



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer
Governor

Clarence H. Carter
Director

DEC 18 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 November 2013 which includes data through September 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 2013, reports of abuse and neglect increased by nine percent. In FY 2014, reports have begun to decrease and as of September 2013 have decreased by five percent compared to the same months in the prior fiscal year. Although the number of reports have decreased, the number of children in out-of-home care continues to experience an increase of six percent from September 2012 to September 2013. Both the high 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, or working with 16 children in out-of-home care per month, or working with 19 families in their own homes. In September 2013, CPS workload was 75 percent above the historic standard. Following significant process improvement initiatives, the Department recalculated the caseload standard. The revised workload standard is 13

investigations per month, or working with 20 children in out-of-home care per month, or working with 33 families in their own homes. Using the revised standard, the caseload would be 31 percent above the 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,



Clarence H. Carter
Director

Enclosure

cc: Representative John Kavanagh, Chairman of the House of Representatives
Appropriations Committee
Representative Steve Montenegro, Chairman of the 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 ECONOMIC SECURITY
CHILD PROTECTIVE SERVICES ACCOUNTABILITY FACTORS
Child Protective Service Monthly Financial and Program Accountability Report (CPS Report)
November 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.**

September 2013

Enrolled in CPS training academy beginning of month	230
Newly enrolled during month	50
Exited training during month	(49)
Enrolled in training end of month	<u>231</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 September 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 September 2013

	# of Units	# of Staff Required ^{1,3}	# of Staff Filled ^{4,5}	Workload per FTE	# of Staff Authorized	Workload per FTE
Investigations						
Region 10	1,138	114				
Region 20	592	59				
Region 30	348	35				
Region 40	127	13				
Region 50	995	100				
Total	3,200	321	164	20	202	16
In-Home Cases						
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	287	155	35	191	29
Out-of-Home Children						
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>1,548</u>				
Number of Staff (Authorized)		<u>1,124</u>				
Number of Staff Needed Based on AZ Standards		<u>(424)</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 ²	9,998					

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 September 2013.

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.

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 September 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).

CPS SPECIALISTS Is, IIs, IIIs, AND IVs	REGION						
AS OF 9/30/2013	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
NEW HIRES							
REGION							
9/1/2013 - 9/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	21	5	4	1	16	1	48
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	1	0	0	1
PROMOTION FROM WITHIN DCYF	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
LEAVING							
REGION							
9/1/2013 - 9/30/2013	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 DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	1	0	0	0	0	0	1
OTHER (2)	0	0	0	1	0	0	1
TOTAL LEAVING	7	10	4	1	4	0	26
MONTHLY RETENTION AND TURNOVER							
REGION							
9/1/2013 - 9/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.4%	95.3%	96.7%	100.0%	99.0%	100.0%	98.0%
MONTHLY DCYF 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 DCYF DIVIDED BY THE TOTAL FILLED POSITIONS INCLUDING TRAINING.

CPS UNIT SUPERVISORS	REGION						
AS OF 9/30/2013	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
NEW HIRES							
REGION							
9/1/2013 - 9/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	0	0	0	0	0	0	0
TRANSFERRED FROM ANOTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCYF	0	0	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
LEAVING							
REGION							
9/1/2013 - 9/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCYF-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCYF REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	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
MONTHLY RETENTION AND TURNOVER							
REGION							
9/1/2013 - 9/30/2013	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MONTHLY DCYF TURNOVER RATE (2)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

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

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

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

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 ^{1/}

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non- Appropriated Funds								All Funds
	GF	TANF	Child Abuse Prevention	CPS Training	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	Total Approp. & Non-Approp.
FTE	909.0	539.4	1.0			1,449.4	71.0	46.0	366.7	154.0			35.8	55.0	2,177.9
Operating	52,807.2	49,904.1		206.6		102,917.9	4,996.8	1,392.6	33,054.3	6,127.2			4,148.1	2,016.9	154,653.8
Adoption Services	47,669.6	26,700.3				74,369.9			1,629.0	85,148.6				1,033.5	162,181.0
Children Support Services	26,726.2	55,793.7	1,459.1		-	83,979.0	38.9	7,864.0	11,957.4	9,399.5	65.0	5,909.4	34,114.8	857.8	154,185.8
Emergency & Residential Placement	22,122.2	19,214.1				41,336.3			23,272.5	12,680.3	390.0			3,435.8	81,114.9
Foster Care Placement	14,824.1	10,973.1			-	25,797.2			20,042.3		435.0			-	46,274.5
AG Special Line Item ^{2/}	20,261.8	6,973.1				27,234.9	210.4	138.9	22,005.4	2,141.6			18.1	(2,074.0)	49,675.2
Permanent Guardianship	9,622.3	1,743.0				11,365.3								43.3	11,408.6
Independent Living Maint	9,923.0	1,743.0				11,666.0								-	11,666.0
Total DCYF	203,956.3	173,044.4	1,459.1	206.6	-	378,666.4	5,246.1	11,024.5	195,480.5	30,348.6	890.0	5,909.4	38,281.0	5,313.3	671,159.8
Support Services ^{3/}	5,771.2	996.6		4.2		6,772.0	249.7	169.6	3,625.7	1,957.3			503.1	4,622.4	17,899.9
Total DCYF/Adm Sup	209,727.6	174,041.0	1,459.1	210.8	-	385,438.5	5,495.8	11,194.1	199,106.2	32,305.9	890.0	5,909.4	38,784.1	9,935.7	689,059.7
Percent of Total	30.4%	25.3%	0.2%	0.03%	0.00%	55.9%	0.8%	1.6%	28.9%	4.7%	0.1%	0.9%	5.6%	1.4%	100%

1/ All expenditures are displayed in thousands.

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

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

FY 2014 TOTAL DCYF ESTIMATED EXPENDITURES ^{1/}

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non-Appropriated Funds							All Funds	
	GF	TANF	Child Abuse Prevention	CPS Training	Long-Term Care System Fund	Total Approp. Funds	Title IV-B CWS Part I	Title IV-B Part II	Title IV-E	Social Services Block Grant	Foster Care Client Trust	AZ Lottery Funds	Title XIX	Other	Total Approp. & Non-Approp.
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	207.7		207.7		67,844.5	1,312.8	30,040.1	4,637.1	3,007.2			3,007.2	60,999.1	170,848.0
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4		1,629.0	92,672.9					4,401.3	176,350.6
Children Support Services	37,968.0	32,080.7	1,459.1		11,957.9	83,465.7	38.9	4,350.0	24,101.6	-	65.0	6,115.2	37,675.2	22,664.7	178,476.3
Intensive Family Services	5,000.0					5,000.0									5,000.0
Emergency & Residential Placement	20,578.7	16,423.0			-	37,001.7			24,347.0		390.0			18,536.2	80,274.9
Foster Care Placement	20,943.6	6,973.1				27,916.7			21,323.6		435.0				49,675.2
AG Special Line Item ^{2/}	12,768.5	52.6				12,821.1	231.4	152.8	4,364.0	2,355.8			19.9	362.1	20,307.1
Permanent Guardianship	9,472.3	1,743.0				11,215.3								450.7	11,666.0
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	2,719.3					2,719.3								-	2,719.3
Total DCYF	230,150.8	78,125.8	1,459.1	207.7	27,188.3	337,131.7	1,583.1	36,171.9	171,446.2	5,363.0	890.0	6,115.2	40,702.4	107,414.1	706,817.5
Support Services ^{3/}	5,886.7	1,016.5		4.3		6,907.5	254.7	173.0	3,698.2	1,996.4			513.2	4,714.8	18,257.9
Total DCYF/Adm Sup	236,037.5	79,142.3	1,459.1	212.0	27,188.3	344,039.2	1,837.9	36,344.9	175,144.5	7,359.4	890.0	6,115.2	41,215.6	112,128.9	725,075.4
Percent of Total	32.6%	10.9%	0.2%	0.03%	3.75%	47.4%	0.3%	5.0%	24.2%	1.0%	0.1%	0.8%	5.7%	15.5%	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.