

DES RESPONSE TO FOLLOW UP QUESTIONS

1. In regards to The Office of Child Welfare Investigations. How many of the staff currently hired are former CPS staff? Please provide a breakdown of how many former CPS staff is currently working for “OCWI” and their role with OCWI and their prior role with CPS. (This question relates to the overall process of improving the child welfare system in Arizona)

We have 12 former CPS staff currently working for the Office of Child Welfare Investigations (OCWI.)

One (1) Deputy Chief of Programs. She has worked in the following capacities: CPS Specialist, CPS Unit Supervisor, CPS Program Specialist, Acting Assistant Program Manager and DCYF Management Analyst III.

Three (3) OCWI Investigations Managers. They have worked as CPS Specialists and CPS Unit Supervisors.

Eight (8) OCWI Investigative Specialists. They have worked as CPS Specialists, CPS Unit Supervisors and CPS Program Specialists.

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2. In relations to parents who abuse their children, and the parents facing criminal charges, how many parents and/or caregivers were charged and found guilty of child abuse and/or neglect over the past 5 years? Please break down each year and the type of charge the person was found guilty of. (This question relates to overall child well-being as parents who are sentenced to prison cannot harm children any longer and other permanency options can be given to those children)

Under the joint investigations protocols, local law enforcement is responsible for the charging of suspects. Therefore, this question should be directed to the County Attorney's office.

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3. Over the past 5 years how many cases were presented to the County Attorney's office for criminal prosecution of child abuse, sex abuse and/or neglect which were denied for prosecution? Please break down each year and each crime and the reasons why prosecution was not sought. (This question relates to overall child well-being as parents who are sentenced to prison cannot harm children any longer and other permanency options can be given to those children)

Under the joint investigations protocols, local law enforcement is responsible for the charging of suspects. Therefore, this question should be directed to the County Attorney's office.

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4. How many cases of child abuse/neglect have been identified as “criminal conduct” where the Office of Child Welfare Investigations was not involved or was unable to assist in the investigation? Of those cases, how many ended up with the children being removed from the home or services provided to the family? How many of those cases were there criminal charges filed for prosecution by the law enforcement agency that assisted in the investigation with CPS. (Related to better outcomes for children and families)

From 5/1/13 to 10/31/13, The Department received 3,233 cases identified as Criminal Conduct. OCWI has responded to complete investigations on 628 of those cases (19.42%). We have provided consultation and assistance on numerous additional cases including acting as liaisons between CPS and Law Enforcement, providing support from our Analytics Unit and locating missing dependent children. Charges have been submitted on 16.67% of those cases in Maricopa County and 13.27% of those cases in Pima County. We do not have a case count relating to removals of children.

The last question should be directed to the County Attorney's office.

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5. How many staff vacancies are there presently in the State of Arizona as of today? This will need to be a breakdown of every position within the agency. How many allocated positions are for each category, how many are filled and how many are vacant? This includes all support staff. (Related to better outcomes for children and families)

As of November 2013, the Department employed approximately 9,550 staff. These individuals support six major Program Divisions and various Central Administrative Support Divisions. Each division has a budget based upon the appropriated Federal and State resources available.

The table 'Employee Count' contains the number of staff, by position class title, for July and November 2013. As the table illustrates, in November 2013, the Division had 2,286 staff (40 more than July). Currently, the Division of Children Youth and Families, which contains CPS, does not have funding to increase the staffing level beyond where it is right now. The Division will continue to hire staff in anticipation of turnover, but will maintain a consistent staffing level at the maximum number of positions funding will allow.

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Division of Children Youth and Families					
Employee Count					
Position	Pay Period		Position	Pay Period	
	July	Nov		July	Nov
ACCOUNTANT 4	1	1	HUMAN SVCS PROG DVMT SPCT	53	54
ACCOUNTANT 5	-	-	HUMAN SVCS PROG DVMT SPV	3	3
ACCTG TECH 2	1	2	HUMAN SVCS SPCT 1	1	1
ADMV ASST 1	5	12	HUMAN SVCS SPCT 2	9	10
ADMV ASST 2	14	18	HUMAN SVCS SPCT 3	21	20
ADMV ASST 3	10	9	HUMAN SVCS UNIT SPV	4	4
ADMV SECRETARY 1	44	42	INFO PRCSG SPCT 2	14	13
ADMV SECRETARY 2	7	7	INFO PRCSG SPCT 3	5	6
ADMV SECRETARY 3	1	2	INFO TECH SPCT 2	2	2
ADMV SUPP SPV 1	1	1	INFO TECH SPCT 3	12	9
ADMV SVCS OFFCR 1	3	4	INFO TECH SPCT 4	2	3
ADMV SVCS OFFCR 2	11	10	INVGNS MGR	4	5
ADMV SVCS OFFCR 3	12	14	LGL SECRETARY 1	1	1
ADMV SVCS OFFCR 4	7	12	MED PROG ADMR	-	-
ASST AG	1	2	METRO PROG MGR	7	2
BUS ANALYST	2	2	MGT ANALYST 1	3	3
BUS OPS ADMR	2	2	MGT ANALYST 2	12	8
CLERK TYPIST 2	7	6	MGT ANALYST 3	14	14
CLERK TYPIST 3	9	7	MGT ANALYST 4	-	1
CLMS SPCT 1	2	2	MGT ATTY	1	1
CLMS SPCT 2	18	17	MGT CONSULT TM LDR	1	1
CLMS SPCT SPV	3	4	PERSONNEL ANALYST 2	4	2
CONTRACTS MGT SPCT 2	13	12	PERSONNEL ANALYST 3	3	3
CONTRACTS MGT SPCT 3	4	5	PERSONNEL ASST 2	1	2
CONTRACTS MGT SPV 2	1	1	PERSONNEL TECH 1	1	1
CPS ASST PROG MGR	33	34	PERSONNEL TECH 2	7	7
CPS CASE AIDE 1	2	2	PIO 3	1	1
CPS CASE AIDE 2	206	214	PROG CMLPNC AUDITOR 3	4	6
CPS PROG SPCT	133	173	PROG CMLPNC AUDITOR SPV	3	1
CPS SPCT 1	374	336	PROG PROJ SPCT 1	25	21
CPS SPCT 2	267	288	PROG PROJ SPCT 2	27	24
CPS SPCT 3	465	482	PROG SVC EVALR 3	39	33
CPS UNIT SPV	164	159	PROG SVC EVALR 4	4	4
CUST SVC REP 1	4	4	QA INVESTIGATIVE NURSE	2	1
DCYF TRNG ADMR	1	1	RECRUITMENT MGR	1	1
DE ASST DIR DCYF	1	1	SA TELLITE HUMAN RSRCES MGR	1	1
DE CMTY RL TNS LIAISON	1	1	SECRETARY	78	80
DE EXEC ASST	3	3	SR PCMT SPCT	3	2
DE SPCL EXEC ASST	1	1	SWITCHBOARD OPER 1	2	2
DRIVER	1	1	SWITCHBOARD OPER 2	1	1
ECON SECURITY BUR CHF 2	-	-	TRNG OFFCR 1	22	20
ECON SECURITY BUR CHF 3	3	6	TRNG OFFCR 2	4	5
FISC SVCS SPCT 2	1	1			
HLTH PROG MGR 2	4	5			
HLTH PROG MGR 3	1	1			
Total Employees				2,246	2,286

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6. Why has the Department waited so long to ask for additional staff when front line staff and seasoned management in the field have {been} requesting it for the past few years? If the money was provided to hire more front line staff 4 years ago would we as a State Agency be in the position we are currently in; higher case loads and a backlog of old cases? (Related to better outcomes for children and families)

The Department generally submits its budget request 10 months before the start of a fiscal year. During fiscal year 2010, reports to the Hotline were relatively flat from fiscal year 2009 and the number of children in out-of-home care was declining. The growth in the number of reports increased only slightly in fiscal year 2011 as the budget for fiscal year 2012 was being completed. These trends gave no indication of the rapid, unprecedented growth in the numbers of reports that was experienced through the end of fiscal year 2011 and the sustained growth experienced through fiscal years 2012 and 2013.

When Director Carter took over in March of 2011, it was becoming evident that the workload in DCYF was unsustainable. In order to ascertain exactly what resources would be necessary to properly staff CPS, Director Carter directed the Division of Children, Youth and Families to engage in a systematic process improvement initiative. In order to achieve this goal, the Division contracted with a nationally recognized third party team of experts from the Change and Innovation Agency beginning April 2011. Each of the major work flows in the process of keeping children safe and improving child and family well-being were dissected and laid out from beginning to end. In each step of the process, elements that did not contribute to the goals of keeping children safe or improving family well-being were eliminated. In addition, redundant tasks were grouped together or eliminated. This process led to the elimination of the need for over 120,000 work hours of staff time each year in the investigation process alone, with improvements in many other areas including adoptions and the care for children in the state's custody.

While this process improvement work was ongoing, Director Carter recognized that there were gaps in the CPS system. During the work to develop the fiscal year 2013 budget in the spring of 2012, the Department worked with the Governor's Office and Legislators to address these gaps. Through this work, the Office of Child Welfare Investigations was created and funding was provided for 28 positions. In addition, in order to curb turnover, a new classification of CPS field worker was created. This CPS Specialist IV class allowed individuals a career path that would allow the best field workers and case managers to remain in the field working directly with families. \$3.7 million was appropriated to DES for these initiatives for fiscal year 2013.

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Given that caseloads were continuing to increase, in September of 2012, the Department requested 200 staff for fiscal year 2014 broken out by type of worker and funding requested in the table below.

Type of Position	# of FTE requested
CPS Case Manager	124
CPS Supervisor	21
CPS Case Aides	31
Other Support Staff	24
Total	200

Once the process improvement initiatives were completed and implementation had begun, the Department utilized the expertise of the Change and Innovation team along with internal experts to conduct a time study of the work that needed to be completed to meet the necessary requirements for completing investigations, working with children in out-of-home placements, or assisting families in the CPS system with children in their home. These time studies allowed the Department to create a new workload standard that would be meaningful when requesting additional staff going forward. This new standard was utilized to develop a request for staffing for fiscal year 2015, which when funded, would allow the Division to meet all required child safety, permanency and family well-being objectives.

Arizona CPS Caseload Standards	Initial FY 2005	Revised FY 2013
Investigations	10	13
In-Home Case Management (Families)	19	33
Out-of-Home Case Management (Children)	16	20

The budget request for fiscal year 2015, submitted in October 2013, reflected staffing requests for several different components of need including recalibrating the workload to the new standard. In total the Department's fiscal year 2015 budget request seeks 444 additional staff at a cost of \$41,021,600.

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If the Department had received additional staff 4 years ago, we likely would be in a much better position to deal with the current reality facing our front-line caseworkers. However, at that time, there was no reason to believe CPS would experience the unprecedented and sustained growth that has occurred. In addition, in light of that fact and given the ongoing fiscal challenges faced by the state and nation during that time, a request for staff based on the 2005 caseload standard that was widely acknowledged to be out of date was extremely unlikely to be funded if not supported by historical data.

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7. How many divisions are within the Department of Economic Security?

The Department of Economic Security (DES) consists of eight divisions:

1. Division of Aging and Adult Services (DAAS)
2. Division of Business and Finance (DBF)
3. Division of Benefits and Medical Eligibility (DBME)
4. Division of Child Support Services (DCSS)
5. Division of Children, Youth and Families (DCYF)
6. Division of Developmental Disabilities (DDD)
7. Division of Employment and Rehabilitation Services (DERS)
8. Division of Technology Services (DTS)

The following offices within DES provide support to the Department and its Divisions:

1. Office of Accountability
2. Office of Communications
3. Arizona Early Intervention Program (AzEIP)
4. Financial Services Administration
5. DES Training and Development Administration
6. Office of Faith and Community
7. Legislative Services
8. Office of Child Welfare Investigations
9. Office of Equal Opportunity
10. DES Ombudsman
11. Human Resource Administration

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8. What are the current “SWAT” members doing to assist field staff across the State? Where are they assigned? What are they doing in their current assignments? Are these case carrying positions? If so, how many positions are carrying cases and what is the average case load? How many hours of field assistance has the team provided since being put into place? (Related to better outcomes for children and families, training and resource needs of agency and staff retention)

The SWAT team is comprised of 16 CPS Specialists and 3 Supervisors. SWAT personnel do not carry caseloads as SWAT is focused on reviewing, prioritizing, and completing cases. SWAT is comprised of more experienced and skilled staff able to assess complicated cases and situations. SWAT members provide assistance and support to field staff through a variety of activities that help to reduce staff workload and assist staff training, development, and decision-making throughout Arizona.

Each region of Arizona has SWAT personnel assigned to assist the staff within that given region. Neither SWAT nor any other CPS unit track its time by specific task. As a result, the Division is unable to state the number of hours of field assistance provided.

SWAT performance March 2013 through August 2013 includes: prioritizing 2,431 cases, completing 3,342 cases, completing clinical supervision of 3,224 cases, and evaluating 1,516 cases for further follow-up.

The following SWAT activities directly assist field staff throughout Arizona and help to reduce staff workload:

- Tracking non-active cases at regional and sectional levels statewide.
- Providing clinical supervision statewide.
- Providing field staff follow-up on the older cases on the non-active list. For these cases, the field work has been completed to ensure child safety, but nothing is documented in the assessment tool. The SWAT Team then reviews the elements of the case and is staffed with the team members and/or Coordinator to ensure that the children are safe and the family does not need further interventions. The SWAT Team enters the information from hand written notes into the CHILDS system, and then closes the case if appropriate.
- Providing After-Hours coverage in the Southeast Rural Region (Graham and Cochise County) Monday through Friday and Supervisor After-Hours coverage Monday through Friday for entire Southeast Region.
- Covering vacancies in offices throughout the state, for example those with management vacancies or regional needs.
- Reviewing and prioritizing ongoing caseloads to identify barriers to permanency.
- Reviewing and prioritizing investigation caseloads when workers are leaving the agency.
- Reviewing individual investigation caseloads when there is concern about the investigator's ability to conduct adequate investigations and determine child safety.
- Assisting staff in developing case plans with families.

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The following SWAT activities assist training, development, and decision-making of staff throughout Arizona:

- Developing and providing continuing education training in the areas of Clinical Supervision, Child Safety and Risk Assessment, Safety Planning, Investigation Overview, Ongoing Overview, Review of cases with 3 or more priors and CPS IV series.
- Working with Program Managers to develop and implement plans for sustainability.
- Mentoring case managers across the state in the development of investigation, ongoing case management, and critical thinking skills.
- Mentoring supervisors throughout the state in time management, clinical supervision, workload management and development of plans to address performance issues.
- Participating in the statewide Continuous Support and Improvement (CSI) meetings with SWAT, Policy, Child Welfare Training Institute (CWTI), and Practice Improvement to identify trends and training needs statewide.
- Providing information for the Az-Force monthly meetings on data related to focus areas that have been identified.
- Attending weekly critical incident staffings.
- Providing Hotline analysis study and reporting.
- Providing Supervisor Case Manager CORE Training on clinical supervision and cultural competency.

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9. Why is the number of new hires for the Department decreased over the last several months? Is there money in the current budget to hire staff? (Related to better outcomes for children and families)

Including the supplemental appropriation received in January 2013 and the subsequent increase in the regular appropriation for fiscal year 2014, the Department has funding for 1,194 caseworkers. As of October 2013, there were 1,211 CPS caseworkers. The Department will cover the costs of the additional 17 caseworkers through savings from staff on leave without pay for various reasons throughout the year.

Current projections indicate that there is no additional financial capacity in the DCYF Operating line item to hire additional staff. The Department continues to hire staff due to internal turnover on a one-in-one-out basis. In the month of October 2013, 27 CPS caseworkers left the Department and 2 CPS Specialists transferred to other assignments. During this same month, the Department hired 29 new caseworkers. This represents a significant decrease from the 45 caseworkers hired on average each month in fiscal year 2013.

The hiring, separations, and net staffing activity for fiscal years 2013 and 2014 are outlined in the table, 'Division of Children, Youth, and Families - CPS Specialist I, II, III & IV Personnel Activity'.

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DIVISION of CHILDREN, YOUTH & FAMILIES CPS Specialist I, II, III & IV Personnel Activity

	FY 2014												
Positions	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Total
Funded / Budgeted	1,194	1,194	1,194	1,194									
Filled (Case Carrying)	866	893	909	932									
Filled (Hotline)	66	68	71	75									
Training	255	230	231	204									
Net Filled	1,187	1,191	1,211	1,211									
Vacant	262	233	214	187									
Net Vacant	7	3	(17)	(17)									
New Hires	49	46	50	29									174
Total Separations	(26)	(30)	(24)	(27)									(107)
Transfers/Other Out	(3)	(5)	(2)	(2)									(12)
Net Activity	20	11	24	0									55

	FY 2013												
Positions	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Total
Funded / Budgeted	1,070	1,070	1,070	1,070	1,070	1,070	1,101	1,101	1,101	1,101	1,101	1,101	
Filled (Case Carrying)	680	690	698	724	740	743	762	782	786	812	818	859	
Filled (Hotline)	68	68	68	68	68	68	68	68	68	68	68	68	
Training	240	240	240	240	240	240	240	240	240	240	240	240	
Net Filled	988	998	1,006	1,032	1,048	1,051	1,070	1,090	1,094	1,120	1,126	1,167	
Vacant	322	312	304	278	262	259	271	251	247	221	215	174	
Net Vacant	82	72	64	38	22	19	31	11	7	(19)	(25)	(66)	
New Hires	32	46	43	55	48	21	49	47	52	48	51	60	552
Total Separations	(41)	(36)	(35)	(29)	(32)	(18)	(25)	(23)	(45)	(21)	(41)	(18)	(364)
Transfers/Other Out							(5)	(4)	(3)	(1)	(4)	(1)	(18)
Net Activity	(9)	10	8	26	16	3	19	20	4	26	6	41	170

Note: Beginning July 2013, following full implementation of the State's personnel reform, the staffing data was reconciled and now matches the State's personnel management system (HRIS) These tables show actual filled case carrying FTE based on assumption of a monthly average of 68 Hotline Staff and 240 in training prior to July 2013.

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10. What is the average wait for in home services in each of the regions within CPS? (Related to better outcomes for children and families)

Currently, the Department does not track how long a family on the waiting list has been waiting for services. As of the end of October 2013, the waiting list for in-home services was 64 families. For data that was available in the CHILDS automated system as of November 12, 2013, providers accepted referrals for 328 families for in-home services in the month of October 2013. Therefore, the number of families on the waiting list represents about one quarter of one month's total provider capacity.

Some families may experience wait times that extend beyond the mathematically calculated expectation due to the duration of services, the timing of provider service openings, and specific family and geographic considerations.

Families on the waiting list are primarily in Maricopa and Pima counties.

Please see the response to question 12 for further information on the challenges faced by providers, as well as the discussions and considerations that the Department has undertaken to remedy the situation.

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11. What is the average wait for visitation in each of the regions within CPS? (Related to better outcomes for children and families)

Currently, the Department does not track how long a family on the waiting list has been waiting for services. As of the end of October 2013, the waiting list for visitation services was 475 families. For data that was available in the CHILDS automated system as of November 12, 2013, providers accepted referrals for 248 families for visitation services in the month of October 2013. Therefore, the number on the waiting list represents about two month's total provider capacity.

Due to the duration of services, the timing of provider service openings, and specific family and geographic considerations, some families may experience wait times that stretch beyond the mathematically calculated expectation.

Families on the waiting list are primarily in Maricopa and Pima counties

Please see the response to question 12 for further information on the challenges faced by providers, as well as the discussions and considerations that the Department has undertaken to remedy the situation.

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12. How many parent aid referrals are not assigned in each of the regions? How many visitation only referrals are not assigned in each of the regions? Why are the providers not able to meet the demands of the services requested and that are contracted with them? What other options has the agency considered? Is having a visitation and parent aide program with agency staff a possibility? (Related to better outcomes for children and families)

Currently, the Department does not track how long a family on the waiting list has been waiting for services. As of the end of October 2013, the waiting list for parent aide services was 276 families. Families on the waiting list are primarily in Maricopa and Pima counties. For data that was available in the CHILDS automated system as of November 12, 2013, providers accepted referrals for 283 families for parent aide services in the month of October 2013. Therefore, the number on the waiting list represents about one month's total provider capacity. Some families may experience longer wait times due to the duration of services, the timing of provider service openings, geographic considerations and other family specific circumstances.

The Department has engaged the provider community on several occasions in both large and small group meetings to discuss the demand for services and provider capacity issues. In the past, the Department has created challenges and barriers for providers to manage their business. Late last year, a miscommunication within the Department abruptly reduced or stopped all service referrals to providers without discussion or warning. This disruption in continuity impacted provider cash flow, their ability to retain staff with incoming funds, and ultimately their capacity.

Once the effect of this internal miscommunication was known, the Department implemented actions including making system-wide improvements to correct the issue and reengaging providers. It has taken several months to begin to repair the trust that was broken during that time and allow business to normalize to the point that providers could again begin hiring to address capacity issues.

The second issue that has plagued the Department's business partners historically is the lack of timely reimbursement for services. In February and March of 2013, new staff found the Department to be woefully behind in providing reimbursement to providers for services rendered and billed. After several months of reconciliation and constant communication and engagement with our provider partners, much progress has been made and payments have been reported by many of the provider partners as being as current as they have ever been.

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13. What processes are currently in place within the agency to review cases that includes a child fatality or near fatality or severe abuse and/or neglect, etc? How has this process improved practice for field staff? (Related to better outcomes for children and families)

The Crisis Response Unit (CRU) within the Division of Children, Youth, and Families (DCYF), in consultation with the Attorney General's office, regularly conducts in-depth reviews of cases involving fatalities, near fatalities and/or other significant events that would impact the safety or well-being of a child or other person involved with a CPS investigation or case (e.g., abduction of child, a child who commits a serious or unusual criminal act or suicide). These reviews help to identify trends, potential training opportunities and/or policy changes for practice improvement. These reviews also facilitate agency coordination, communication and decision making for these cases which provides field staff additional guidance and support. In addition to these reviews, the CRU also receives notification of cases involving child fatalities, near fatalities and/or severe abuse and/or neglect when the report is made to the Hotline. Notifications may also be made when a CPS Specialist investigating a report determines that the case involves a child fatality, near fatality or severe abuse and/or neglect. The CRU tracks all fatality/near fatality cases in order to determine if the criteria for public notice is met (see A.R.S. § 8-807.F.2.). After consultation with the Attorney General's office, fatality and near fatality cases meeting the legal criteria are publicly posted to the DES/CPS website.

In addition to its internal review, CPS also participates in the state Child Fatality Review Program (CFRP) which tracks all child fatalities occurring in Arizona. These reviews include cases that may or may not have involved possible maltreatment. The reviews of child deaths are completed by 12 local child fatality teams located throughout Arizona. The state team provides oversight to the local teams, produces an annual report summarizing review findings, and makes recommendations regarding the prevention of child deaths. These recommendations have been used to educate communities, initiate legislative action, and develop prevention programs. The Arizona Department of Health Services provides professional and administrative support to the state and local teams and analyzes review data.

An additional mechanism that CPS engages is the Arizona Citizen Review Panel (CRP). Through an interagency service agreement with the Center for Applied Behavioral Health Policy (CABHP) at Arizona State University, DES/DCYF and CABHP are responsible for meeting all federal requirements specified in the Child Abuse Prevention and Treatment Act (CAPTA) regarding Citizen Review Panels. CRP develops recommendations to improve the child welfare system. CRP reviews CPS policies, practices, data and case record information on child fatalities and near fatalities due to maltreatment. The panels make recommendations to CPS for system changes and improvements. DES/DCYF must respond to those recommendations acknowledging whether it agrees or disagrees with the

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recommendations and what it is currently doing or plans to do to implement those recommendations.

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14. What is the leadership organization within the agency? Who reports to who and who has decision making authority within the agency to change agency policy, rules and/or operating procedures? How are these changes monitored when made? (Related to better outcomes for children and families)

Please find the Organization chart for the Division of Children, Youth and Families (DCYF) attached.

Information and recommendations are continually gathered from internal and external stakeholders as changes to policy, rules or operating procedures are considered and implemented. Some of these stakeholders include, but are not limited to, the Arizona Council of Human Service Providers, Casey Family Programs, Superior Courts, service providers and Citizen Review Panel. DCYF must also update its policies to ensure that it is compliant with current state and federal statutes.

When the need for policy development or revisions are identified, the DCYF Policy Unit develops the proposed policies and any supportive tools or documents required to implement and carry out these policies which are then reviewed by DCYF administration prior to approval.

When policies are developed and approved, DCYF and the Child Welfare Training Institute work together to ensure that applicable trainings are updated. DCYF communicates through email, trainings, ongoing meetings, websites and other media to communicate policy changes. Regional Management and supervisors support these efforts through ongoing communication with staff. Monthly management team meetings, annual conferences, and other training activity also supports the implementation and monitoring of policies.

An example of incorporating internal and external recommendations into new policy that improves outcomes is the development of the Child Safety and Risk Assessment (CSRA). Staff and community partners reported that the old assessment process was cumbersome and time-consuming. DCYF created work groups and pilot programs to develop and implement the CSRA which significantly reduced the amount of time case managers were spending completing paperwork allowing them to begin spending more time engaging in value added activities.

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15. Front line staff reports a concern of the lack of resources available to assist them in their daily job duties. Examples include: not enough State vehicles to utilize for the number of workers at each office, not enough support staff to assist with paperwork, only select offices getting laptops, not enough cameras, recording devices, etc., that would make their field investigations more effective and timely. What is included in the new budget to address these areas? Is the requested amount enough to ensure all field investigators and ongoing case managers are equipped with the necessary tools to do their job? (Related to better outcomes for children and families)

The Department is constantly evaluating the best way to allocate and utilize the funding that is available. When the Department requests staffing, the request includes funding for tools in the field, as well as space for the employee. However, when the new fiscal year budget is finalized, the additional appropriation does not always include all of the funding requested. When that happens, the Department must adjust plans by either hiring less staff or purchasing less of the equipment needed for the workers. As an example, for fiscal year 2014, the Department requested \$18.7M of General Fund monies for 200 new staff, including equipment such as 20 new vehicles. The final appropriation, including both the supplemental and the regular appropriation for those 200 staff only included \$17.3M.

Over the past few years, the Department has invested in tools to help caseworkers become more efficient in their jobs including the purchase of laptops, licenses for Dragon Speak dictation software, ensuring that every CPS caseworker has access to a cell phone through either a department issued phone or reimbursement for their personal cell phone, piloting the use of tablets in the field, among many other improvements. During fiscal year 2013, the Department increased the overall fleet size by 40 additional vehicles. To ensure that staff in the field have the basic tools necessary to do their job, the fleet will be increased by 75 vehicles during fiscal year 2014. Cameras are available to each investigation unit.

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16. Even if the Department was able to hire the requested number of new staff, where would they go? According to field staff office space is not available for some of the current staff the agency now has. Staff report sharing of computers, desks, etc. What is the plan for the agency to address the need for building space? Is this included in the budget being requested? Why does it take so long to get the necessary improvements, including phones and computers, to buildings that house front line staff? (Related to better outcomes for children and families)

The Division occupies space in 68 buildings around the state of Arizona. Funding for space is included in the base budget, as well as the budget request for new staff when it is submitted. The space cost portion of the budget request for staff in fiscal year 2015 includes a rate of \$20.30 per square foot and an average of 215 square feet per employee for a total of \$1.6 million for 358 total employees.

In fiscal years 2009 and 2010, the Department's financial resources were reduced. Therefore, from fiscal year 2010 through 2012, the Department had many ongoing initiatives to reduce the space footprint in order to increase space efficiency and reduce costs. DCYF was a major part of these space reduction plans and initiatives.

Beginning in fiscal year 2013, it was clear that DCYF was going to need additional staff so work began to reverse the reduction trend and identify additional space. One of the main processes by which space was increased was reconfiguring offices and utilizing existing space more effectively. Over the course of fiscal year 2013 and into fiscal year 2014, offices all over the state have been modified, creating more work stations. In addition, the Department is constantly looking for new space to build CPS offices around the state.

There are a few major projects that will be completed in the coming months that will provide for significant relief to overcrowded work spaces. Examples of these include a South Tucson office that will have 81 workstations and two Flagstaff offices that will have a total of 54 workstations.

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17. Has the Department looked at making all reports either a Priority 1 or Priority 2 report to ensure that immediate responses are made? If this was to happen, what impact would it have on the current workforce? Would the additional staff requested in the budget ensure that 100% of all reports made to the hotline would be investigated and closed in a timely manner? How many other States have only a two priority system for reports to their hotlines and if so, how do their Child Welfare outcomes compare to Arizona? (Related to better outcomes for children and families)

Currently, Arizona utilizes a four-tier system pursuant to A.A.C. R6-5-5505 that prioritizes cases of abuse and neglect. These four categories are:

Investigation Priority Categories	Description/Response Timeframe	Number of Hotline Reports FY 2013
Priority #1	Present Danger, High risk, 2 hour response time	8,964
Priority #2	Impending Danger, Moderate risk, 48 hour response time	8,031
Priority #3	An incident of abuse or neglect has happened in the past 30 days, Low risk, 72 hour response time	20,020
Priority #4	An incident of abuse or neglect happened more than 30 days ago, Potential risk, 7 consecutive days response time.	7,106

At least twelve states utilize a two-priority system when evaluating reports of abuse or neglect to their reporting system. Generally, the policy on response time for more serious allegations is either immediate or within 24 hours, with some states requiring investigation for allegations of abuse to commence at least within 48 hours of report receipt. Response times for lower risk situations range from 72 hours to 15 working or business days. Not all reports into their respective hotlines receive an investigation. Many of these states utilize a multi-track system to assign allegations of abuse or neglect that do not qualify for a formal investigation. These tracks include referrals to prevention services for reports with no specific allegations, but the families may need services to alleviate identified risks or an assessment track for reports that present no apparent immediate safety concerns but a collaborative approach could bring resolution to certain risks that the family may be

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facing. If the report does not meet the legal definition of abuse or neglect for that state, they are not assigned a priority or investigated. The report is closed and no further department intervention is required. This decision is generally made at the hotline or supervisor level.

If Arizona were to move to a 2 tier approach, the state would have many different construct options. What follows is a discussion of the most simplistic and immediately logical two-tier construct as well as the implications of implementation and operation of that set-up.

Consolidate current four-tier system by combining current priority 1 and priority 2 as well as combining priorities 3 and 4. Since the new higher priority tier would include many imminent risk cases, the response time for the higher tier would need to match the current response time for priority 1 and be set at 2 hours. In order to address the cases the new lower priority tier at least as quickly as they are being responded to now, the new response time would be set at the response time for the current tier 3 or 72 hours.

Current Investigation Priority Types & Response Times

Investigation Priority Categories	Response Timeframe	Number of Hotline Reports FY 2013
Priority #1	2 hours	8,964
Priority #2	48 Hours	8,031
Priority #3	72 Hours	20,020
Priority #4	7 Days	7,106

Investigation Priority Types & Response Times for a 2-Tiered System

Investigation Priority Categories	Response Timeframe	Number of Hotline Reports FY 2013
Priority #1	2 hours	16,995
Priority #2	72 Hours	27,126

As can be seen from the table, using FY 2013 numbers, there are 8,031 cases that previously would have been responded to in 48 hours that now need to be responded to in 2 hours. Additionally, there are 7,106 cases that would have needed to be responded to within 7 days that will now need to be expedited and responded to within 72 hours.

The most important thing to note from the table is that several thousand cases would be responded to sooner, so children would be safer. Additionally, a two tier system would be simpler to manage from an incoming call perspective because intake workers would only have to choose between two priorities rather than four. There are, however, several budgetary and logistical considerations to making this type of change.

In order to expedite the work in the manner described previously, additional investigator staff would need to be available during the peak reporting times. Also, the number of available cars would need to be increased. Currently, the Department utilizes a ratio of one car for every 4 CPS

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specialists in the field. For investigative staff in the expedited model, there would virtually need to be one car for every staff member on duty at any given time.

Prior to moving to a two-tier model, an in-depth model would need to be constructed defining exactly what resources would be necessary to complete the work.

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18. For the offices that have maintained staff for more than a year, what have they done to do that? Is it related to morale, work environment, or other factors? (Related to better outcomes for children and families and having a stable workforce)

The Department conducts voluntary exit surveys with staff that leave. Consistently, the data from those surveys has indicated that the support and competence of Unit Supervisors is most crucial in maintaining staff - a close second and third are manageable workloads and pay respectively.

Unit Supervisors set the tone for the unit, influencing both morale and work environment. Accordingly, the Department is investing in Supervisor development. For example, Human Resource staff within the Department are leading initiatives focused on assisting the development of supervisors' skills in areas such as employee development and performance, and are conducting training for supervisors on topics such as "Having the Difficult Conversation" and "Professional Boundaries".

A Virtual Job Tryout for the Unit Supervisor position has also been created to help the Department select outstanding internal candidates interested in supervisory roles. This includes working with Arizona State University to develop a management instruction course for those looking to go into supervision and who are currently supervising in the field.