



Arizona Department of Child Safety

Douglas A. Ducey
Governor

Gregory McKay
Director

March 31, 2015

The Honorable Justin Olson
Chairman, House Appropriations Committee
Arizona House of Representatives
1700 West Washington
Phoenix, Arizona 85007

Re: Department of Child Safety Quarterly Progress Report

Dear Representative Olson:

Pursuant to Laws 2014, 2nd Special Session, Chapter 2, Section 6, the Department submits its report including quarterly benchmarks for the third quarter of FY 2015 for assessing progress in increasing the Department's number of filled FTE positions and in reducing the number of backlog cases, as well as updates to the quarterly expenditure plans for FY 2015 monies appropriated for personal services and for reducing the backlog.

If you have any questions, please contact our office at (602) 542-5844.

Sincerely,

Gregory McKay
Director

Enclosure

cc: Richard Stavneak, Director, Joint Legislative Budget Committee
John Arnold, Director, Governor's Office and Strategic Planning and Budget
Ben Beutler, Joint Legislative Budget Committee
Laura Johnson, Governor's Office and Strategic Planning and Budget



DEPARTMENT OF CHILD SAFETY

Quarterly Progress Report for Filled FTE Positions and Reducing the Backlog

Laws 2014, 2nd Special Session, Chapter 2 requires the Department of Child Safety (DCS) to submit a report for review by the Joint Legislative Budget Committee (JLBC) containing the progress made in increasing the Department's number of FTE positions and in reducing the number of backlog cases.

The filled FTE, case count, and expenditures for the second quarter are all preliminary as the calendar quarter does not end until March 31, 2015. These third quarter numbers will be updated in the subsequent Quarterly Progress Reports.

Filled FTE Positions

As of June 30, 2014, the Department had a total of 2,392 filled FTE positions, including 982 case-carrying staff, 225 staff in training, 76 FTE in Intake, and 1,109 other FTE. The progress in increasing the number of FTE positions through the third quarter of FY 2015, along with projections for the remainder of the fiscal year, is outlined below. The number of FTE has been updated to reflect second quarter actuals.

	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Preliminary¹	Quarter 4 Projected
Total Authorized FTE	3,045.1	3,045.1	3,045.1	3,045.1
Authorized Attorney General FTE Positions	222.2	222.2	222.2	222.2
Total Authorized DCS FTE Positions	2,822.9	2,822.9	2,822.9	2,822.9
Authorized Caseworkers	1,406.0	1,406.0	1,406.0	1,406.0
Filled Caseworkers (Active)	987.0	1,019.0	1,060.0	1,152.0
Filled Caseworkers (Training)	244.0	249.0	217.0	138.0
Hired Awaiting Training	60.0	46.0	43.0	40.0
Filled Intake (Hotline)	78.0	76.0	76.0	76.0
Subtotal Filled	1,369.0	1,390.0	1,396.0	1,406.0
Authorized Non-Caseworker Personnel	1,416.9	1,416.9	1,416.9	1,416.9
Filled Supervisors (Unit, APM)	246.0	255.0	254.0	255.0
Filled Case Aides	253.0	298.0	286.0	295.0
Filled Other Non-Caseworkers	787.0	831.0	826.0	866.0
Subtotal Filled	1,286.0	1,384.0	1,366.0	1,416.0
Total Filled FTE	2,655.0	2,774.0	2,762.0	2,822.0

1/ Preliminary second quarter data as of February 28, 2015

Reducing the Backlog

The Department established the following quarterly benchmarks for assessing progress in reducing the number of backlog cases:

- Number of cases that were non-active as of June 2, 2014 that have been activated
- Number of activated cases in the investigation phase
- Number of activated cases receiving in-home services
- Number of activated cases in out-of-home placements and receiving out-of-home support services
- Number of activated cases closed
- Number of non-active cases as of the 2nd to last Saturday of each quarter

A non-active case is a case that has had no documentation entered into the Children's Information Library and Data Source (CHILDS) for more than 60 days. As of June 2, 2014, there were 13,024 non-active cases. DCS conducted an action determination on all 13,024 of those cases.

As shown in Table 2, the Department revised the estimated number of investigation closures for the third quarter down. The number of total non-active cases, including cases that have gone 60 days without documentation subsequent to June 2, 2014 has also been revised upward to 12,000 for the fourth quarter. The Department found progress has been slower than expected due to several factors, including the identification of underlying inefficiencies and the continued growth in new incoming cases. As a result, the Department is focusing significant effort on removing system inefficiencies.

	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Preliminary ¹	Quarter 4 Projected
<u>Activity Status</u>				
Non-active as of June 2, 2014 that have been activated	11,911	13,024	13,024	13,024
Non-active as of June 2, 2014 requiring action determination	1,113	-	-	-
<u>Investigation Status</u>				
Open investigation	9,171	7,198	5,707	-
Closed investigation	3,503	5,476	7,133	13,024
No investigation documentation in CHILDS	350	350	184	-
<u>Case Status</u>				
Receiving In-Home Preventive Services	28	146	214	550
Receiving Out-of-Home Support Services and/or Placement	241	535	686	1,060
Cases with no service or placement payments in CHILDS	10,237	7,993	6,280	1,210
Cases closed	2,518	4,350	5,844	10,204
Current number of non active cases as of 3/14/15	7,854	15,504	15,473	15,000
1/ Preliminary third quarter data as of March 16, 2015				

The investigation phase is only one part of a case. An investigation consists of a case manager reviewing documentation, conducting interviews, placing a child in an out-of-home placement if necessary, and entering documentation into CHILDS. As of March 16, 2015, 5,707 cases had an open investigation, 7,133 cases had a closed investigation, and 184 cases had no investigation documentation entered in the CHILDS system, which includes duplicate cases that will show as closed in future reports. When an investigation is closed, the case is either referred for case closure or to an on-going unit if the case participants are in need of in-home preventive or out-of-home support services.

In addition to investigations, cases may also involve in-home and out-of-home support services. In many instances, the children or family involved in the case may receive support services prior to the investigation receiving a closed status in CHILDS. As of March 16, 2015, of the cases identified as non-active on June 2, 2014, 214 were receiving In-Home Preventive Services, 686 were receiving Out-of-Home Support Services, and 6,280 had no record of services provided in the CHILDS financial records. This could mean that a service has been referred, but has not been delivered, or that service has been rendered but the Department has not issued a payment for that service. It can take up to 60 days to complete the invoicing and payment process once a service has been provided.

Expenditures for Personal Services in FY 2015

The table below shows personal services expenditures through pay period 18, which ended on March 13, 2015, as well as projected personal services expenditures by quarter through the remainder of the fiscal year.

		Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Preliminary¹	Quarter 4 Projected
Specialists	P/S \$	12,814,300	\$ 15,622,700	\$ 13,118,300	\$ 15,802,500
	FTE	1,369.0	1,390.0	1,396.0	1,406.0
Non-Case Specialists	P/S	7,847,500	9,581,200	8,358,800	9,585,200
	FTE	900.0	958.0	936.0	920.0
Administrative	P/S	3,589,300	4,724,500	4,042,900	4,716,700
	FTE	338.0	369.0	369.0	369.0
OCWI	P/S	482,100	798,100	758,500	1,168,800
	FTE	48.0	57.0	61.0	127.0
Total P/S	\$	24,733,200	\$ 30,726,500	\$ 26,278,500	\$ 31,273,200
Total FTE		2,655.0	2,774.0	2,762.0	2,822.0

¹/ Preliminary second quarter expenditures through pay period 12

Expenditures for Reducing the Backlog

The FY 2015 budget includes \$23.1 million from the General Fund (\$29.0 million total funds) to reduce the backlog of non-active cases. This appropriation includes funding for determining the action to be taken on each of the 13,024 cases that were not active on June 2, 2014, to investigate the cases in need of investigation, and for services and placement costs for non-active cases already in placements and receiving services, or for children who receive services after their case is reactivated and investigated.

The table below shows preliminary third quarter expenditures related to the entire backlog and projected costs.

	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Preliminary^{1,2}	Quarter 4 Projected	Total	Expenditures to Address New Inactive Cases	Total Appropriation
Action Determination	167,300	79,200	-	-	246,500	-	246,500
Investigations ³	1,479,200	833,200	699,700	1,206,400	4,218,500	-	4,218,500
In-Home Support Services	28,900	19,200	653,600	958,000	1,659,700	2,513,400	4,173,100
Out-of-Home Support Services	145,900	609,700	816,300	1,046,700	2,618,600	8,118,300	10,736,900
Out-of-Home Placements	526,300	1,617,800	1,991,600	2,553,700	6,689,400	2,914,200	9,603,600
Total	2,347,600	3,159,100	4,161,200	5,764,800	15,432,700	13,545,900	28,978,600

1/ Preliminary second quarter expenditures as of December 1, 2014

2/ Personnel expenditures as of pay period 11

3/ Investigations expenditures for quarter 2 are the average cost at the overtime rate per investigation (\$422.28) multiplied by the number of completed investigations; the Department does not track caseworker time by investigation

4/ While the Department only reports expenditures related to the 13,024 cases that were inactive on June 2, 2014, significant work is also required to address the additional cases that have continued to become inactive since June 2. The funding appropriated for the backlog continues to address non-active cases.