



*Department of Child Safety*

**Janice K. Brewer**  
Governor

**Charles Flanagan**  
Director

July 8, 2014

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

Re: DCS Monthly Financial and Program Accountability Report

Dear Governor Brewer:

Pursuant to Laws 2013, Chapter 1, the Department of Child Safety (DCS) is required to submit the enclosed Monthly Financial and Program Accountability report for June 2014, which includes data through April 2014.

At the beginning of April, there were 148 caseworkers in training. During the month, an additional 35 new hires began training while 20 exited, for a total in training at the end of the month of 163. As of April 2014, the authorized full time employee (FTE) level for caseworkers was 94 short of what the Arizona caseload standard indicates as the need to handle then-existing caseloads. This need has been addressed with the additional staff provided in the budget for state fiscal year 2015. During April, the staff retention rate for caseworkers was 99 percent and for supervisors was 100 percent.

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**  
Department of Child Safety Monthly Financial and Program Accountability Report (DCS Report)  
**June 2014**

Pursuant to Laws 2013, Chapter 1, the Department of Child Safety developed a monthly financial and program accountability report for DCS with the specified seven measures outlined in Table 1.

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 the Department of Child Safety.
7. The source and use of state monies in the Department of Child Safety.

**TRAINING**

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

**April 2014**

Enrolled in DCS training academy beginning of month	148
Newly enrolled during month	35
Exited training during month	(20)
Enrolled in training end of month	<u>163</u>

## DEPARTMENT CASELOADS

### **2. Caseloads for DCS 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 April 2014.

The following are definitions relevant to the “caseloads for Child Protective Service workers” 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 DCS who require placement in a foster care setting. Units for this measure are defined as children.

The following are definitions relevant to 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 DCS 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 April 2014

	# 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	1,519	117				
Region 20	763	59				
Region 30	368	28				
Region 40	173	13				
Region 50	1,601	123				
Total	4,424	340	200	22	250	18
<b>In-Home Cases</b>						
Region 10	2,119	64				
Region 20	1,080	33				
Region 30	572	17				
Region 40	321	10				
Region 50	2,462	75				
Total	6,554	199	197	33	246	27
<b>Out-of-Home Children</b>						
Region 10	4,338	217				
Region 20	3,384	169				
Region 30	1,000	50				
Region 40	550	28				
Region 50	6,819	341				
District IX	16	1				
Region 60	-	-				
Total	16,107	805	603	27	754	21
			<u>1,000</u>		<u>1,250</u>	
Total Staff Required		<u>1,344</u>				
Number of Staff (Authorized)		<u>1,250</u>				
Number of Staff Needed Based on AZ Revised Standards		<u>(94)</u>				
Number of New In-Home Cases	2,590					
Number of Continuing In-Home Cases	3,964					
Number of Closed In-Home Cases	1,818					
Number of New Out-of-Home Children	1,555					
Number of Continuing Out-of-Home Children	14,552					
Number of Children Leaving Care	1,199					
Cases Identified as Non-Active <sup>5</sup>	14,232					

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 April 2014.

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 June 7, 2014. In-home data as of May 15, 2014. Out-of-home data as of June 23, 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 DCS and employees who leave DCS.**

Please see pages 4a - 4b for data collected on these measures for April 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 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 4/30/14</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	387	293	128	58	384	70	1,320
FILLED	384	233	124	45	377	75	1,238
<i>CASE CARRYING/HOTLINE (1)</i>	341	194	108	37	320	75	1,075
<i>TRAINING</i>	43	39	16	8	57		163
VACANT	3	60	4	13	7	-5	82
<b>NEW HIRES</b>	<b>REGION</b>						
<b>4/1/2014 - 4/30/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
NEW HIRES TO STATE	10	10	4	2	9	0	35
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
TOTAL NEW HIRES	10	10	4	2	9	0	35
<b>LEAVING</b>	<b>REGION</b>						
<b>4/1/2014 - 4/30/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
SEPARATION FROM STATE SERVICE	5	7	0	0	3	0	15
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	1	2	0	3
OTHER (2)	0	0	0	0	0	0	0
TOTAL LEAVING	5	7	0	1	5	0	18
<b>MONTHLY RETENTION AND TURNOVER</b>	<b>REGION</b>						
<b>4/1/2014 - 4/30/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
RETENTION RATE	98.7%	97.0%	100.0%	100.0%	99.2%	100.0%	98.8%
MONTHLY DCS TURNOVER RATE (3)	1.3%	3.0%	0.0%	0.0%	0.8%	0.0%	1.2%

(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 4/30/2014</b>	Central	Pima	Northern	Southeastern	Southwestern	Hotline	TOTAL
AUTHORIZED	57	42	21	12	57	11	200
FILLED	55	40	19	6	50	13	183
VACANT	2	2	2	6	7	-2	17
<b>NEW HIRES</b>							
<b>4/1/2014 - 4/30/2014</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	1	1	0	3
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	1	0	3
<b>LEAVING</b>							
<b>4/1/2014 - 4/30/2014</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 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)	0	0	0	0	0	0	0
TOTAL LEAVING	0	0	0	0	1	0	1
<b>MONTHLY RETENTION AND TURNOVER</b>							
<b>4/1/2014 - 4/30/2014</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 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.



**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 13th month expenditures and administrative adjustment

**FY 2013 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	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	53,073.5	53,059.0		206.6		106,339.1	5,000.0	1,391.2	32,291.8	2,967.3			4,148.1	1,323.4	153,460.9
Adoption Services	47,611.5	25,344.7				72,956.3		1,226.5	84,857.8					2,651.0	161,691.6
Children Support Services	41,835.4	48,637.5	1,459.1			91,932.0	38.9	10,484.0	17,850.4	6,457.9	65.0	6,570.5	33,011.5	1,389.4	167,799.7
Emergency & Residential Placement	28,841.5	12,423.0				41,264.5			20,747.9	12,849.5	390.0			3,500.0	78,751.9
Foster Care Placement	14,992.4	10,973.1				25,965.5			20,199.9		435.0			-	46,600.4
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	9,690.1	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 DCS</b>	<b>209,110.0</b>	<b>152,332.7</b>	<b>1,459.1</b>	<b>206.6</b>	<b>-</b>	<b>363,108.4</b>	<b>5,249.3</b>	<b>13,240.7</b>	<b>179,915.2</b>	<b>24,416.4</b>	<b>890.0</b>	<b>6,570.5</b>	<b>37,177.6</b>	<b>9,581.9</b>	<b>640,149.9</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>214,881.2</b>	<b>153,329.3</b>	<b>1,459.1</b>	<b>210.8</b>	<b>-</b>	<b>369,880.4</b>	<b>5,499.0</b>	<b>13,410.3</b>	<b>183,541.0</b>	<b>26,373.6</b>	<b>890.0</b>	<b>6,570.5</b>	<b>37,680.8</b>	<b>14,204.3</b>	<b>658,049.9</b>
Percent of Total	32.7%	23.3%	0.2%	0.03%	0.00%	56.2%	0.8%	2.0%	27.9%	4.0%	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 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	1,349.8	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	34,232.0	3,007.2			5,145.4	2,740.2	176,486.6
Adoption Services	52,271.3	20,645.7			4,730.4	77,647.4		1,629.0	93,085.9					3,684.4	176,046.7
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	5,302.6	38,340.5	5,090.1	170,784.0
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			22,776.8		390.0			8,448.6	69,117.1
Foster Care Placement	20,943.6	6,973.1				27,916.7			20,968.0		435.0			1,248.1	50,567.9
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								584.2	11,799.5
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								208.9	2,928.2
<b>Total DCS</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>195,757.9</b>	<b>5,363.0</b>	<b>890.0</b>	<b>5,302.6</b>	<b>43,505.9</b>	<b>22,366.7</b>	<b>694,537.0</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>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>199,456.1</b>	<b>7,359.4</b>	<b>890.0</b>	<b>5,302.6</b>	<b>44,019.1</b>	<b>27,081.6</b>	<b>712,795.0</b>
Percent of Total	33.7%	18.5%	0.2%	0.03%	5.75%	58.1%	0.9%	1.1%	28.0%	1.0%	0.1%	0.7%	6.2%	3.8%	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.

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