



## *Division of Child Safety and Family Services*

**Janice K. Brewer**  
Governor

**Charles Flanagan**  
Director

May 19, 2014

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

Re: DCSFS Monthly Financial and Program Accountability Report

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 April 2014 which includes data through February 2014. Per Executive Order 2014-01, the Division of Child Safety and Family Services (Division) will produce this monthly report, on behalf of DES, through June 2014.

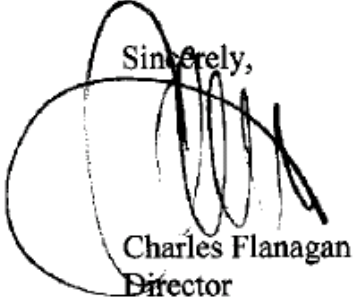
The Division would like to express appreciation to the Governor and Legislative leadership for the bipartisan support the Division has received as we continue to work to reform and improve DCSFS during a time of rapidly increasing caseloads. The Division is implementing process improvements for the entire 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 DCSFS system have outpaced the ability of process improvements to alleviate the increasing workload demands placed on case managers.

On average for FY 2014, reports of abuse and neglect have increased by less than one percent. The number of reports in February 2014 have increased by five percent compared to the same months in the prior fiscal year. In addition, the number of children in out-of-home care increased by ten percent from February 2013 to February 2014. Both the high number of investigations and the increase in the number of children in out-of-home care have driven growth in the DCSFS 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 January 2014, DCSFS workload was 62 percent above the historic standard. Following significant process improvement initiatives, DES 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 22 percent above the standard.

The Division 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) 542-5844.

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 ECONOMIC SECURITY**  
**DIVISION OF CHILD SAFETY & FAMILY SERVICES ACCOUNTABILITY FACTORS**  
Division of Child Safety and Family Services Monthly Financial and Program Accountability  
Report (DCSFS Report)  
**April 2014**

Pursuant to Laws 2013, Chapter 1, the Department of Economic Security (DES) developed a monthly financial and program accountability report for the Division of Child Safety and Family Services (DCSFS) with the specified seven measures outlined in Table 1. Per Executive Order 2014-01, the Division of Child Safety and Family Services will produce this monthly report, on behalf of DES, 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 DCSFS training academy is approximately 22 weeks.**

**February 2014**

Enrolled in DCSFS training academy beginning of month	137
Newly enrolled during month	31
Exited training during month	(50)
Enrolled in training end of month	<u>118</u>

## CPS CASELOADS

### **2. Caseloads for DCSFS 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 February 2014.

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 DCSFS 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 DCSFS 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 DES 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 DES 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 Child Safety and Family Services  
Case Count Summary Report  
Data for February 2014

	# 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	1,333	103				
Region 20	679	52				
Region 30	323	25				
Region 40	155	12				
Region 50	1,226	94				
Total	3,716	286	212	18	263	14
<b>In-Home Cases</b>						
Region 10	1,779	54				
Region 20	1,113	34				
Region 30	531	16				
Region 40	262	8				
Region 50	1,767	54				
Total	5,452	166	196	28	244	22
<b>Out-of-Home Children</b>						
Region 10	4,087	204				
Region 20	3,379	169				
Region 30	962	48				
Region 40	534	27				
Region 50	6,554	328				
District IX	21	1				
Region 60	1	-				
Total	15,538	777	599	26	743	21
			<u>1,007</u>		<u>1,250</u>	
Total Staff Required		<u>1,229</u>				
Number of Staff (Authorized)		<u>1,250</u>				
Number of Staff Needed Based on AZ Revised Standards		<u>21</u>				
Number of New In-Home Cases	1,939					
Number of Continuing In-Home Cases	3,512					
Number of Closed In-Home Cases	1,743					
Number of New Out-of-Home Children	1,359					
Number of Continuing Out-of-Home Children	14,179					
Number of Children Leaving Care	1,158					
Cases Identified as Non-Active <sup>2</sup>	13,500					

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 revised caseload standards: a workload per case manager of 13 investigations, 33 in-home cases, or 20 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 February 2014.

NOTE: Investigative caseload data as of April 5, 2014. In-home data as of March 17, 2014. Out-of-home data as of April 19, 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 DCSFS and employees who leave DCSFS.**

Please see pages 4a - 4b for data collected on these measures for February 2014.

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 Division 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 DCSFS Region – Number of staff hired in the report region that transferred from another DCSFS region.
- Transferred from Another State Agency – An employee who was employed by another agency is hired by DCSFS (e.g., a Division of Behavioral Health Services employee is hired as a CPS specialist or CPS unit supervisor).
- Promotion from Within DCSFS – An employee who was previously in another DCSFS 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 DCSFS 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 DCSFS – Continued Employment with DES – The employee has left DCSFS but went to work for another Division within DES.
- Transferred to Another DCSFS Region – Same as a Transferred from Another DCSFS Region.
- Promotion Within DCSFS – An employee who was previously in a CPS specialist position that promoted to a CPS unit supervisor or another DCSFS 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 DCSFS 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 02/28/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	387	293	128	58	384	70	1,320
FILLED	379	215	120	45	366	64	1,189
<i>CASE CARRYING/HOTLINE (1)</i>	345	191	102	37	332	64	1,071
<i>TRAINING</i>	34	24	18	8	34	0	118
VACANT	8	78	8	13	18	6	131
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>2/1/2014 - 2/28/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	9	6	7	0	9	0	31
TRANSFER FROM OTHER DCYF REGION	0	0	0	0	0	0	0
TRANSFER FROM ANOTHER STATE AGENCY	0	0	0	0	0	0	0
PROMOTION FROM WITHIN DCSFS	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	9	6	7	0	9	0	31
<b>LEAVING</b>							
<b>REGION</b>							
<b>2/1/2014 - 2/28/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	8	2	3	0	3	3	19
TRANSFERRED OUTSIDE DES	0	0	0	0	0	0	0
TRANSFERRED OUTSIDE DCSFS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCSFS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCSFS	0	0	0	0	2	0	2
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	8	2	3	0	5	3	21
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>REGION</b>							
<b>2/1/2014 - 2/28/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	97.9%	99.1%	97.5%	100.0%	99.2%	95.3%	98.4%
MONTHLY DCYF TURNOVER RATE (3)	2.1%	0.9%	2.5%	0.0%	0.8%	4.7%	1.6%

(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 02/28/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	57	42	21	12	57	11	200
FILLED	52	37	18	6	45	13	171
VACANT	5	5	3	6	12	-2	29
<b>NEW HIRES</b>							
<b>REGION</b>							
<b>2/1/2014 - 2/28/2014</b>	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 DCSFS	0	0	0	0	4	0	4
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	0	4	0	4
<b>LEAVING</b>							
<b>REGION</b>							
<b>2/1/2014 - 2/28/2014</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 DCSFS-CONTINUED	0	0	0	0	0	0	0
TRANSFERRED TO ANOTHER DCSFS REGION	0	0	0	0	0	0	0
PROMOTED WITHIN DCYF	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>REGION</b>							
<b>2/1/2014 - 2/28/2014</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 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 Child Safety & Family Services.**
- 7. The source and use of state monies in the Division of Child Safety & Family Services.**

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 DCSFS 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	24.1	2,147.0
Operating	52,027.0	52,887.0		206.6		105,120.6	4,996.8	1,391.2	33,484.8	2,991.5			4,148.1	1,323.4	153,456.3
Adoption Services	46,653.7	25,361.6				72,015.3			1,165.2	85,792.2				2,651.5	161,624.2
Children Support Services	43,216.3	52,803.1	1,459.1			97,478.5	38.9	10,484.0	11,731.9	6,978.0	65.0	6,570.5	33,006.0	1,389.4	167,742.3
Emergency & Residential Placement	27,519.8	12,423.0				39,942.8			22,094.8	12,849.5	390.0			3,500.0	78,777.2
Foster Care Placement	15,009.1	10,973.1				25,982.2			20,180.4		435.0			-	46,597.6
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	9,690.1	1,743.0				11,433.1								-	11,433.1
Independent Living Maint	1,609.6					1,609.6								718.0	2,327.6
<b>Total DCSFS</b>	<b>207,181.7</b>	<b>156,343.1</b>	<b>1,459.1</b>	<b>206.6</b>	<b>-</b>	<b>365,190.5</b>	<b>5,246.1</b>	<b>13,179.4</b>	<b>177,251.3</b>	<b>24,960.6</b>	<b>890.0</b>	<b>6,570.5</b>	<b>37,172.2</b>	<b>9,582.3</b>	<b>640,043.0</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 DCSFS/Adm Sup</b>	<b>212,953.0</b>	<b>157,339.7</b>	<b>1,459.1</b>	<b>210.8</b>	<b>-</b>	<b>371,962.6</b>	<b>5,495.8</b>	<b>13,349.0</b>	<b>180,877.1</b>	<b>26,917.9</b>	<b>890.0</b>	<b>6,570.5</b>	<b>37,675.3</b>	<b>14,204.7</b>	<b>657,942.9</b>
Percent of Total	32.4%	23.9%	0.2%	0.03%	0.00%	56.5%	0.8%	2.0%	27.5%	4.1%	0.1%	1.0%	5.7%	2.2%	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 DCSFS ESTIMATED EXPENDITURES <sup>1/</sup>

(AND ASSOCIATED SUPPORT COSTS)

	Appropriated Funds						Non-Appropriated 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	1,349.8	539.7	1.0			1,890.5	78.1	50.6	403.0	169.3			39.3	2.2	2,633.0
Operating	70,909.7	52,872.9		207.7		123,990.3	6,058.6	1,312.8	36,093.7	3,007.2			5,169.0	1,545.5	177,177.1
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4			1,629.0					3,444.2	175,350.7
Children Support Services	37,968.0	32,080.7	1,459.1		25,757.9	97,265.7	38.9	4,350.0	20,331.1	-	65.0	5,343.6	38,324.6	6,279.7	171,998.6
Intensive Family Services	5,000.0					5,000.0									5,000.0
Emergency & Residential Placement <sup>4/</sup>	21,078.7	16,423.0			-	37,501.7			22,772.2		390.0			8,632.0	69,295.9
Foster Care Placement	20,943.6	6,973.1				27,916.7			21,286.3		435.0			797.0	50,435.0
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	9,472.3	1,743.0				11,215.3								562.9	11,778.2
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	2,719.3					2,719.3								225.9	2,945.2
<b>Total DCSFS</b>	<b>234,131.4</b>	<b>130,791.0</b>	<b>1,459.1</b>	<b>207.7</b>	<b>40,988.3</b>	<b>407,577.5</b>	<b>6,328.9</b>	<b>7,444.6</b>	<b>197,477.4</b>	<b>5,363.0</b>	<b>890.0</b>	<b>5,343.6</b>	<b>43,513.5</b>	<b>21,849.3</b>	<b>695,787.7</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 DCSFS/Adm Sup</b>	<b>240,018.1</b>	<b>131,807.5</b>	<b>1,459.1</b>	<b>212.0</b>	<b>40,988.3</b>	<b>414,485.0</b>	<b>6,583.7</b>	<b>7,617.6</b>	<b>201,175.6</b>	<b>7,359.4</b>	<b>890.0</b>	<b>5,343.6</b>	<b>44,026.7</b>	<b>26,564.2</b>	<b>714,045.7</b>
Percent of Total	33.6%	18.5%	0.2%	0.03%	5.74%	58.0%	0.9%	1.1%	28.2%	1.0%	0.1%	0.7%	6.2%	3.7%	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.

4/ Total expenditures reduced due to anticipated usage of contingency funding within this line