



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

**OCT 11 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 enclosed monthly financial and program accountability report for Child Protective Services (CPS) for the period of September 2013 which includes data through July 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.

On average for FY 2012, reports of abuse and neglect increased by 17 percent. In FY 2013, reports have continued to increase and as of July 2013 have increased by one 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 eight percent from July 2012 to July 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 July 2013, CPS workload was 73 percent above the historic standard.

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,

A handwritten signature in black ink that reads "Clarence H. Carter". The signature is written in a cursive, flowing style.

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)  
**September 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.**

**July 2013**

Enrolled in CPS training academy beginning of month	224
Newly enrolled during month	49
Exited training during month	(18)
Enrolled in training end of month	<u>255</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 July 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 July 2013

	# of Units	# of Staff Required <sup>1,3</sup>	# of Staff Filled <sup>4,5</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	323	156	21	186	17
<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	175	29
<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	670	22
			<u>866</u>		<u>1,031</u>	
Total Staff Required		<u>1,510</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Standards		<u>(386)</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>2</sup>	10,735					

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 cases 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 ten investigations, 19 in-home cases, or 16 out-of-home children.

4/ Excludes staff in training.

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

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.

## **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 July 2013.

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

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

**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS 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	0	866
<i>TRAINING</i>	81	51	26	6	91	0	255
VACANT	-25	40	7	11	-30	4	7
<b>NEW HIRES</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 DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	2	0	0	0	1	0	3
PROMOTION FROM WITHIN DCYF	0	0	0	0	1	0	1
PROMOTION FROM WITHIN DES	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
TOTAL NEW HIRES	14	9	4	3	14	5	49
<b>LEAVING</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 DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	0	1	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>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 DCYF 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 DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.



**DCYF CPS SPECIALIST AND SUPERVISOR ACTIVITY**

<b>CPS UNIT SUPERVISORS</b>	<b>REGION</b>						
<b>AS OF 7/31/2013</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>							
NEW HIRES TO STATE	0	0	0	0	0	0	0
TRANSFERRED FROM ANOTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCYF	0	1	0	0	0	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>							
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	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>							
RETENTION RATE	100.0%	100.0%	100.0%	75.0%	100.0%	100.0%	99.4%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.6%

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

RATIO OF FILLED SUPERVISOR POSITIONS TO FILLED SPECIALIST POSITIONS IS: 1:6.8

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

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

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

## FY 2013 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	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	Total Approp.& Non-Approp.
FTE	909.0	539.4	1.0			1,449.4	71.0	46.0	366.7	154.0			35.8	55.0	2,177.9
Operating	54,225.8	52,837.6		206.6		107,270.0	6,058.6	1,312.8	26,134.9	3,007.2			4,144.7	6,773.2	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	11,500.0	65.0	5,909.4	34,686.6	3,257.9	163,341.5
Emergency & Residential Placement	20,723.6	17,578.1				38,301.7			25,002.8	12,849.5	390.0			5,129.8	81,673.8
Foster Care Placement	13,739.5	10,973.1				24,712.6			20,574.8		435.0			1,616.0	47,338.4
AG Special Line Item <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	9,622.3	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 DCYF</b>	<b>191,987.7</b>	<b>158,412.0</b>	<b>1,459.1</b>	<b>206.6</b>	<b>-</b>	<b>352,065.4</b>	<b>6,307.9</b>	<b>10,944.7</b>	<b>177,639.7</b>	<b>29,498.3</b>	<b>890.0</b>	<b>5,909.4</b>	<b>38,849.4</b>	<b>18,744.5</b>	<b>640,849.3</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 DCYF/Adm Sup</b>	<b>197,758.9</b>	<b>159,408.6</b>	<b>1,459.1</b>	<b>210.8</b>	<b>-</b>	<b>358,837.4</b>	<b>6,557.6</b>	<b>11,114.3</b>	<b>181,265.4</b>	<b>31,455.6</b>	<b>890.0</b>	<b>5,909.4</b>	<b>39,352.5</b>	<b>23,366.9</b>	<b>658,749.3</b>
Percent of Total	30.0%	24.2%	0.2%	0.03%	0.00%	54.5%	1.0%	1.7%	27.5%	4.8%	0.1%	0.9%	6.0%	3.5%	100%

1/ All expenditures are displayed in thousands.

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

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

## FY 2014 TOTAL DCYF ESTIMATED EXPENDITURES <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	1,188.8	539.7	1.0			1,729.5	-	-	-	-			-	711.5	2,441.0
Operating	69,988.6	52,872.9		207.7		123,069.2	6,058.6	1,312.8	30,923.7	3,007.2			4,783.5	2,840.6	174,701.1
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4		1,629.0	92,598.0					4,412.7	176,287.1
Children Support Services	40,180.8	32,080.7	1,459.1		19,908.4	93,629.0	38.9	4,350.0	26,059.3		65.0	6,115.2	37,526.3	-	170,191.5
Intensive Family Services	5,000.0					5,000.0									5,000.0
Emergency & Residential Placement	42,475.7	16,423.0				58,898.7			31,108.1		390.0			10,517.9	84,931.6
Foster Care Placement	19,816.0	6,973.1				26,789.1			22,690.4		435.0			983.1	49,424.3
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	9,567.5	1,743.0				11,310.5								98.1	11,408.6
Grandparent Stipends	1,000.0					1,000.0									1,000.0
Contingency Funding					10,500.0	10,500.0									10,500.0
Independent Living Maint	1,595.9					1,595.9								740.0	2,345.9
<b>Total DCYF</b>	<b>254,664.2</b>	<b>130,791.0</b>	<b>1,459.1</b>	<b>207.7</b>	<b>35,138.8</b>	<b>422,260.8</b>	<b>6,328.9</b>	<b>7,444.6</b>	<b>207,743.5</b>	<b>5,363.0</b>	<b>890.0</b>	<b>6,115.2</b>	<b>42,329.7</b>	<b>19,954.6</b>	<b>706,097.2</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 DCYF/Adm Sup</b>	<b>260,550.9</b>	<b>131,807.5</b>	<b>1,459.1</b>	<b>212.0</b>	<b>35,138.8</b>	<b>429,168.3</b>	<b>6,583.7</b>	<b>7,617.6</b>	<b>211,441.8</b>	<b>7,359.4</b>	<b>890.0</b>	<b>6,115.2</b>	<b>42,842.9</b>	<b>24,669.4</b>	<b>724,355.2</b>
Percent of Total	36.0%	18.2%	0.2%	0.03%	4.85%	59.2%	0.9%	1.1%	29.2%	1.0%	0.1%	0.8%	5.9%	3.4%	102%

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.