



Arizona Department of Child Safety

Douglas A. Ducey
Governor

Gregory McKay
Director

August 10, 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 fourth quarter of FY 2015 for assessing the Department's progress increasing the 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) 255-2500.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory McKay". The signature is fluid and cursive, with a large loop at the end.

Gregory McKay
Director

Enclosure

cc: Richard Stavneak, Director, Joint Legislative Budget Committee
Bill Greeney, Director, Governor's Office and Strategic Planning and Budget
Lorenzo Romero, State Budget 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 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 are final for fiscal year 2015.

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 total number of FTE through the fourth quarter of FY 2015 is outlined below.

Total FTE classified as Hired Awaiting Training in the fourth quarter are greater than the previous two quarters due to technical issues with the Human Resources Division's transition to the state's new accounting system resulting in delays in June's processing of new hires.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Actual	Actual	Actual	Actual
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	1,081.0	1,025.0
Filled Caseworkers (Training)	244.0	249.0	193.0	164.0
Hired Awaiting Training	60.0	46.0	44.0	106.0
Filled Intake (Hotline)	78.0	76.0	78.0	74.0
Subtotal Filled	1,369.0	1,390.0	1,396.0	1,369.0
Authorized Non-Caseworker Personnel	1,416.9	1,416.9	1,416.9	1,416.9
Filled Supervisors (Unit, APM)	246.0	255.0	255.0	242.0
Filled Case Aides	253.0	287.0	282.0	282.0
Filled Other Non-Caseworkers	787.0	831.0	812.0	780.0
Subtotal Filled	1,286.0	1,373.0	1,349.0	1,304.0
Total Filled FTE	2,655.0	2,763.0	2,745.0	2,673.0

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.

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 number of total non-active cases that have gone 60 days without documentation subsequent to June 2 has decreased an average of 2% in the third and fourth quarters. Over FY 2015, the Department's 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 Actual	Quarter 4 Actual
<i>Activity Status</i>				
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	1,113	-	-	-
<i>Investigation Status</i>				
Open Investigation	9,171	7,198	5,191	3,896
Closed Investigation	3,503	5,476	7,648	8,964
No investigation documentation in CHILDS	350	350	185	164
<i>Case Status</i>				
Receiving In-Home Preventive Services	28	146	244	304
Receiving Out-of-Home Support Services and/or Placement	241	535	762	905
Cases with no service or placement payments in CHILDS	10,237	7,993	5,643	4,120
Cases Closed	2,518	4,350	6,375	7,695
<u>Current number of non active cases as of 6/30/15</u>	7,854	15,504	15,128	14,946

The investigation phase is only one part of a case. An investigation consists of a DCS Specialist reviewing documentation, conducting interviews, placing a child in an out-of-home placement if necessary, and entering documentation into CHILDS. As of June 30, 2015, 3,896 cases had an open investigation, 8,964 cases had a closed investigation, and 164 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 June 30, 2015, of the cases identified as non-active on June 2, 2014, 304 were receiving In-Home Preventive Services, 905 were receiving Out-of-Home Support Services, and 4,120 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 and FTE through fiscal year 2015.

Table 3. Projected Expenditures for Personal Services Monies Appropriated in Fiscal Year 2015					
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
		Actual	Actual	Actual	Actual
Specialists					
	P/S \$	12,814,300	\$ 15,622,700	\$ 13,497,819	\$ 12,468,087
	FTE	1,369.0	1,390.0	1,396.0	1,369.0
Non-Case Specialists					
	P/S \$	7,847,500	\$ 9,581,200	\$ 8,366,264	\$ 11,996,430
	FTE	900.0	947.0	874.0	812.0
Administrative					
	P/S	3,589,300	4,724,500	4,075,300	4,235,755
	FTE	338.0	369.0	410.0	429.0
OCWI					
	P/S	482,100	798,100	765,729	1,010,393
	FTE	48.0	57.0	65.0	63.0
Total P/S	\$	24,733,200	\$ 30,726,500	\$ 26,705,111	\$ 29,710,666
Total FTE		2,655.0	2,763.0	27.0	2,673.0

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 the final expenditures for fiscal year 2015 related to the entire backlog and projected costs.

	Quarter 1 Actual	Quarter 2 Actual	Quarter 3 Actual	Quarter 4 Actual	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	917,200	988,900	4,218,500	-	4,218,500
In-Home Support Services	28,900	19,200	815,400	267,800	1,131,300	3,041,800	4,173,100
Out-of-Home Support Services	145,900	609,700	1,359,900	1,674,800	3,790,300	6,946,600	10,736,900
Out-of-Home Placements	526,300	1,617,800	3,238,200	3,555,400	8,937,700	665,900	9,603,600
Total	2,347,600	3,159,100	6,330,700	6,486,900	18,324,300	10,654,300	28,978,600

3/ Investigations expenditures for quarter 4 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.