	<b>98.3%</b>
MONTHLY DCS TURNOVER RATE (3)	<b>1.5%</b>	<b>1.7%</b>	<b>3.3%</b>	<b>2.1%</b>	<b>1.4%</b>	<b>1.2%</b>	<b>1.7%</b>

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

PROGRAM SUPERVISORS	REGION						
AS OF 12/1/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	62	47	21	13	64	11	218
FILLED	67	50	23	9	64	13	226
VACANT	-5	-3	-2	4	0	-2	-8
NEW HIRES (Prog. Spv. Only)	REGION						
11/01/2016 - 11/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
TRANSFERRED FROM ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY (1)	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	0	0	0	0	0	0
LEAVING (Prog. Spv. Only)	REGION						
11/01/2016 - 11/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	1	0	0	0	0	1
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	0	0	0
TOTAL LEAVING	0	1	0	0	0	0	1
MONTHLY RETENTION AND TURNOVER	REGION						
11/01/2016 - 11/30/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	98.0%	100.0%	100.0%	100.0%	100.0%	99.6%
MONTHLY DCS TURNOVER RATE (2)	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.4%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

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

(1) DATA NOT AVAILABLE IN HRIS.

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

### DCS SPECIALIST AND SUPERVISOR ACTIVITY

DCS SPECIALISTS	REGION						
AS OF 1/3/2017	Central	Pima	Northern	Southeastern	Southwestern	Hotline/CO*	TOTAL
AUTHORIZED	408	301	129	53	432	83	1,406
CASE CARRYING/HOTLINE (1)	301	270	95	43	371	73	1,153
TRAINING	81	17	24	3	57	7	189
VACANT	26	14	10	7	4	3	64
NEW HIRES (Specialist Only)	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	17	11	6	0	17	2	53
TRANSFER FROM OTHER DCS REGION (2)	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY (2)	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS (2)	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	17	11	6	0	17	2	53
LEAVING (Specialist Only)	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	9	5	2	0	3	3	22
TRANSFERRED OUTSIDE DCS	1	2	1	0	0	0	4
TRANSFERRED TO ANOTHER DCS REGION (2)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (2)	0	0	0	0	0	0	0
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	10	7	3	0	3	3	26
MONTHLY RETENTION AND TURNOVER	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.4%	97.6%	97.5%	100.0%	99.3%	96.3%	98.1%
MONTHLY DCS TURNOVER RATE (3)	2.6%	2.4%	2.5%	0.0%	0.7%	3.8%	1.9%

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.



### DCS SPECIALIST AND SUPERVISOR ACTIVITY

PROGRAM SUPERVISORS	REGION						
AS OF 1/3/2017	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	62	47	21	13	64	11	218
FILLED	67	51	22	9	65	13	227
VACANT	-5	-4	-1	4	-1	-2	-9
NEW HIRES (Prog. Spv. Only)	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	1	0	0	0	0	1
TRANSFERRED FROM ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY (1)	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCS	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	0	1	0	0	0	0	1
LEAVING (Prog. Spv. Only)	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	1	0	0	0	1
TRANSFERRED OUTSIDE DCS	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	0
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	0	0	0
TOTAL LEAVING	0	0	1	0	0	0	1
MONTHLY RETENTION AND TURNOVER	REGION						
12/01/2016 - 12/31/2016	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	95.5%	100.0%	100.0%	100.0%	99.6%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.4%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED DCS SPECIALIST POSITIONS: 1:5.1

(1) DATA NOT AVAILABLE IN HRIS.

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

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>DCS SPECIALISTS</b>	<b>REGION</b>						
<b>AS OF 1/3/2017</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
AUTHORIZED	408	301	129	53	432	83	<b>1,406</b>
CASE CARRYING/HOTLINE (1)	301	270	95	43	371	73	<b>1,153</b>
TRAINING	81	17	24	3	57	7	<b>189</b>
VACANT	26	14	10	7	4	3	<b>64</b>
<b>NEW HIRES (Specialist Only)</b>	<b>REGION</b>						
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	118	36	35	6	85	8	<b>288</b>
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS (2)	0	0	0	0	0	0	<b>0</b>
OTHER	0	0	0	0	0	0	<b>0</b>
TOTAL NEW HIRES	118	36	35	6	85	8	<b>288</b>
<b>LEAVING (Specialist Only)</b>	<b>REGION</b>						
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	59	42	14	5	50	12	<b>182</b>
TRANSFERRED OUTSIDE DCS	7	6	5	0	3	1	<b>22</b>
TRANSFERRED TO ANOTHER DCS REGION (3)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (3)	0	0	0	0	0	0	<b>0</b>
OTHER (3)	0	0	0	0	0	0	<b>0</b>
TOTAL LEAVING	66	48	19	5	53	13	<b>204</b>
<b>MONTHLY RETENTION AND TURNOVER</b>	<b>REGION</b>						
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>65.4%</b>	<b>66.6%</b>	<b>68.1%</b>	<b>78.3%</b>	<b>75.2%</b>	<b>67.5%</b>	<b>69.6%</b>
TOTAL ANNUALIZED TURNOVER RATE	<b>34.6%</b>	<b>33.4%</b>	<b>31.9%</b>	<b>21.7%</b>	<b>24.8%</b>	<b>32.5%</b>	<b>30.4%</b>

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

(2) DATA NOT AVAILABLE IN HRIS.

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

(\*) Seven Specialist positions are reporting to the DCS Deputy Director in Central Office conducting field work activities.

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>PROGRAM SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 1/3/2017</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
AUTHORIZED	62	47	21	13	64	11	<b>218</b>
FILLED	63	48	23	9	63	12	<b>218</b>
VACANT	-1	-1	-2	4	1	-1	<b>0</b>
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
NEW HIRES TO STATE	3	4	2	0	1	0	<b>10</b>
TRANSFERRED FROM ANOTHER DCS REGION	0	0	0	0	0	0	<b>0</b>
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	<b>0</b>
PROMOTION FROM WITHIN DCS	1	2	0	1	3	0	<b>7</b>
	0	0	0	0	0	0	<b>0</b>
TOTAL NEW HIRES	4	6	2	1	4	0	<b>17</b>
<b>LEAVING</b>							
<b>REGION</b>							
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
SEPARATION FROM STATE SERVICE	4	2	2	0	4	0	<b>12</b>
TRANSFERRED OUTSIDE DCS	1	0	0	0	0	0	<b>1</b>
TRANSFERRED TO ANOTHER DCS REGION (1)	0	0	0	0	0	0	<b>0</b>
PROMOTED WITHIN DCS (1)	0	0	0	0	0	0	<b>0</b>
OTHER (1)	0	0	0	0	0	0	<b>0</b>
TOTAL LEAVING	5	2	2	0	4	0	<b>13</b>
<b>ANNUALIZED RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>07/01/2016 - 12/31/2016</b>	<b>Central</b>	<b>Pima</b>	<b>Northern</b>	<b>Southeastern</b>	<b>Southwestern</b>	<b>Hotline</b>	<b>TOTAL</b>
RETENTION RATE	<b>84.1%</b>	<b>91.7%</b>	<b>82.6%</b>	<b>100.0%</b>	<b>87.3%</b>	<b>100.0%</b>	<b>88.1%</b>
TOTAL ANNUALIZED TURNOVER RATE	<b>15.9%</b>	<b>8.3%</b>	<b>17.4%</b>	<b>0.0%</b>	<b>12.7%</b>	<b>0.0%</b>	<b>11.9%</b>

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL DCS SPECIALIST POSITIONS: 1:6.4

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED DCS SPECIALIST POSITIONS: 1:5.3

(1) DATA NOT AVAILABLE IN HRIS.

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

## **FEDERAL AND STATE EXPENDITURES**

- 6. The source and use of federal monies in the Department of Child Safety.**
- 7. The source and use of state monies in the Department of Child Safety.**

Please see page 6a for data collected on these measures for fiscal year 2017. Costs include anticipated 13<sup>th</sup> month expenditures and administrative adjustments.

## FY 2017 TOTAL DCS ESTIMATED EXPENDITURES<sup>1/</sup>

	Appropriated Funds						Expenditure Authority Funds							All Funds
	GF	TANF	CCDF	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	AZ Lottery Funds	Title XIX	Other	Total Approp. & Non-Approp.
FTE	1,643.2	539.7		1.0		2,183.9	13.1	18.6	633.1	30.0	14.4	129.0	35.0	3,057.1
Operating	58,927.1	16,928.0			-	75,855.1	-	700.0	15,392.9	-		13,729.7	1,568.0	107,245.7
Caseworker	40,608.1	30,000.0			207.1	70,815.2	5,561.5	-	12,252.0	5,463.2	-	-	-	94,091.9
Case Aides	659.4	-	-	-	-	659.4	-	-	62.9	-	-	-	-	722.3
Backlog Privatization	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Retention Pay	1,264.4	-	-	-	-	1,264.4	-	-	-	-	-	-	-	1,264.4
Overtime	1,462.1	3,859.5	-	-	-	5,321.6	-	-	1,916.6	-	-	-	-	7,238.2
Records Retention	401.9	-	-	-	-	401.9	-	-	96.0	-	-	-	-	497.9
Inspections Bureau	1,560.5	549.7	-	-	-	2,110.2	-	-	445.1	-	-	-	-	2,555.3
General Counsel	155.5	-	-	-	-	155.5	-	-	-	-	-	-	-	155.5
Office of Child Welfare Investigations	7,292.8	-	-	-	-	7,292.8	-	-	-	-	-	-	-	7,292.8
Training Resources	150.0	-	-	-	-	150.0	-	-	5,000.0	-	-	-	-	5,150.0
Adoption Services	76,358.1	20,445.7	-	-	-	96,803.8	-	1,629.0	125,747.7	-	-	-	1,960.0	226,140.5
Permanent Guardianship	10,356.8	1,943.0	-	-	-	12,299.8	-	-	-	-	-	-	-	12,299.8
Independent Living Maintenance	2,597.6	-	-	-	-	2,597.6	-	-	-	-	-	-	1,541.6	4,139.2
Grandparent Stipends	900.0	-	-	-	-	900.0	-	-	-	-	-	-	-	900.0
Emergency & Residential Placement	44,015.8	16,423.0	-	-	-	60,438.8	-	-	35,113.1	5,849.5	-	-	-	101,401.4
Foster Care Placement	26,846.3	6,973.1	-	-	-	33,819.4	-	-	24,004.2	-	-	-	-	57,823.6
Out-of-Home Support Services	74,909.1	46,340.1	-	-	-	121,249.2	-	-	30,710.2	-	41,000.0	-	4,625.5	197,584.9
In-Home Mitigation	16,865.3	5,911.2	-	1,000.0	-	23,776.5	5,550.0	-	-	-	-	-	-	29,326.5
Prevention Services	4,000.0	-	27,000.0	-	-	4,000.0	-	-	13,070.0	-	6,100.0	-	5,048.3	15,148.3
AG Special Line Item	19,088.7	99.4	-	-	-	19,188.1	-	-	4,072.7	1,423.8	-	-	125.0	24,809.6
<b>Total DCS</b>	<b>396,717.5</b>	<b>149,472.7</b>	<b>27,000.0</b>	<b>1,000.0</b>	<b>207.1</b>	<b>574,397.3</b>	<b>5,561.5</b>	<b>7,879.0</b>	<b>268,683.4</b>	<b>12,736.5</b>	<b>6,100.0</b>	<b>54,729.7</b>	<b>14,868.4</b>	<b>944,955.8</b>
Percent of Total	42.0%	15.8%	2.9%	0.1%	0.0%	60.8%	0.6%	0.8%	28.4%	1.3%	0.6%	5.8%	1.6%	100.0%

**EMPLOYEE SATISFACTION**

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

FY 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Employee satisfaction rating for employees completing the academy (Scale 1-5)	3.04	4.62	4.62

**9. Employee satisfaction rating for employees in the Department of Child Safety.  
 (Scale 1-5)**

FY 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Employee satisfaction rating for training in the Department of Child Safety (Scale 1-5)	3.6	3.6	3.6

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

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

FY 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Percent of original dependency cases where court denied or dismissed.	.25%	.35%	.25%

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

FY 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Percent of Office of Administrative Hearings decisions where case findings are affirmed.	61.12%	80.72%	74.07%

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

FY 2016 and FY 2017

	Actual Qtr. 1 & 2 FY 2016	Actual Qtr. 3 & 4 FY 2016	Estimate Qtr. 1 & 2 FY 2017
Percent of complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.	18.54%	34.00%	26.00%

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

FY 2016 and FY 2017

	Actual June FY 2016	Actual December FY 2016	Estimate June FY 2017
Number of children in licensed foster care, kinship care, or other family-style placement. (Includes trial home visits)	14,454*	13,369	14,011

\*Number updated since the last reporting period.

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

FY 2016 and FY 2017

	Actual June FY 2016	Actual December FY 2017	Estimate June FY 2017
Number of children in group homes, shelters, residential centers or other congregate care settings.	2,727*	2,360	2,473

\*Number updated since the last reporting period.

**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 2016 and FY 2017

	Actual Qtr. 3 & 4 FY 2016	Actual Qtr. 1 & 2 FY 2017	Estimate Qtr. 3 & 4 FY 2017
Number of children in shelter care for more than 21 days.	1,059*	980	1,027
Average number of days in care for these children (including only shelter settings).	118.1*	103.3	108.3

\*Number updated since the last reporting period..

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

FY 2016 and FY 2017

	Actual June FY 2016	Actual December FY 2017	Estimate June FY 2017
Number of children 0 to 3 years old in shelter care.	34*	19	20

\*Number updated since the last reporting period.

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

FY 2016 and FY 2017

	Actual June FY 2016	Actual December FY 2017	Estimate June FY 2017
Number of children 0 to 6 years old in group homes.	102*	106	111

\*Number updated since the last reporting period.

**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 Department's initial Title IV-E Waiver program ended on December 31, 2008. In 2013, the Department began to develop a new Title IV-E Waiver application. The application was approved by the federal Children's Bureau, and the Department began developing the intervention demonstration project. In addition, the Department in partnership with Arizona State University developed the demonstration project evaluation plan. Both have also been approved by the



Children's Bureau allowing the Department to begin implementation July 1, 2016. The IV-E Waiver is now known in Arizona as Fostering Sustainable Connections (FSC). Engaging families is a key component for strong, healthy children. The Department is committed to helping build family support systems that keep children safe and nurtured by connecting them with caring adults who will engage in meaningful and lasting relationships. Furthermore, FSC is committed to reducing the number of children currently living in group homes and shelter care, in addition to reducing the length of time they spend in these facilities. During this reporting period, no expenditures have been incurred for the provision of services.

## **FAITH-BASED ORGANIZATIONS**

### ***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.**

Arizona continues to partner with many faith-based organizations across the state. Some specific instances include:

- **Chandler Christian Church**

For the third consecutive year Chandler Christian Church has supported children in foster care. During the 2016 holiday season, members of the congregation gathered hundreds of cleaning supplies and personal hygiene items that were given to youth participating in the Young Adult Program (YAP). Donated items were delivered to the YAP office in early December so DCS Specialists could personally deliver the items to youth in Maricopa County.

- **Church for the Nations**

The holidays also provided Church for the Nations an opportunity to bless youth in foster care as they hosted a Christmas Party for 125 children and youth and provided gifts for everyone in attendance.

- **CarePortal Program**

The Care Portal has been established in Maricopa and Pima counties. The Care Portal utilizes churches to meet the needs of families to prevent removal. DCS rolled out the Care Portal in Pima County in December 2015 and expanded it to Maricopa County in September 2016. Since the program started in December 2015, the churches in the community have assisted 649 children in 281 families with goods and services in the family home. The Care Portal is technology that allows "real time" information to be passed from DCS to the local faith-based community; thus, connecting families to churches in their local community to assist with concrete resources.

- **Foster Arizona**

Foster Arizona continues to raise awareness of the needs of older children and youth in foster care. Through their video series of featured children, videos are available for use in the faith community as well as the community at large. In November they hosted an awareness-raising event at Butterfly Wonderland in Scottsdale. Here youth speakers, foster parents and a former juvenile judge shared stories with prospective foster parents.

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- **Scottsdale Bible Church**

Scottsdale Bible Church partnered with the Department in several ways during this current reporting period. In August the church hosted the annual meeting and training event for Arizona 1.27 churches. The keynote speaker for the event was Jason Johnson, a foster and adoptive father and regular writer and speaker on orphan care related issues. With over 14 years of church-based ministry and leadership experience and his family's foster and adoptive journey, Johnson works for an organization that helps church leaders implement structure, strategy and sustainable mechanisms of orphan care ministry within their churches.

Scottsdale Bible Church also hosted a Holiday Formal for participants in the Young Adult Program. In addition to providing the location, the church provided refreshments and desserts for the youth

- **First Baptist Church of Scottsdale**

First Baptist Church of Scottsdale opened up their facility to host an overnight youth lock-in for members of the Young Adult Program. This annual tradition is always a great event for the youth as they get to experience a bit of normalcy while learning skills — including money management, navigating renting an apartment, and buying their first car — that will assist them as they venture out on their own.

- **GAP Ministries**

Tucson's GAP Ministries, in collaboration with many area churches and other groups made a very special Christmas happen for over 150 children and teens in foster care. Adults spent time wrapping gifts for each child and celebrated with the children at a holiday party.

In addition, GAP Ministries has launched a culinary cooking school to help prepare youth with marketable skills. Lead instructors include John Hohn and Cassandra Quintero (Chef Cassy) both of whom honed their skills at Loews Ventana Canyon Resort in Tucson.

- **Children's Heart Gallery (CHG)**

The Children's Heart Gallery (CHG) continues to expand, as does the partnership with the JohnJay and Rich Cares for Kids Foundation. This partnership first developed through AZ 1.27, as both JohnJay and Rich are members of AZ 1.27 founding churches. The Foundation supported the shoots by providing staff, food and other supplies. The Department has partnered with New Valley Community Church, Desert Springs Community Church, Sun Valley Church, Canyon Bible Church-Prescott Valley, Life Point Church-Flagstaff, Pure Heart Church, AZ Faith and Families, and Cornerstone Church for CHG activities.

- **Southern Baptist Churches throughout Arizona**

Plans are underway for an information and awareness campaign in all Southern Baptist Churches across Arizona. The campaign will be part of the denomination's Vacation Bible School curriculum. In addition to providing information about becoming a foster parent, participants will receive bookmarks highlighting children from the Children's Heart Gallery.

- **Tucson Area Faith Partners**

DCS staff in Pima County continue to utilize The CarePortal. The CarePortal helps DCS staff link multiple churches to needy children and families involved in the child welfare system. Often, families caring for children in foster care are presented with a variety of challenges that could place a stable home in jeopardy. Without help, this could result in a child being displaced unnecessarily.

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In addition, four Tucson/DCS church partnerships are continuing to engage local churches to train volunteers – the main pieces seem to be volunteering at the Madera Welcome Center and supporting families at the Team Decision Making meetings.