



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

**JUN 17 2013**

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

Dear Governor Brewer:

Pursuant to Laws 2013, Chapter 1, the Department of Economic Security (DES) is submitting the attached monthly financial and program accountability report for Child Protective Services (CPS) for the period of May 2013 which includes data through March 2013. DES shall produce this monthly report through June 2014.

DES would like to express appreciation to the Governor and Legislative leadership for the bipartisan support the Department has received as we continue to work to reform and improve CPS during a time of rapidly increasing caseloads. The Department is implementing process improvements for the entire child protective services continuum, including but not limited to the Protective Services Review Team, Child Abuse Hotline, Investigations, Ongoing units, Adoptions and the Practice Improvement Case Review processes. However, the continuing caseload increases in the CPS system have outpaced the ability of process improvements to alleviate the increasing workload demands placed on case managers.

In FY 2012 reports of abuse and neglect increased by 17 percent. In FY 2013, reports have continued to increase and as of March 2013 have increased by nine percent compared to the same months in the prior fiscal year. This increase in reports has resulted in the number of children in out-of-home care increasing by 14 percent from March 2012 to March 2013. Both the increase in the number of investigations and the increase in the number of children in out-of-home care have driven growth in the CPS workload. The current workload standard is ten investigations per month, working with 16 children in out-of-home care per month, or working with 19 families in their own homes. In March 2013 CPS workload was 83.9 percent above the historic standard, which is up from 80.7 percent above standard and 69.1 percent above standard from the same month in 2012 and 2011 respectively.

The dedication of the Governor and Legislative leadership to Arizona's most vulnerable children is demonstrated by the bipartisan support for the FY 2013 supplemental, which will fund 50 additional full-time employees (FTE) for CPS. The supplemental is a significant initial step in addressing the CPS staffing workload issues. However, the 200 FTE recommended for CPS in the FY 2014 Governor's Budget Recommendation remain desperately needed to keep pace with the rapidly increasing workload and stabilize the growth in the workload standard. Even with the 200 additional staff, the workload standard will remain well above historic norms, so the Department will continue to find and implement process improvements while working with the Governor, Legislators, and other stakeholders to identify viable long-term solutions.

The Department remains committed to working with the Governor's Office, members of the Legislature, and other critical partners to address the challenges and issues attendant to all aspects of Arizona's child welfare system.

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

Sincerely,



Clarence H. Carter  
Director

Enclosure

cc: The Honorable John Kavanagh, Chairperson of the House of Representatives  
Appropriations Committee  
The Honorable Steve Montenegro, Chairperson of the House of Representatives Reform  
and Human Services Committee  
The Honorable Don Shooter, Chairperson, Senate Appropriations Committee  
The Honorable Nancy Barto, Chairperson, 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 ECONOMIC SECURITY**  
**CHILD PROTECTIVE SERVICES ACCOUNTABILITY FACTORS**  
Child Protective Service Monthly Financial and Program Accountability Report (CPS Report)  
**May 2013**

Pursuant to Laws 2013, Chapter 1, the Department of Economic Security (DES) developed a monthly financial and program accountability report for the Child Protective Services (CPS) with the specified seven measures outlined in Table 1. DES shall produce this monthly report through June 2014.

Table 1

**Factors Identified in the Legislation**

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

**TRAINING**

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

**March 2013**

Enrolled in CPS training academy beginning of month	280
Newly enrolled during month	52
Graduated training during month	(83)
Enrolled in training end of month	<u>249</u>

## CPS CASELOADS

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

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

Please see page 3a for data collected on these measures for March 2013.

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

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

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

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

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

	Number of Units	# of Staff Required <sup>1/3/</sup>
<b>Investigations</b>		
Region 10	1,335	133.5
Region 20	691	69.1
Region 30	358	35.8
Region 40	174	17.4
Region 50	1,351	135.1
Total	3,909	390.9
<b>In-Home Cases</b>		
Region 10	1,571	82.7
Region 20	1,157	60.9
Region 30	459	24.2
Region 40	255	13.4
Region 50	1,803	94.9
Total	5,245	276.1
<b>Out-of-Home Children</b>		
Region 10	4,692	293.3
Region 20	3,402	212.6
Region 30	857	53.6
Region 40	452	28.3
Region 50	4,898	306.1
District IX	13	0.8
Total	14,314	894.6
Total Staff Required		1,561.6
Number of Staff (Authorized)		1,031.0
Number of Staff Needed Based on AZ Standards		(530.6)
Number of New In-Home Cases	2,054	
Number of Continuing In-Home Cases	3,191	
Number of Closed In-Home Cases	2,305	
Number of New Out of Home Children	2,042	
Number of Continuing Out-of-Home Children	12,272	
Number of Children Leaving Care	1,889	
Cases Identified as Non-Active <sup>2/</sup>	11,951	

<sup>1/</sup> 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.

<sup>2/</sup> 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.

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

NOTE: Investigative caseload data as of May 4, 2013. In-home data as of April 12, 2013. Out-of-home data as of May 18, 2013.

## **EMPLOYEE RATIOS AND TURNOVER**

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

Please see pages 4a - 4b for data collected on these measures for March 2013.

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

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

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

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

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

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



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

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

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

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

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

**FEDERAL AND STATE EXPENDITURES**

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

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

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

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds					Non- Appropriated Funds								All Funds
	GF	TANF	Child Abuse Prevention	CPS Training	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	Total Approp.& Non- Approp.
FTE	833.4	477.4	1.0		1,311.8	71.0	46.0	366.7	154.0			35.8	2.0	1,987.3
Operating	46,004.6	50,932.0		212.1	97,148.7	5,996.9	1,275.5	28,297.0	5,275.3			3,660.1	1,228.2	142,881.7
Adoption Services	53,942.2	9,802.4			63,744.6		1,294.1	87,026.6						152,065.3
Children Support Services	17,804.4	56,054.1	1,459.1		75,317.6	1,500.0	5,514.4	19,433.7		65.0	5,909.4	27,160.7	4,330.4	139,231.2
Emergency & Residential Placement	19,578.7	16,423.0			36,001.7			18,694.1	9,855.0	390.0				64,940.8
Foster Care Placement	12,639.5	6,973.1			19,612.6			20,514.3		435.0				40,561.9
AG Special Line Item <sup>2/</sup>	11,252.9	54.5			11,307.4	210.4	138.9	3,967.3	2,141.6			18.1	92.6	17,876.3
Permanent Guardianship	7,072.3	4,343.0			11,415.3									11,415.3
Independent Living Maint	1,719.3				1,719.3			476.4						2,195.7
<b>Total DCYF</b>	<b>170,013.9</b>	<b>144,582.1</b>	<b>1,459.1</b>	<b>212.1</b>	<b>316,267.2</b>	<b>6,207.3</b>	<b>8,222.9</b>	<b>178,409.4</b>	<b>17,271.9</b>	<b>890.0</b>	<b>5,909.4</b>	<b>30,838.9</b>	<b>7,151.2</b>	<b>571,168.2</b>
Support Services <sup>3/</sup>	5,730.9	986.7		4.2	6,721.8	247.3	167.9	4,406.7	1,939.8			482.6	169.9	14,136.0
<b>Total DCYF/Adm Sup</b>	<b>175,744.8</b>	<b>145,568.8</b>	<b>1,459.1</b>	<b>216.3</b>	<b>322,989.0</b>	<b>6,454.6</b>	<b>8,390.8</b>	<b>182,816.1</b>	<b>19,211.7</b>	<b>890.0</b>	<b>5,909.4</b>	<b>31,321.5</b>	<b>7,321.1</b>	<b>585,304.2</b>
Percent of Total	30.0%	24.9%	0.2%	0.0%	55.2%	1.1%	1.4%	31.2%	3.3%	0.2%	1.0%	5.4%	1.3%	100%

1/ All expenditures are displayed in thousands.

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

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

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

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds					Non-Appropriated Funds									All Funds Total Approp.& Non- Approp.
	GF	TANF	Child Abuse Prevention	CPS Training	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	
FTE	909.0	539.4	1.0			1,449.4	71.0	46.0	366.7	154.0			35.8	1.0	2,123.9
Operating	53,819.6	52,813.3		206.6		106,839.5	6,058.6	1,312.8	27,358.0	3,007.2			4,144.7	2,098.6	150,819.4
Adoption Services	48,071.7	26,700.3				74,772.0		1,629.0	84,886.1					1,048.4	162,335.5
Children Support Services	32,954.4	45,078.7	1,459.1			79,492.2	38.9	7,864.0	15,612.4	11,500.0	65.0	5,909.4	34,680.4	5,622.7	160,785.0
Emergency & Residential Placement	21,578.7	12,423.0				34,001.7			25,179.7	12,849.5	390.0			9,615.6	82,036.5
Foster Care Placement	12,139.5	10,973.1				23,112.6			20,574.8		435.0			1,616.0	45,738.4
AG Special Line Item <sup>2/</sup>	10,981.1	52.3				11,033.4	210.4	138.9	3,967.3	2,141.6			18.1	92.6	17,602.3
Permanent Guardianship	9,472.3	1,743.0				11,215.3								139.5	11,354.8
Independent Living Maint	2,719.3					2,719.3								718.0	3,437.3
<b>Total DCYF</b>	<b>191,736.6</b>	<b>149,783.7</b>	<b>1,459.1</b>	<b>206.6</b>	<b>-</b>	<b>343,186.0</b>	<b>6,307.9</b>	<b>10,944.7</b>	<b>177,578.3</b>	<b>29,498.3</b>	<b>890.0</b>	<b>5,909.4</b>	<b>38,843.2</b>	<b>20,951.4</b>	<b>634,109.2</b>
Support Services <sup>3/</sup>	5,786.3	996.6		4.2		6,787.1	249.7	169.6	4,450.3	1,957.9			487.4	172.6	14,274.7
<b>Total DCYF/Adm Sup</b>	<b>197,522.9</b>	<b>150,780.3</b>	<b>1,459.1</b>	<b>210.8</b>	<b>-</b>	<b>349,973.1</b>	<b>6,557.6</b>	<b>11,114.3</b>	<b>182,028.6</b>	<b>31,456.2</b>	<b>890.0</b>	<b>5,909.4</b>	<b>39,330.6</b>	<b>21,124.0</b>	<b>648,383.9</b>
Percent of Total	30.5%	23.3%	0.2%	0.03%	0.00%	54.0%	1.0%	1.7%	28.1%	4.9%	0.1%	0.9%	6.1%	3.3%	100%

1/ All expenditures are displayed in thousands.

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

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