



June 24, 2014

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

Re: DCS Bi-Annual Financial and Program Accountability Report

Dear Governor Brewer:

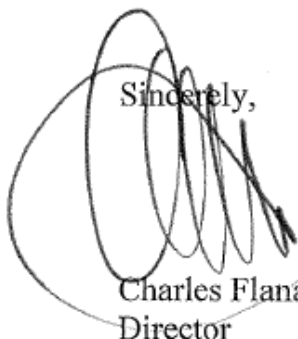
Pursuant to A.R.S. § 8-818, the Department of Child Safety (DCS) submits this financial and program accountability report for the period of July 2013 through December 2013.

During the first half of fiscal year 2014, 296 employees graduated from training, and an additional 300 are expected to have graduated by the end of the fiscal year. With these newly trained caseworkers, the Department was still 138 staff short of meeting the Arizona caseload standard for caseworkers as of December 2013. This staff need has been addressed in the supplemental appropriation for fiscal year 2014 and the subsequent budget legislation for fiscal year 2015, bringing the number of authorized FTE Positions for caseworkers to 1,370.

Over the reporting period covered, the Department's annualized retention rate for caseworkers was approximately 78 percent and for supervisors was nearly 99 percent. As of December 2013, there were 12,005 children in licensed foster care, kinship care, or other family-style placements. There were 2,027 in congregate care settings, of whom 96 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) 542-5844.

Sincerely,



Charles Flanagan  
Director

Enclosure

cc: Representative John Kavanagh, Chairman, House of Representatives Appropriations Committee  
Representative Steve Montenegro, Chairman, House of Representatives Reform and Human Services Committee  
Senator Don Shooter, Chairman, Senate Appropriations Committee  
Senator Nancy Barto, Chairman, Senate Health and Human Services Committee  
Richard Stavneak, Director, Joint Legislative Budget Committee  
John Arnold, Director, Governor's Office of Strategic Planning and Budgeting  
Joan Clark, Director, Arizona State Library, Archives and Public Records

**DEPARTMENT OF CHILD SAFETY ACCOUNTABILITY FACTORS**  
**Bi-Annual Financial and Program Accountability Report (DCS Report)**  
**February 2014**

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 bi-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. In addition, five more measures were recommended by the JLBC to be included in the Report. The February 2014 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 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.
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 DCS training academy is approximately 22 weeks.**

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Enrolled in training beginning of period	285	224	219
Newly enrolled during period	307	213	213
Graduated training during period	368	296	300
Enrolled in training end of period	224	141	207

## 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 3a – 3f for data collected on these measures for July through December 2013.

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 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,116	112				
Region 20	556	56				
Region 30	344	34				
Region 40	142	14				
Region 50	1,066	107				
Total	3,224	322	156	21	214	15
<b>In-Home Cases</b>						
Region 10	1,599	84				
Region 20	1,088	57				
Region 30	446	23				
Region 40	256	14				
Region 50	1,674	88				
Total	5,063	267	147	34	202	25
<b>Out-of-Home Children</b>						
Region 10	3,699	231				
Region 20	3,396	212				
Region 30	902	56				
Region 40	458	29				
Region 50	6,274	392				
District IX	13	1				
Total	14,742	921	563	26	708	21
			<u>866</u>		<u>1,124</u>	
Total Staff Required		<u>1,511</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Standards		<u>(387)</u>				
Number of New In-Home Cases	1,794					
Number of Continuing In-Home Cases	3,269					
Number of Closed In-Home Cases	1,948					
Number of New Out-of-Home Children	1,329					
Number of Continuing Out-of-Home Children	13,413					
Number of Children Leaving Care	1,195					
Cases Identified as Non-Active <sup>5</sup>	10,735					

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

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

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of August 3, 2013. In-home data as of August 15, 2013. Out-of-home data as of August 7, 2013.

Department of Child Safety  
Case Count Summary Report  
Data for August 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,330	133				
Region 20	673	67				
Region 30	341	34				
Region 40	146	15				
Region 50	1,231	123				
Total	3,721	372	161	23	202	18
<b>In-Home Cases</b>						
Region 10	1,786	94				
Region 20	1,038	55				
Region 30	462	24				
Region 40	285	14				
Region 50	1,700	89				
Total	5,271	276	152	35	191	28
<b>Out-of-Home Children</b>						
Region 10	3,706	232				
Region 20	3,477	217				
Region 30	909	57				
Region 40	464	29				
Region 50	6,363	398				
District IX	10	1				
Total	14,929	934	580	26	731	20
			<u>893</u>		<u>1,124</u>	
Total Staff Required		<u>1,582</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Standards		<u>(458)</u>				
Number of New In-Home Cases	2,094					
Number of Continuing In-Home Cases	3,177					
Number of Closed In-Home Cases	1,886					
Number of New Out-of-Home Children	1,449					
Number of Continuing Out-of-Home Children	13,480					
Number of Children Leaving Care	1,125					
Cases Identified as Non-Active <sup>5</sup>	10,351					

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

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

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of September 7, 2013. In-home data as of September 16, 2013. Out-of-home data as of September 21, 2013.

Department of Child Safety  
Case Count Summary Report  
Data for September 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,138	114				
Region 20	592	59				
Region 30	348	35				
Region 40	127	13				
Region 50	995	100				
Total	3,200	320	164	20	202	16
<b>In-Home Cases</b>						
Region 10	1,979	104				
Region 20	1,018	54				
Region 30	463	24				
Region 40	259	14				
Region 50	1,737	91				
Total	5,456	288	155	35	191	29
<b>Out-of-Home Children</b>						
Region 10	3,728	233				
Region 20	3,446	215				
Region 30	900	56				
Region 40	495	31				
Region 50	6,460	404				
District IX	8	1				
Total	15,037	940	590	25	731	21
			<u>909</u>		<u>1,124</u>	
Total Staff Required		<u>1,547</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Standards		<u>(423)</u>				
Number of New In-Home Cases	1,928					
Number of Continuing In-Home Cases	3,528					
Number of Closed In-Home Cases	1,743					
Number of New Out-of-Home Children	1,352					
Number of Continuing Out-of-Home Children	13,685					
Number of Children Leaving Care	1,150					
Cases Identified as Non-Active <sup>5</sup>	9,998					

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

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

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of November 2, 2013. In-home data as of October 15, 2013. Out-of-home data as of November 16, 2013.



Department of Child Safety  
Case Count Summary Report  
Data for October 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,286	99				
Region 20	640	49				
Region 30	354	27				
Region 40	152	12				
Region 50	1,292	99				
Total	3,724	286	175	21	212	18
<b>In-Home Cases</b>						
Region 10	2,052	62				
Region 20	1,013	31				
Region 30	491	15				
Region 40	237	7				
Region 50	1,791	54				
Total	5,584	169	152	37	183	30
<b>Out-of-Home Children</b>						
Region 10	3,812	191				
Region 20	3,423	171				
Region 30	917	46				
Region 40	523	26				
Region 50	6,464	323				
District IX	11	1				
Total	15,150	758	605	25	729	21
			<u>932</u>		<u>1,125</u>	
Total Staff Required		<u>1,213</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Revised Standards		<u>(89)</u>				
Number of New In-Home Cases	2,068					
Number of Continuing In-Home Cases	3,516					
Number of Closed In-Home Cases	1,940					
Number of New Out-of-Home Children	1,372					
Number of Continuing Out-of-Home Children	13,778					
Number of Children Leaving Care	1,259					
Cases Identified as Non-Active <sup>5</sup>	9,748					

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

2/ 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.

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of December 7, 2013. In-home data as of November 15, 2013. Out-of-home data as of December 21, 2013.

Department of Child Safety  
Case Count Summary Report  
Data for November 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,228	94				
Region 20	620	48				
Region 30	314	24				
Region 40	149	11				
Region 50	1,209	93				
Total	3,520	271	200	18	234	15
<b>In-Home Cases</b>						
Region 10	2,404	73				
Region 20	1,077	33				
Region 30	460	14				
Region 40	271	8				
Region 50	2,297	70				
Total	6,509	197	175	37	206	32
<b>Out-of-Home Children</b>						
Region 10	3,884	194				
Region 20	3,367	168				
Region 30	896	45				
Region 40	536	27				
Region 50	6,352	318				
District IX	12	1				
Total	15,047	752	584	26	684	22
			<u>960</u>		<u>1,124</u>	
Total Staff Required		<u>1,220</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Revised Standards		<u>(96)</u>				
Number of New In-Home Cases	2,974					
Number of Continuing In-Home Cases	3,535					
Number of Closed In-Home Cases	2,049					
Number of New Out-of-Home Children	1,281					
Number of Continuing Out-of-Home Children	13,766					
Number of Children Leaving Care	1,384					
Cases Identified as Non-Active <sup>5</sup>	10,159					

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

2/ 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.

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of January 4, 2014. In-home data as of December 16, 2013. Out-of-home data as of January 18, 2014.

Department of Child Safety  
Case Count Summary Report  
Data for December 2013

	# of Units	# of Staff Required <sup>1,2</sup>	# of Staff Filled <sup>3,4</sup>	Workload per FTE	# of Staff Authorized	Workload per FTE
<b>Investigations</b>						
Region 10	1,196	92				
Region 20	610	47				
Region 30	288	22				
Region 40	148	11				
Region 50	1,111	85				
Total	3,353	258	205	16	234	14
<b>In-Home Cases</b>						
Region 10	2,791	85				
Region 20	1,558	47				
Region 30	545	17				
Region 40	310	9				
Region 50	3,182	96				
Total	8,386	254	180	47	206	41
<b>Out-of-Home Children</b>						
Region 10	3,868	193				
Region 20	3,324	166				
Region 30	899	45				
Region 40	519	26				
Region 50	6,392	320				
District IX	14	1				
Total	15,016	751	598	25	684	22
			<u>983</u>		<u>1,124</u>	
Total Staff Required		<u>1,263</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Revised Standards		<u>(139)</u>				
Number of New In-Home Cases	4,210					
Number of Continuing In-Home Cases	4,176					
Number of Closed In-Home Cases	2,333					
Number of New Out-of-Home Children	1,214					
Number of Continuing Out-of-Home Children	13,802					
Number of Children Leaving Care	1,245					
Cases Identified as Non-Active <sup>5</sup>	11,007					

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2/ 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.

3/ Excludes staff in training.

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

5/ 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 cases may be ready for closure; however, required final documentation has not been entered.

NOTE: Investigative caseload data as of February 1, 2014. In-home data as of January 15, 2014. Out-of-home data as of February 15, 2014.

## **EMPLOYEE RATIOS AND TURNOVER**

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

Please see pages 4a – 4n for data collected on these measures for July through December 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 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).
- Promotion from Within DES – These are new hires to DCS 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 DCS – Continued Employment with DES – The employee has left DCS but went to work for another Division within DES.
- 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>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 7/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	374	219	121	43	364	66	1,187
<i>CASE CARRYING/HOTLINE (1)</i>	293	168	95	37	273	66	932
<i>TRAINING</i>	81	51	26	6	91	0	255
VACANT	-25	40	7	11	-30	4	7
<b>NEW HIRES</b>							
	<b>REGION</b>						
<b>7/1/2013 - 7/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	12	9	4	3	12	5	45
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	2	0	0	0	1	0	3
PROMOTION FROM WITHIN DCS	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	14	9	4	3	14	5	49
<b>LEAVING</b>							
	<b>REGION</b>						
<b>7/1/2013 - 7/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	8	9	2	1	6	0	26
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	1	1	0	1	0	3
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	8	10	3	1	7	0	29
<b>MONTHLY RETENTION AND TURNOVER</b>							
	<b>REGION</b>						
<b>7/1/2013 - 7/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.9%	95.9%	98.3%	97.7%	98.4%	100.0%	97.8%
MONTHLY DCS TURNOVER RATE (3)	2.1%	4.1%	1.7%	2.3%	1.6%	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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 7/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	48	36	20	4	45	9	162
VACANT	3	1	1	7	4	2	18
<b>NEW HIRES</b>							
<b>7/1/2013 - 7/31/2013</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
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	1	0	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	0	1	0	0	0	0	1
<b>LEAVING</b>							
<b>7/1/2013 - 7/31/2013</b>							
	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 DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	1	0	1
OTHER(1)	1	0	0	0	0	0	1
TOTAL LEAVING	1	0	0	1	1	0	3
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>7/1/2013 - 7/31/2013</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	75.0%	100.0%	100.0%	99.4%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 08/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	359	218	123	43	380	68	1,191
<i>CASE CARRYING/HOTLINE (1)</i>	295	177	94	0	291	68	925
<i>TRAINING</i>	64	41	29	0	89	0	223
VACANT	-10	41	5	11	-46	2	3
<b>NEW HIRES</b>	<b>REGION</b>						
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	10	8	7	1	10	4	40
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	1	0	0	0	0	0	1
PROMOTION FROM WITHIN DCS	0	0	1	0	0	0	1
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	4	0	4
<b>TOTAL NEW HIRES</b>	11	8	8	1	14	4	46
<b>LEAVING</b>	<b>REGION</b>						
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	11	4	4	2	8	1	30
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	1	1	0	0	2	1	5
OTHER (2)	0	0	0	0	0	0	0
<b>TOTAL LEAVING</b>	12	5	4	2	10	2	35
<b>MONTHLY RETENTION AND TURNOVER</b>	<b>REGION</b>						
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	96.9%	98.2%	96.7%	95.3%	97.9%	98.5%	97.5%
MONTHLY DCS TURNOVER RATE (3)	3.1%	1.8%	3.3%	4.7%	2.1%	1.5%	2.5%

(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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 08/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	49	37	19	4	42	9	160
VACANT	2	0	2	7	7	2	20
<b>NEW HIRES</b>							
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
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	1	0	0	0	1	1	3
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	1	0	0	0	1	1	3
<b>LEAVING</b>							
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	1	0	0	0	1
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	0	1	1
OTHER(1)	1	0	0	0	2	0	3
TOTAL LEAVING	1	0	1	0	0	1	5
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>8/1/2013 - 8/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	94.7%	100.0%	104.8%	100.0%	99.4%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	5.3%	0.0%	-4.8%	0.0%	0.6%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.



**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 9/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	380	213	123	42	382	71	1,211
<i>CASE CARRYING/HOTLINE (1)</i>	306	176	93	34	300	71	980
<i>TRAINING</i>	74	37	30	8	82		231
VACANT	-31	46	5	12	-48	-1	-17
<b>NEW HIRES</b>							
<b>9/1/2013 - 9/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	21	5	4	1	16	1	48
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	1	0	0	1
PROMOTION FROM WITHIN DCS	0	0	0	1	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	21	5	4	3	16	1	50
<b>LEAVING</b>							
<b>9/1/2013 - 9/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	6	10	4	0	4	0	24
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	1	0	0	0	0	0	1
OTHER (2)	0	0	0	1	0	0	1
TOTAL LEAVING	7	10	4	1	4	0	26
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>9/1/2013 - 9/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.4%	95.3%	96.7%	100.0%	99.0%	100.0%	98.0%
MONTHLY DCS TURNOVER RATE (3)	1.6%	4.7%	3.3%	0.0%	1.0%	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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 9/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	48	36	19	5	42	10	160
VACANT	3	1	2	6	7	1	20
<b>NEW HIRES</b>							
<b>9/1/2013 - 9/30/2013</b>							
NEW HIRES TO STATE	0	0	0	0	0	0	0
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	1	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	0	0	0	1	0	0	1
<b>LEAVING</b>							
<b>9/1/2013 - 9/30/2013</b>							
SEPARATION FROM STATE SERVICE	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	0	0	0
OTHER(1)	0	0	0	0	1	0	1
TOTAL LEAVING	0	0	0	0	1	0	1
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>9/1/2013 - 9/30/2013</b>							
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	382	211	121	41	381	75	1,211
<i>CASE CARRYING/HOTLINE (1)</i>	311	177	94	32	318	75	1,007
<i>TRAINING</i>	71	34	27	9	63		204
VACANT	-33	48	7	13	-47	-5	-17
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>10/1/2013 - 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	10	5	1	1	6	5	28
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
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	1	0	1
<b>TOTAL NEW HIRES</b>	10	5	1	1	7	5	29
<b>LEAVING</b>							
<b>REGION</b>							
<b>10/1/2013 - 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	8	7	4	1	6	1	27
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	1	0	0	1	2
OTHER (2)	0	0	0	0	0	0	0
<b>TOTAL LEAVING</b>	8	7	5	1	6	2	29
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>10/1/2013 - 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.9%	96.7%	96.7%	97.6%	98.4%	98.7%	97.8%
MONTHLY DCS TURNOVER RATE (3)	2.1%	3.3%	3.3%	2.4%	1.6%	1.3%	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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	47	36	19	5	42	13	162
VACANT	4	1	2	6	7	-2	18
<b>NEW HIRES</b>							
<b>10/1/2013 - 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
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	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	0	1	1	3	5
<b>LEAVING</b>							
<b>10/1/2013 - 10/31/2013</b>	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 DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	0	0	0
OTHER(1)	1	0	0	1	1	0	3
TOTAL LEAVING	1	0	0	1	1	0	3
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>10/1/2013 - 10/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	381	212	123	43	375	73	1,207
<i>CASE CARRYING/HOTLINE (1)</i>	325	180	101	33	320	73	1,032
<i>TRAINING</i>	56	32	22	10	55	0	175
VACANT	-32	47	5	11	-41	-3	-13
<b>NEW HIRES</b>							
<b>11/01/2013 - 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	3	6	6	3	4	0	22
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	1	0	1
PROMOTION FROM WITHIN DCS	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	3	6	6	3	5	0	23
<b>LEAVING</b>							
<b>11/01/2013 - 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	5	1	1	1	6	2	16
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	1	9	0	1	1	0	12
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	6	10	1	2	7	2	28
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>11/01/2013 - 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.7%	99.5%	99.2%	97.7%	98.4%	97.3%	98.7%
MONTHLY DCS TURNOVER RATE (3)	1.3%	0.5%	0.8%	2.3%	1.6%	2.7%	1.3%

(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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	48	36	18	5	42	13	162
VACANT	3	1	3	6	7	-2	18
<b>NEW HIRES</b>							
<b>11/01/2013 - 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
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	1	0	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	1	0	0	0	1	0	2
<b>LEAVING</b>							
<b>11/01/2013 - 11/30/2013</b>	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 DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	0	0	0
OTHER (1)	0	0	0	0	1	1	2
TOTAL LEAVING	0	0	0	0	1	1	2
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>11/01/2013 - 11/30/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	349	259	128	54	334	70	1,194
FILLED	384	213	123	43	370	70	1,203
<i>CASE CARRYING/HOTLINE (1)</i>	336	187	103	34	323	0	983
<i>TRAINING</i>	48	26	20	9	47	0	150
VACANT	-35	46	5	11	-36	0	-9
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>12/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	6	2	1	1	6	0	16
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
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
<b>TOTAL NEW HIRES</b>	6	2	1	1	6	0	16
<b>LEAVING</b>							
<b>REGION</b>							
<b>12/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	6	0	2	0	4	1	13
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	2	1	0	1	0	0	4
OTHER (2)	0	0	0	0	0	0	0
<b>TOTAL LEAVING</b>	8	1	2	1	4	1	17
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>12/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.4%	100.0%	98.4%	100.0%	98.9%	98.6%	98.9%
MONTHLY DCS TURNOVER RATE (3)	1.6%	0.0%	1.6%	0.0%	1.1%	1.4%	1.1%

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

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

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

**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	51	37	21	11	49	11	180
FILLED	49	36	18	6	42	13	164
VACANT	2	1	3	5	7	-2	16
<b>NEW HIRES</b>							
<b>12/1/2013 - 12/31/2013</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
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	1	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	0	1	0	1	0	0	2
<b>LEAVING</b>							
<b>12/1/2013 - 12/31/2013</b>							
	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 DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	0	0	0
OTHER(1)	0	0	0	0	0	0	0
TOTAL LEAVING	0	0	0	0	0	0	0
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>12/1/2013 - 12/31/2013</b>							
	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCS TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS.



**DCS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>SPECIALISTS Is, IIs, IIIs, AND IVs</b>	<b>REGION</b>						
<b>AS OF 12/31/2013</b>	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
<b>NEW HIRES</b>							
<b>7/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	62	35	23	10	54	15	199
TRANSFER FROM OTHER DCS REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	3	0	0	1	2	0	6
PROMOTION FROM WITHIN DCS	0	0	1	1	1	0	3
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	5	0	5
TOTAL NEW HIRES	65	35	24	12	62	15	213
<b>LEAVING</b>							
<b>7/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	44	31	17	5	34	5	136
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	5	12	2	2	4	2	27
OTHER (2)	0	0	0	1	0	0	1
TOTAL LEAVING	49	43	19	8	38	7	164
<b>RETENTION AND ANNUALIZED TURNOVER</b>							
<b>7/1/2013 - 12/31/2013</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	76.7%	74.9%	73.0%	79.2%	82.0%	84.4%	78.1%
ANNUALIZED DCS TURNOVER RATE (3)	23.3%	25.1%	27.0%	20.8%	18.0%	15.6%	21.9%

(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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING ANNUALIZED

## DCS SPECIALIST AND SUPERVISOR ACTIVITY

UNIT SUPERVISORS	REGION						
AS OF 12/31/2013	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
<b>NEW HIRES</b>							
7/1/2013 - 12/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
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	2	1	0	3	3	4	13
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	2	2	0	3	3	4	14
<b>LEAVING</b>							
7/1/2013 - 12/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	1	1	0	0	2
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCS	0	0	0	0	1	1	2
OTHER(1)	3	0	0	1	5	1	10
TOTAL LEAVING	3	0	1	2	6	2	14
<b>ANNUALIZED RETENTION AND TURNOVER</b>							
7/1/2013 - 12/31/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	90.0%	60.0%	100.0%	100.0%	97.6%
TOTAL ANNUALIZED TURNOVER RATE (2)	0.0%	0.0%	10.0%	40.0%	0.0%	0.0%	2.4%

RATIO OF TOTAL SUPERVISOR POSITIONS TO TOTAL 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 DCS DIVIDED BY THE TOTAL FILLED POSITIONS ANNUALIZED.

**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 pages 5a-5b for data collected on these measures for fiscal years 2013 and 2014. Costs include anticipated 13<sup>th</sup> month expenditures and administrative adjustments.

**FY 2013 TOTAL DCS ESTIMATED EXPENDITURES <sup>1/</sup>**  
(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds					Non-Appropriated Funds								All Funds Total Approp.& Non-Approp.	
	GF	TANF	Child Abuse Prevention	CPS Training	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX		Other
FTE	909.0	539.4	1.0			1,449.4	71.0	46.0	366.7	154.0			35.8	55.0	2,177.9
Operating	54,187.1	52,813.3		206.6		107,207.0	6,058.6	1,312.8	26,134.9	3,007.2			4,144.7	6,836.2	154,701.4
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	9,399.5	65.0	5,909.4	34,686.6	5,358.4	163,341.5
Emergency & Residential Placement	22,523.6	17,578.1				40,101.7			25,002.8	12,849.5	390.0			3,329.8	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 <sup>2/</sup>	11,456.1	152.3				11,608.4	210.4	138.9	3,967.3	2,141.6			18.1		18,084.7
Permanent Guardianship	9,622.3	1,743.0				11,365.3								69.5	11,434.8
Independent Living Maint	1,669.3					1,669.3								674.9	2,344.2
<b>Total DCS</b>	<b>194,224.0</b>	<b>158,487.7</b>	<b>1,459.1</b>	<b>206.6</b>	<b>-</b>	<b>354,377.4</b>	<b>6,307.9</b>	<b>10,944.7</b>	<b>177,639.7</b>	<b>27,397.8</b>	<b>890.0</b>	<b>5,909.4</b>	<b>38,849.4</b>	<b>19,015.4</b>	<b>641,331.7</b>
Support Services <sup>3/</sup>	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
<b>Total DCS/Adm Sup</b>	<b>199,995.2</b>	<b>159,484.3</b>	<b>1,459.1</b>	<b>210.8</b>	<b>-</b>	<b>361,149.4</b>	<b>6,557.6</b>	<b>11,114.3</b>	<b>181,265.4</b>	<b>29,355.1</b>	<b>890.0</b>	<b>5,909.4</b>	<b>39,352.5</b>	<b>23,637.8</b>	<b>659,231.7</b>
Percent of Total	30.3%	24.2%	0.2%	0.03%	0.00%	54.8%	1.0%	1.7%	27.5%	4.5%	0.1%	0.9%	6.0%	3.6%	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 DCS ESTIMATED EXPENDITURES <sup>1/</sup>

(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	74.8	48.5	386.2	162.2			37.7	2.1	2,441.0
Operating	67,429.1	52,872.9		207.7		120,509.7	6,058.6	1,312.8	30,694.0	3,007.2			4,880.7	8,064.2	174,527.1
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4		1,629.0	91,977.7					3,002.5	174,256.6
Children Support Services	42,968.0	32,080.7	1,459.1		11,957.9	88,465.7	38.9	4,350.0	15,523.9	-	65.0	6,770.2	37,759.4	22,796.0	175,769.0
Intensive Family Services	5,000.0					5,000.0									5,000.0
Emergency & Residential Placement	29,217.4	16,423.0			-	45,640.4			23,952.9		390.0			10,500.0	80,483.3
Foster Care Placement	21,093.0	6,973.1				28,066.1			21,057.1		435.0				49,558.1
AG Special Line Item <sup>2/</sup>	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	10,042.6	1,743.0				11,785.6								-	11,785.6
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	2,925.8					2,925.8								-	2,925.8
<b>Total DCS</b>	<b>244,715.6</b>	<b>130,791.0</b>	<b>1,459.1</b>	<b>207.7</b>	<b>27,188.3</b>	<b>404,361.7</b>	<b>6,328.9</b>	<b>7,444.6</b>	<b>187,569.6</b>	<b>5,363.0</b>	<b>890.0</b>	<b>6,770.2</b>	<b>42,659.9</b>	<b>44,724.7</b>	<b>706,112.7</b>
Support Services <sup>3/</sup>	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
<b>Total DCS/Adm Sup</b>	<b>250,602.3</b>	<b>131,807.5</b>	<b>1,459.1</b>	<b>212.0</b>	<b>27,188.3</b>	<b>411,269.2</b>	<b>6,583.7</b>	<b>7,617.6</b>	<b>191,267.8</b>	<b>7,359.4</b>	<b>890.0</b>	<b>6,770.2</b>	<b>43,173.2</b>	<b>49,439.6</b>	<b>724,370.6</b>
Percent of Total	34.6%	18.2%	0.2%	0.03%	3.75%	56.8%	0.9%	1.1%	26.4%	1.0%	0.1%	0.9%	6.0%	6.8%	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 academy. (Scale 1-5)**

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Employee satisfaction rating for training in the Department of Child Safety (Scale 1-5).	3.9	4.1	4.0

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

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Employee satisfaction rating for employees in the Department of Child Safety (Scale 1-5).	3.6	3.4	4.0

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

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

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Percent of original dependency cases where court denied or dismissed.	.14%	.40%	.10%

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

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Percent of Office of Administrative Hearings decisions where case findings are affirmed.	78.4%	72.8%	70.0%

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

FY 2013 and FY 2014

	Actual Qtr 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Percent of complaints reviewed by the Office of the Ombudsman where allegations are reported as valid by the Ombudsman.	20.28%	25.58%	28.5%

\* Due to the NI cases, the Office of the Ombudsman received an increase of valid complaints, but anticipates the number to normalize after the Department has completed the front-end work of the NI reports.

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

FY 2013 and FY 2014

	Actual June FY 2013	Actual December FY 2014	Estimate June FY 2014
Number of children in licensed foster care, kinship care, or other family-style placement. (Includes trial home visits)	11,684	12,005	12,725

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

FY 2013 and FY 2014

	Actual June FY 2013	Actual December FY 2014	Estimate June FY 2014
Number of children in group homes, shelters, residential centers or other congregate care settings.	2,081	2,027	2,087

**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 3 & 4 FY 2013	Actual Qtr 1 & 2 FY 2014	Estimate Qtr 3 & 4 FY 2014
Number of children in shelter care for more than 21 days.	772	868	900
Average number of days in care for these children (including only shelter settings).	98	94	100

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

FY 2013 and FY 2014

	Actual June FY 2013	Actual December FY 2014	Estimate June FY 2014
Number of children 0 to 3 years old in shelter care.	42	38	41

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

FY 2013 and FY 2014

	Actual June FY 2013	Actual December FY 2014	Estimate June FY 2014
Number of children 0 to 6 years old in group homes.	50	58	59

\* As of December 31, 2013, 12 children were placed with their teen mother and an additional 30 children were placed in a parent model setting.



## **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.**

ArizonaSERVES is an initiative launched by Governor Brewer in 2010 to bring together the faith community and other organizations in support of children in foster care. The Task Force initially identified five areas of focus, three of which impacted the Department: identifying strategies to encourage foster care participation, facilitating the provision of free or reduced cost child care services through existing licensed facilities, and providing supervised parent-child visits for families involved with the Department. In 2012, the focus has narrowed to children in foster care. Among many other tasks, ArizonaSERVES is responsible for the adoption and redecoration of more than 50 visitation rooms statewide. In addition to providing downloadable resources for faith communities through [www.arizonaserves.gov](http://www.arizonaserves.gov), the Department works closely with the ArizonaSERVES Task Force. It has also resulted in the following collaborations:

- **Arizona 1.27**

Arizona 1.27 was born out of the desire of three evangelical churches in the Mesa-Gilbert area (City of Grace Church, Mission Community Church and Redemption Church) to engage the local church in the Arizona child welfare system. While it was born out of a response to the current foster care crisis, it is built to be a long-term solution for our state's most vulnerable children and their families. In its first year of ministry there are now more than 30 partner churches. At the end of 2013, 1,841 people had been through foster care orientation at Arizona 1.27 churches; of those, 1,513 indicated they were there for foster care or adoption. The remaining 328 attended out of an interest to wrap around and support a family in their congregation. In 2013, 400 people attended the next 6 hour class.

Arizona 1.27 is building out across the state, with significant work in the rural parts of the state. They have been invited by the area pastors and tribe in Globe to present their work on February 11, 2014. They are also meeting with pastors from the Payson coalition of churches. Additional work is ongoing in Yuma, Flagstaff, Prescott and Tucson.

National statistics show that one family becomes licensed for every 28 families that start the process. The goal for Arizona 1.27 is one out of every eight that start the process. The organization is finding that when pastors hear the story of the number of children in out of home care, they are shocked and immediately called to the work. Arizona 1.27 has already become a model for others; DC 127, in the District of Columbia, has begun as a result of Arizona 1.27's ministry. This movement model will work in any faith community.

- **Fostering Hope**

Fostering Hope is an initiative of the Arizona Diamondbacks. Community involvement is for the senior executives of the Diamondbacks and they are confident their example will encourage

others in the business community to participate more deeply in the foster care community. The Fostering Hope project finds its roots in the efforts of ArizonaSERVES.

- The Fostering Hope project team, [www.facebook.com/fosteringhopeaz](http://www.facebook.com/fosteringhopeaz), is focused on Arizona's children in foster care by working in four areas:
  1. Raising awareness for the needs of children in foster care,
  2. Renovation of family visitation rooms in a local office,
  3. Mentoring children in foster care,
  4. Raising funds to accomplish these first three.
- In 2013, the Fostering Hope team broke a world record by connecting more than 28,000 paper dolls together in one continuous chain. The dolls were used to raise awareness for the needs of children in foster care and the great need for more foster and adoptive homes. The doll initiative received national media recognition and has created a foster care awareness buzz around Major League Baseball.
- Also in 2013, the South Mountain Office in Phoenix received an extreme makeover of their family visitation rooms thanks to the Fostering Hope Team.
- Fostering Hope team members have each developed personal relationships by mentoring 20 teenagers who are in foster care and receiving support from Aid to Adoption of Special Kids, [www.aask-az.org](http://www.aask-az.org).
- Fostering Hope completed an "extreme makeover" of the South Mountain office's visitation rooms in 2013.
- In the fall of 2013 they began a new initiative to support sibling groups in foster care. The main objective is to bring separated siblings together on a regular basis. A key component of the initiative is to launch a sibling camp beginning in 2014.
- On December 3, 2013, Fostering Hope hosted a free Jimmy Wayne concert and silent auction to further raise awareness of need for foster homes.

- **Arizona Blue Ribbon (ABR) event**

ABR is a collaboration between DES, ArizonaSERVES and A Hope & A Future. It seeks to support foster families and the children in their care by providing a free Diamondbacks game with many additional family-friendly activities. Planning is in full swing for the second annual event, which will be held on April 26, 2014. The 2013 event provided 244 foster families — a total of 1,527 children and adults — free tickets to the baseball game as well as a \$5 food voucher per person, and other family activities such as face-painting, poster making and access to the children's areas of the ball park. Even Baxter made a special appearance. Feedback from the event was very positive. One foster parent wrote:

"We are a new foster family, recently stepping into this adventure. It has been beautifully challenging at times, and continues to stretch our family in wonderful ways. For our foster girls, this was their first MLB game ever. They clapped. They cheered. They ate way too much. They smiled from ear to ear.... For our biological boys, avid baseball fans, you honored them for sharing their family.... Surrounded by other foster families, we were covered in love. Just enjoying the fame with the sheer number of others walking the same path, filled us up with encouragement for the road ahead.... Thank you."

- **The Open Table**

The Open Table organization continues to be a support for independent living youth and raise awareness of the plight of children who age out of the foster care system. Churches host multiple "tables" across the state. Most are in Maricopa County with some additional tables in Pima County.

- **Faith Opportunity Zone (FOZ)**

Three historically African-American congregations in Phoenix (Tanner Chapel AME Church, First Institutional Baptist Church and Pilgrim Rest Baptist Church) have joined forces to discuss the issue of disproportionality of African-American children in the Arizona foster care system. Both Casey Family Programs and DES are active partners in this collaboration. The Gap Closing Collaborative launched on August 28<sup>th</sup> in Phoenix. This collaborative includes the Faith Opportunity Zone (Pilgrim's Rest Baptist Church, First Institutional Baptist Church and Tanner AME Church), DES, Arizona Community Foundation, and Casey Family Programs. The purpose of the collaborative is to focus on, and find solutions for, the overrepresentation of African American children in the Arizona Child Welfare System.

- **Pilgrim Rest Baptist Church**

Pilgrim Rest's Family Services presents It Takes A Village Lecture Series — Held Saturday, December 7, 2013, this five hour training served as an introduction to the ministry of foster care and adoption. Prospective and current foster and adoptive families were introduced to a biblical view on foster care and adoption.

- **Hispanic faith community**

A coalition of around 10 Hispanic churches in the Phoenix West Valley area is in the early stages of development. Department staff have met with the coalition and presented an overview of and the children in care as well as the need for additional foster homes.

- **Central Christian Church**

Members of Central donated funds to give a \$15 gift certificate for a new pair of shoes to each child in foster care as part of their Thanksgiving offering. Central, one of the largest churches in Arizona, has five campuses in Mesa, Gilbert, Queen Creek, Ahwatukee and Glendale. Miller is working with Central staff and the Office of Licensing, Certification, and Regulation to facilitate distribution of the gift certificates.

- **Our Kids, Our Care Event**

A foster and adoptive event will be held February 1, 2014, 9:00 a.m. – 12:00 p.m., at Victory Worship Center in Tucson. Modeled after the Arizona Wait No More event, held at Scottsdale Bible Church in February 2012, The Our Kids, Our Care leadership team includes foster families and leaders from 4Tucson, Arizona 1.27, Arizona Baptist Children's Services, ArizonaSERVES, Christian Family Care, DES, Family Life Radio, & St. Nicholas of Myra Adoption. The Department is supporting this event by designing and printing promotional materials, preparation of a 60-second promotional PowerPoint and the Children's Heart Gallery. Deidre Calcoate is the closing speaker.

- **St. Patrick's Catholic Church, Scottsdale**

St. Patrick's has formed a foster care support ministry focused on ways the Catholic community can support foster parents. They hosted their first orientation for prospective foster parents on March 23, 2013, with 25 people in attendance and hosted a training for very successful current foster parents in June 2013. On January 11, 2014, they hosted an informational meeting for people in neighboring parishes.

- **Our Children Need You**

Planning continues for an event to gather Maricopa County Catholic churches on March 8, 2014. Team members include Department staff, foster and adoptive parents and members of St. Patrick's Catholic Church, Scottsdale.

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

The Children's Heart Gallery features Arizona children who are free for adoption with no identified placement. Based on a successful national model, the CHG began in 2012 as community collaboration led by the DES and ArizonaSERVES. It has since grown to an entity unto itself, with more than 250 volunteers, including photographers, videographers, hair stylists, barbers, biographers and guides. The use of each location has been donated as well as all the food, games and other activities.

Placement numbers are a bit fluid, however, at the time of this writing, since September 2012 the following photo shoots have taken place:

- September 29, 2012, Phoenix Biltmore Resort, 13 children photographed; nine placed
- December 1, 2013, Tucson Loews Ventana Canyon, 26 children photographed; 18 placed
- March 9, 2013, Mesa City of Grace Church, 15 children photographed; seven placed
- September 21, 2013, Tucson Loews Ventana Canyon, 26 children photographed; three placed
- October 19, 2013, Prescott Heights Church, ten children photographed; zero placed
- October 26, 2013, Surprise park, 11 children photographed; one placed
- January 11, 2014, Phoenix Civic Center Part, 42 children photographed; zero placed
- Totals from all photo shoots: 143 children photographed; 38 placed

Children utilizing the service of the CHG are typically those who face the greatest challenges in finding a forever family. Yet in less than two years, more than 25 percent of the children photographed are in a relationship with their forever families.