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June 30, 2012

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Dear Ms. Green,

In accordance with Program Instruction Log No: ACYF-CB-PI-12-05 enclosed you will find Indiana's 2012 Annual Progress and Services (CFSP) Report. This APSR is an update to Indiana's progress made towards accomplishing the goals and objectives outlined in Indiana's CFSP submitted for 2010-2014.

Indiana continues to make strides expeditiously with the ultimate mission of protecting children from abuse and neglect by partnering with families and communities to provide safe, nurturing, and stable homes.

Per submission requirements, an online version of the APSR will be posted on the DCS webpage at http://www.in.gov/dcs/2329.htm.

Sincerely,

James W. Payne
Director

Protecting our children, families and future

STATE OF INDIANA

ANNUAL PROGRESS AND SERVICES REPORT

FOR THE TIME PERIOD BEGINNING OCTOBER 1, 2009

AND ENDING SEPTEMBER 30, 2014

SUBMITTED TO CHILDREN'S BUREAU

ADMINISTRATION FOR CHILD AND FAMILIES

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

ON

JUNE 29, 2012

INDIANA DEPARTMENT OF CHILD SERVICES

Protecting our children, families and future

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I. Introduction

In 2005, Governor Mitch Daniels changed the course of Indiana's child welfare system when he established Indiana's Department of Child Services (DCS) as a separate cabinet-level agency. He charged the new administration with the responsibility of overseeing both child welfare services and child support enforcement. DCS engaged national and local organizations for guidance and support to improve the system that cares for its abused and neglected children. This collaboration marked the beginning of Indiana's practice reform efforts. The centerpiece for Indiana's Practice Reform includes the TEAPI Practice Model, infrastructural and systemic changes, staff expansion and training, policy making and revisions, and new legislative amendments.

II. Indiana Department of Child Services

The Department of Child Services protects children and strengthens families through services that focus on family support and preservation. DCS administers child support, child protection, adoption and foster care throughout the State of Indiana.

Beginning in 2005, DCS Director James W. Payne addressed the infrastructure and systemic needs with immediate changes in operational and organizational development. Along with the renovation of the central office structure, Indiana's ninety two counties were organized into eighteen (18) regions with local offices serving as divisions within those regions (See Attachment A). This infrastructure allows each region to focus on, in conjunction with statewide objectives, a regional strategic plan addressing the specific geographical and demographic needs within each county and region.

Additionally, DCS developed a mission, vision, values, and practice principles to serve as guideposts for the newly structured organization (See Attachment B).

DCS administers the mission, vision, and values through the hard work and commitment of the 92 local offices and 13 central office departments (See Attachment C):

- Office of the Director
- Chief of Staff
- Child Support Bureau
- Administrative Services
- Child Welfare Services and Outcomes
- Communications
- Field Operations
- Human Resources
- Information Technology
- Legal Operations
- Permanency and Practice Support
- Placement Support and Compliance
- Staff Development

Given the growth of the agency during the 7 years since creation of the Department, the continued emphasis on the quality of our services and focus on ensuring best practices during every phase of involvement with children and families, in 2011, Director Payne challenged the executive team to begin thinking about how the agency can best assure stability and sustainability of the extraordinary efforts of the DCS team. There was considerable recognition of the progress made to date and the question that emerged was: What is it that needs to be done to provide the best opportunity for stability and sustainability of the efforts engaged in so far?"

While the former organizational structure effectively supported our initial agency initiatives, as we began specializing functions and implementing cutting-edge initiatives in support of our practice, most of these efforts were parked in Field Operations. This was done, in large part, because most of the work that we do is in support of Field Operations. There were several iterations of the agency structure, but the organizational structure included as Attachment C represents the final version.

There were (7) divisions that were impacted in some capacity by the reorganization. Those included: Field Operations, Permanency and Practice Support, Child Welfare Services and Outcomes (formerly Programs and Services), Placement Support and Compliance (new division), Legal Operations, Information Technology, and Chief of Staff. Highlights of these changes are reflected in Attachment D.

The mainstay of Indiana's Practice Reform is the TEAPI practice model:

Teaming is the skill of identifying the family's informal and formal supports by establishing a working group. This group is synonymous to the Child and Family Team formed to assist the family and offer resources necessary to address issues relevant to DCS' involvement.

Engaging is defined as effectively establishing a working relationship with the children, parents, and key participants of the team for the purpose of reaching the identified case plan goals.

Assessing is the skill of obtaining information about crucial events that have led the family to DCS and the root cause(s) for their circumstance. Assessing is a discovery process that searches for both the needs and strengths of the family and in doing so, determines the capacity, willingness, and availability of resources to achieve safety, permanency, and well-being of the children.

Planning overlaps with assessing as it depends on the family's ability to meet the child's needs long term. This part of the process includes incremental steps that move families from where they are to a better and safer level of functioning. Service planning requires the ongoing assessment of circumstances and resources, and often includes the evaluation of the plan's effectiveness, reworking the plan when necessary, celebrating successes, and searching for contingencies when plans are unsuccessful.

Intervening is the ability of field staff to intercede with actions that will decrease risk and increase safety, promote permanency and establish well-being. This skill is practical in nature and ranges from finding housing to enlightening a parent's thinking about raising children.

III. Goals and Objectives

a. Progress and Summary of Accomplishments

One of DCS's values is that the most desirable place for children to grow up is in their own home - as long as the family is able to provide safety and security for the child. There are some situations when our decisions regarding the safety of a child lead us to determine the removal from the home is in the best interest of that child. In these circumstances, we weigh the possible risks of leaving a child with his/her own family knowing there is certain trauma when a child is removed from the home.

When a child cannot be safely maintained in the home, we are committed to finding absent parents and relatives to care for the child. We look for family members who know the child and who are familiar and comfortable to the child. These relatives have established relationships, and as such, the trauma of removal is mitigated because the child is with people who know the child and who desire to help the child feel included in their family. Our own Practice Indicators demonstrate that when children are placed with relatives they are more likely to find permanency faster than when they are placed in non-relative environments.

Beginning in 2011, we centered our efforts around keeping children in their own homes or with relatives. We refer to this concept as "**Safely Home—Families First**". There are many aspects to this effort including: the expansion of in-home support services, wraparound services, intensive family preservation, intensive family reunification and others. Having those services available in a timely manner, at times when the services are needed and with the flexibility to adjust to the needs of the family are absolutely necessary to the success of our Safely Home—Families First efforts.

In 2011, DCS again initiated an aggressive list of initiatives all designed around continued practice improvement and the concept of Safely Home – Families First. Below is a summary of these priorities.

Strengthening Infrastructure through Additional Practice Support Functions

In the infancy of the Department the greatest barrier the Agency faced was a lack of Family Case Managers (FCMs) to effectively manage the caseloads of the Department. The General Assembly recognized this need and responded by authorizing the hiring of 800 new FCMs over the course of the biennium ending SFY 2008.

Throughout 2006, 2007 and 2008 DCS focused its efforts on hiring additional Family Case Mangers and developing an effective new worker training curriculum to provide new staff with the skills necessary to be successful in partnering with children and families. In 2009 and 2010, the Agency started focusing more attention on ongoing FCM and Supervisor training, as well as leadership training for all levels of management.

As the next phase in practice improvement and developing resources to meet the complex needs of the children and families in our system, starting in 2011 and continuing in 2012, DCS will create a number of specialized positions to provide additional practice support to our family case managers. These employees will provide subject matter expertise and serve as an invaluable resource to field staff in navigating challenging issues and barriers to child well-being and permanency in areas such as behavioral health, medical, education and parent locating. Many of these specialized positions were piloted in Fall 2011 with positive outcomes. Additional information regarding these new positions is outlined below.

1. Clinical Resource Team: DCS has long recognized that mental health issues, including substance abuse, mental illness, and domestic violence, can present unique challenges to case planning and service coordination efforts. In the fall of 2010, DCS leadership identified the need for internal clinical resources, and the Clinical Resource Team (CRT) was formally launched in the summer of 2011. The CRT consists of nine licensed mental health professionals (Clinical Services Specialists) based regionally throughout the state. Program leadership and oversight is provided by a licensed psychologist (Clinical Services Manager) based at the DCS Central Office in Indianapolis. CRT staff work closely with local DCS offices and participate in a variety of service planning activities, including residential placement reviews, regional provider meetings and permanency roundtables.
2. Education Specialists: DCS recognizes that children involved in the child welfare system experience multiple risk factors that may keep them from succeeding in school. However, the education system is complex and navigating and resolving the various issues, barriers and needs of our youth is extremely challenging. The Education Specialist will provide expertise to our family case managers, families, students and schools to ensure the educational needs of youth in DCS care are met and to provide a seamless transition for students entering new and unfamiliar school environments. DCS piloted these positions as a part of the national Foster Youth Education Initiative (FosterEd) during Fall 2011. DCS will employ 16 regional education specialists and a statewide manager to ensure foster children receive the educational opportunities they need to succeed in school, and in life.
3. Nurses: We know that many of the children who come into our care have not received adequate medical treatment and care during their lives. As a next phase in building upon the components outlined in the Health Care Oversight and Coordination Plan, DCS will approximately 16 registered nurses with pediatric nursing experience to further strengthen our efforts to ensure all children care receive the medical and dental care they need and deserve.
4. Parent / Relative Locate Investigators: To further strengthen the Department's efforts with regard to locating absent parents, DCS will create an additional 20 Parent / Relative Locate Specialist positions along with 2 supervisors and begin hiring in July 2012. The Parent / Relative Locate Specialists – typically retired detectives - have a unique skill set and knowledge of / access to a variety of locate resources not available to social work staff. They are experienced in utilizing a variety of mediums such as computer databases, social media, telephones, public records, court systems/records, the Internet, and knocking door to door in order to gather information. These investigators not only

exercise different means to locate and engage fathers and extended family on both sides, but are available to assist family case managers with challenging cases where the investigations require more challenging research and officer presence.

MaGIK

As DCS transforms Indiana's child welfare system, the next important step is to provide family case managers and supervisors with a tool that translates the practice into an everyday routine in the field. Indiana has partnered with Casey to finalize MaGIK (Management Gateway for Indiana's Kids), Indiana's new child welfare tracking and case management system. MaGIK will put DCS into the 21st century with interactive, web-based capability.

This is a tool designed around and for field operations. Teams from around the state have worked with the development team to ensure that the greatest input from the field is considered during the development and final implementation. DCS began piloting components of the new system in November 2011. The new system will roll out beginning July 5, 2012.

Permanency Roundtables:

In 2011, DCS completed a successful pilot project, developed with the support of Casey Family Programs, to introduce the Permanency Roundtable process in selected pilot Regions. Seven regions participated in this pilot, which consisted of two phases completed over the course of approximately nine months.

During 2011, 126 Permanency Roundtables were completed in the seven pilot Regions that included both urban and rural areas of Indiana. Core teams, including Process Facilitators, Master Practitioners, Permanency and Services Specialists, DCS Central Office Liaisons, Clinical Consultants, and DCS Legal staff, were identified and trained to staff the Roundtables.

Based on the documented experiences of the pilot Regions, the following positive factors supporting permanency were identified:

1. The consistent positive tone and sense of open-mindedness of the Roundtables was critical to encourage the participation of all participants, especially front line staff directly responsible for services to the children/youth;
2. Participants of the PRT's were consistently open to taking a "fresh look" from new/different perspectives when developing intervention plans;
3. The inclusion of key Central Office staff served as a helpful resource and underscored the importance of legal permanency for each child/youth;
4. The inclusion of DCS staff from outside the host Region as part of the Core Team was very helpful in providing a new perspective to understanding situations and proposing interventions.

Building on the successful experience of the pilot Regions, the plan for 2012 is to make the Permanency Roundtable process available to the remaining eleven Regions, providing the additional training needed for them during the first six months of 2012. DCS plans to complete

an additional 324 Permanency Roundtables throughout Indiana this year. The processes of follow-up, monitoring and evaluation will continue to ensure the fidelity of the model and that the outcomes are consistent with the goals of the Permanency Roundtable process.

The Indiana Program Improvement Plan (PIP) was approved, initiated and implemented throughout the agency within the last two years. Indiana developed goals and objectives for the Child and Family Services Plan (CFSP) primarily based on the PIP action steps and benchmarks. DCS is very excited to announce completion of the PIP related goals and objectives in May, 2011. This will provide an opportunity to center all energies and attention on the final goals and objectives outlined in the CFSP. At this point, there are no planned changes to the CFSP submitted in 2010.

b. FYs 2010-2014 Goals and Objectives

DCS selected four primary strategies (themes) to serve as guideposts in the development of the PIP matrix which are used as the foundation for 2010-2014 CFSP goals and objectives.

After careful discussion and collaboration amongst the DCS Director, Deputy Director of Field Operations, and the eighteen (18) regional managers throughout the state, it was concluded that Indiana's child welfare system must identify and focus on the strategies that would address staff development, community partnership, individualized services, and systemic change.

Goal # 1	**DEVELOPMENT OF STAFF THAT HAVE ASSESSMENT SKILLS AND COMPETENCIES TO DETERMINE THE RISKS AND NEEDS OF CHILDREN AND THEIR FAMILIES.**
Objective 1.1	All existing FCMs, FCM Supervisors, Local Office Directors, and Regional Managers will be trained in the final stages of TEAPI: planning and intervening.
Response 1.1	**This objective is complete.** TEAPI was completed for the majority of DCS staff on 5-6-09. DCS continued to offer the TEAPI training throughout the state until all staff in the field were trained. Employees who were unable to complete their scheduled training, attended one of the new cohort training sessions. All TEAPI training has been fully incorporated into the 60 day pre-service training for new Family Case Managers.
Objective 1.2	Ensure consistency in timely response to CA/N (child abuse/neglect) reports across regions.
Response 1.2	**This objective is complete.** The QAR results were generated from the quarterly surveys ending in December 2009. In lieu of the QAR report, the Feds approved a revised evidence of completion. In December 2010, Field

Operations Deputy Director, Dave Judkins, formed a multi-disciplinary workgroup of Local Office Directors, Family Case Manager Supervisors, Regional Managers, members of the Policy team to research the definition of initiation in other states as well as discuss the practice needs and concerns within Indiana.

An Administrative Letter was developed to outline the definition that was adopted for field staff in September 2011. This Administrative Letter has since been developed into policy and practice guidance has been provided as well. The policy became effective on June 1, 2012.

Objective 1.3 CFTMs/case conferences will be used to develop effective and comprehensive safety planning to ensure children are safe at the time of DCS' initial involvement and thereafter until case closure.

Response 1.3 **This objective is complete.** The first step of this objective has been completed, according to a QAR report period ending in September 2009, a total of 1,679 assessment cases (385 assessments resulting in IAs and 1,294 assessments resulting in CHINS) were surveyed to indicate the development of a safety plan during the initial stage at a case conference or CFTM once a substantiation was established. During the life of the case, CFTM minutes will include the safety plan. FCM's will enter written minutes/safety plan in the CFTM's contact note in ICWIS system. Safety planning will be established in the CFTM notes and the quality of the safety planning development will be observed through the Supervisory Reflective Practice Survey (RPS) Tool. This amendment to the step was approved during 6-2-10 Federal conference call. The RPS is a new tool that is still in its infancy. The results of the RPS are reflective of a system with newly trained supervisors who are still learning to use it properly for assessing FCM skills. Four hundred and eighty-seven (487) cases were reviewed using the RPS tool. Of the 487 cases reviewed, supervisors scored the FCM skill set in refine/maintain (4,5,6) in 470 (96.51%) of the cases. Overall the RPS data indicates that most FCMs are demonstrating the skills necessary to assess the safety of children in care. Appropriate assessment of the family's safety needs can lead to successful safety planning. The RPS has been revised since this data was collected to provide clarity to the supervisors assessing the FCMs skills for safety planning. As supervisors become more adept at using the RPS, the scores will be more reflective of the FCMs skills.

Objective 1.4 Review current risk and needs assessment tools to align with TEAPI model and support the continuous assessment occurring throughout the life of the case.

Response 1.4

This objective is complete. Under the guidance of the Deputy Director of Field Operations and technical assistance and consultation from Barry Salovitz at Casey and National Resource Center, Indiana identified and implemented a tool from California. Indiana identified and implemented new Safety and Risk SDM tools and also revised The Strength and Needs tool. The Caregiver and Family Module questions of the Child and Adolescent Needs and Strengths (CANS) are now used to identify the strengths and needs of caregivers by using a new form called the Indiana Caregiver Strengths and Needs Assessment. The previous version of this form was deactivated. in ICWIS .

Safety is now able to be reassessed in the ongoing phase of the case for both in home and out of home cases. These new tools allow DCS an opportunity to assess safety, risk and reunification using a structured decision making (SDM) model.

The four new tools are:

Initial Safety Assessment (completed in assessment phase)
Initial Family Risk Assessment (completed in assessment phase)
Safety & Risk Reassessment (In Home)
Reunifications Reassessment (Ongoing)

The new risk, safety, and reunification tools were migrated into ICWIS in June, 2011. These SDM tools look and function much like the previous versions of the Safety and Risk assessments in the Indiana Child Welfare Information System (ICWIS) but provide DCS staff an enhanced assessment tool to aid in the decision making process.

DCS's engagement skills are at the center of the Practice Model. The results of the Safety and Risk tools will be discussed with the child (if appropriate) and the Child and Family team (CFT) and can be used to address safety, permanence and well-being

Training on the usage of the new tools occurred over a few months in 2011and were delivered to staff via Computer Assisted Trainings (CATs), Webinars , face to face training and email communications.

The Child Abuse Hotline also added a new SDM tool to what they use to screen incoming reports. This was effective April 2, 2012. This tool gives the Hotline staff a final decision regarding screen in or screen out a report. It also gives guidance to support the response time decision.

Objective 1.5

Implement permanency planning system-wide while focusing on the "life of the case", placement stability, and timeliness.

Response 1.5

This objective is complete. DCS, in collaboration with Indiana University's School of Social Work and the Child Welfare Education Training Partnership, completed a trainer's manual on Concurrent Planning. The manual's objective is to describe the purpose and role of concurrent planning as well the values of understanding timelines, full disclosure, indicators, strategizing and documentation. Concurrent Planning Policy was developed and effective April 1, 2010 to provide practice guidance to field staff.

DCS has also completed a successful pilot project, developed with the support of Casey Family Programs, to introduce the Permanency Roundtable process in seven Regions. A Permanency Roundtable is a highly structured professional case review resulting in the creation of a specific plan of action designed to move a specific child/youth toward legal permanency, defined as a lasting legally recognized connection with one or more adults. The Permanency Roundtable process is focused on children and youth within the care of the Department of Child Services who do not have legal permanency and are not on a clear path to achieve such permanency. Activities within the Permanency Roundtable process are designed to stimulate analytical thinking and develop/model clinical practice that will enhance pathways to permanency for these children. The Roundtable process also seeks to identify and address barriers to permanency that might be changed through professional development, policy change, resource development, and/or the engagement of system partners.

During 2011, 126 Permanency Roundtables were completed in the seven pilot Regions that included both urban and rural areas of Indiana. Core teams, including Process Facilitators, Master Practitioners, Permanency/Services Specialists, DCS Central Office Liaisons, Clinical Consultants, and DCS Legal staff, were identified and trained to staff the Roundtables. Documents to ensure the fidelity of the process and record the outcomes were developed, tested and refined. A database was created to both facilitate the process and to evaluate project outcomes for those children/youth selected for participation. A survey tool was developed and distributed to all staff participants to help identify what elements of the process were helpful in moving children/youth toward permanency and supporting staff efforts toward this outcome. The survey also helped identify those elements that needed to be modified before the Roundtable process could be considered for implementation in additional Regions.

Based on the documented experiences of the pilot Regions, the following positive factors supporting permanency were identified:

1. The consistent positive tone and sense of open-mindedness of the Roundtables was critical to encourage the participation of all participants, especially line staff directly responsible for services to the children/youth.
2. Participants of the PRT's were consistently open to taking a "fresh look" from new/different perspectives when developing intervention plans.
3. The inclusion of key Central Office staff served as both a helpful resource and underscored the importance of legal permanency for each child/youth.
4. The inclusion of DCS staff from outside the host Region as part of the Core Team was very helpful in providing a new perspective to understanding situations and proposing interventions.

Building on the successful experience of the pilot Regions, the plan for 2012 is to make the Permanency Roundtable process available to the remaining eleven Regions, providing the additional training needed for them during the first six months of 2012. The goal for 2012 is to complete an additional 324 Permanency Roundtables throughout Indiana. The processes of follow-up, monitoring and evaluation will be continued and strengthened to ensure the fidelity of the model and that the outcomes are consistent with the goals of the Permanency Roundtable process.

Objective 1.6 Local offices will monitor and improve compliance regarding statutory hearing requirements to increase timely permanency for children.

Response 1.6 **This objective is complete.** DCS legal staff reviewed the current law to identify any gaps in timeframes relating to detention, initial, fact-finding, dispositional hearings and TPR hearings in CHINS and TPR cases as well as timely filing of TPR. GAPS that were identified were put into a proposed legislative agenda for 2010 that permits detention and initial hearings to be conducted as part of the proceeding in this past legislative session, however the bill did not become law. Legal staff worked in collaboration with the Performance Improvement (PQI) unit to review field practices in 92 counties via QAR results to identify any gaps in timeframes relating to detention, initial and fact finding, dispositional hearings, and TPR hearings and in CHINS and TPR cases as well as timely filing of TPR. In order to complete this goal a task force was formed, the taskforce was comprised of Regional Managers from Regions 10 and 15, Chief Legal Counsel from Region 10, staff attorney from Region 11, and Deputy Directors from Legal and Field Operations. The taskforce reviewed QAR data from each county and developed a legal staffing form designed to aid in local staff attorneys and FCMs adherence to statutory timeframes.

Objective 1.7 Establish the use of Mock Trial DVD for staff training purposes to improve worker skills in court hearings.

Response 1.7 **This objective is complete.** DCS developed a curriculum on Court Testimony to train FCMs, new FCMs and local office staff attorneys on case management, permanency and legal issues. Our training department implemented a schedule which included one training in every region from April – November, 2010, and four trainings in Indianapolis throughout 2011.

Objective 1.8 Family Case Managers will locate non-custodial parents and other relatives beginning at the assessment (investigation) process and throughout the life of the case.

Response 1.8 **This objective is complete.** The GenoPro is an advanced, well-organized software tool that allows FCMs to create automated genograms and ecomaps. DCS trained approximately 1,780 staff on this tool with the continued effort to assist FCMs in identifying family members and their supports as early as possible. ICWIS was upgraded to convert Genograms into word documents in the relationship band of the Assessment module. FCMS were provided instructions and guidance on how to convert their genograms and store them successfully. Additionally, four counties from three regions provided samples of Genograms created by FCMS using the GenoPro tool.

DCS developed a Diligent Search Policy effective November 1, 2009. This policy commits staff to initiate a search for known, absent and non-custodial parents along with relatives beginning at the initial stage of the case and throughout the child's involvement with DCS. The Diligent Search Question was inserted into the QAR tool July 2009.

A new contact type “Absent Parent Search” was created to both aid Family Case Managers in documenting search efforts for absent parents, and to assist supervisors with assuring that appropriate efforts have been made and documented. Family Case Managers utilize this contact type for documentation of all efforts to locate absent parents including use of the Affidavit of Diligent Inquiry (ADI) and by copying the ADI into the contact notes. In turn this helps supervisors determine the accuracy of diligent efforts when completing the QAR survey.

To further strengthen the Department’s efforts with regard to locating absent parents, DCS created 4 pilot positions known as parent / relative locate specialists. These specialists, hired as a part of the pilot program as independent contractors with financial assistance from Casey Family

Programs, served as an additional resource to family case managers in those instances where our traditional locate strategies failed.

The Parent / Relative Locate Specialists – typically retired detectives - have a unique skill set and knowledge of / access to a variety of locate resources not available to social work staff. They are experienced in utilizing a variety of mediums such as computer databases, social media, telephones, public records, court systems/records, the Internet, and knocking door to door in order to gather information. These investigators not only exercise different means to locate and engage fathers and extended family on both sides, but are available to assist in challenging cases where the investigations require more challenging research and officer presence.

Based on the successful outcomes of the pilot, DCS will create an additional 20 Parent / Relative Locate Specialist positions along with 2 supervisors and begin hiring in July 2012. Twelve of these positions (2 supervisors and 10 locate specialists) will be state employees and the remaining 10 will be independent contractors.

Objective 1.9 DCS will expand placement options to consider non-related adults when it is in the best interest of the child.

Response 1.9 *This objective is not complete.* Since the origination of this action step, DCS in response to the Fostering Connection Legislation has re-energized its efforts behind the engagement and placement of children with non-custodial and/or absent parents and their relatives. DCS has been extremely successful in this effort, increasing its placement with relatives by approximately 118% in the last five years. The agency now places with relatives 39.6% of the time. DCS Policy 8.1-Selecting a Placement Option (revised January 1, 2012) requires family case managers to consider the following prior to selecting a placement option:

1. The noncustodial parent's ability and willingness to care for the child, before considering other out-of-home placements;
2. The possibility of other relatives as a placement, before considering other placement options;
3. The placement recommendation of the Child and Adolescent Needs (CANS) Assessment;
4. The least restrictive environment available to provide for the child's individual needs;
5. Proximity to his or her own community. Whenever possible a child will be placed within his or her own community and school district and within close proximity to his or her parent, guardian, or custodian; and
6. DCS will place siblings together, unless there is a compelling

reason that it would not be in the best interest of one (1) or more of the children.

DCS is presently exploring the option of further expanding this policy to include placement with step-parents (former and current), their families and parents / relatives to half siblings. Once these attempts are exhausted then FCMs pursue other placement options based on the needs (as identified through the CANS and CFTM processes) and best interest of the child.

Objective 1.10 DCS will emphasize to all field staff the value of proximity and preserving essential connections to the child's family, culture, religion and community.

Response 1.10 **This objective is complete.** In September 2009 during a QUAD meeting, a proximity scenario was shared with attendees to process and discuss various case management related topics to include preserving connections. The Regional Managers shared the proximity scenario discussed in the QUAD meeting with local office staff.

When children are in Out-of-Home placements, they should maintain essential connections through frequent and meaningful contact with significant persons in their lives. The Indiana Child Welfare Manual reinforces this belief and talks about essential connections in several sections of the Manual. The first section of the manual 1.0 Introduction . Sections 7.5 and 8.43, talk about meaningful visits for In and Out of home placements.. These policy revisions support the DCS value that we believe the most desirable place for children to grow up is with their own families when these families are able to provide safe, nurturing and stable homes.

Objective 1.11 FCMs will increase the frequency and improve the quality of visits between the family of origin and the child in care to promote faster achievement of permanency and reduce the time a child is placed in substitute care.

Response 1.11 **This objective is complete.** A taskforce of policy and field staff developed a visitation plan template to be used by FCMs during CFTM and/or case conference. FCMs are to download a copy of the visit plan in the visitation screen in ICWIS. A new feature was added in the visitation module that allows FCMS to indicate if the plan was created in a CFTM, case conference, or other. ICWIS generated a one time aggregated report to capture all visitation plans from the period of 9-1-09 through 11-30-09 by region and county with a State total. An ICWIS migration on 12-1-09 added a new feature to capture if the visitation plans were created during a

Child and Family Team Meeting or Case Conference. There were 98% of FCMS who were trained in the "Making Visits Matter" curriculum. A training plan was developed to train the remaining staff.

Objective 1.12 DCS will ensure FCMs' compliance with the case worker contacts policy regarding frequency and quality of visitation with parents and children.

Response 1.12 **This objective is complete.** The agency emphasizes the importance of devoting sufficient time and opportunity to observe and evaluate the parent-child relationship. DCS Policy 7.5 defines meaningful visits for the agency. Such visits include providing an ongoing assessment of safety and risk, stability, well-being and permanency when visiting with the child and family, along with continued monitoring to assure case plan goals and activities are meeting the needs of the child and family.

The Family Functional Assessment is a comprehensive field guide that evaluates the domains of a family's life and assesses their level of functioning in each area. Field staff is encouraged to use this tool during the initial assessment of the family and throughout case involvement to assist in the identification of informal and formal support systems that may decrease the possibility of future risk of child abuse and/or neglect.

The practice indicator report for visitations and contacts was capturing FCM contacts with family members already. However, Office of Data Management revised the high-level definition for this practice indicator to clarify that family members do indicate the original caretakers of the child prior to removal. It was important for Indiana to emphasize that many children involved with DCS were not living with their biological parents at the time of removal but many lived with grandparents and other relatives.

To enforce this clarification, a ICWIS PIP TIP was sent to all users to further explain to field staff and managers that when making contacts with family members, it is important to choose the correct person in the contact log. Doing so, guarantees the proper migration to the Practice Indicator report which measures the FCM contacts with family members more accurately.

The Deputy Director of Field Operations also sends out a monthly email to DCS management staff with a data report that indicates which children have reached the 20th day of the month and have yet to have a visit from their Family Case Manager. This allows for Supervisors to have sufficient time to follow up with front line staff to ensure that all children with DCS involvement have the required monthly visit. As of May 2012, Indiana

was completing the required visits at a rate of 95.9%.

Objective 1.13 All CHINS Cases will be monitored to ensure that IL services are appropriately provided to eligible youth at the earliest possible age, and that all children are involved in the development of their IL plan.

Response 1.13 **This objective is complete.** FCM's will facilitate a child centered CFTM to assess IL needs at least 6 months prior to the child's 16th birthday. During which, the IL plan will be developed with the child and updated for every permanency hearing thereafter. This process is reflected in policy, 11.6. IL Specialists developed a protocol and monitoring tool to assess the performance of services providers, their activities and services requirements. As of August 31, 2010 the tool is used by the Regional Child Welfare Coordinators on a statistically valid random sample of providers. The sample selected will be reviewed every 2 years. A standard notification letter will advise providers of this review. These reviews have been suspended due to creating a new process; Collaborative Care. This process will include an improved electronic monitoring process. DCS currently offers a mandatory quarterly FCM technical assistance meeting on IL policies, planning and available services. FCMs will, at least once yearly attend a mandatory technical assistance workshop for IL services.

Objective 1.14 Training of supervisors to assist FCMs in identifying potential risk factors and suitability for out of home placements.

Response 1.14 **This objective is complete.** The Indiana Department of Child Services (DCS) utilizes the Child and Adolescent Needs and Strengths (CANS) Assessment to document the intensity of behavioral health services needed by the child and family. DCS Family Case Managers (FCMs) and FCM Supervisors must be trained and certified to use the CANS. FCM Supervisors must be certified as CANS "SuperUsers" through additional training. DCS tracks CANS certification status and notifies the appropriate staff person when they need to recertify.

Objective 1.15 Comprehensive and appropriate safety plans will be developed for children to ensure their safety wherever they reside.

Response 1.15 **This objective is complete.** The concern for safety has been paramount for DCS and much planning and efforts have gone into ensuring DCS is doing all that we can to facilitate comprehensive safety plans . In response to this, Protective Factor In-Services have been implemented with regard to CFTMs. A "CFTM – Safety Planning Video" was distributed statewide by our training unit in January, 2011. New Safety & Risk Tools policies

were released in March, 2011, and mandatory computer assisted training was released in April, 2011.

The new Safety & Risk Assessment tools were released in ICWIS in June, 2011. During the Assessment Phase DCS will assist the child's family with the development of a Family Support/Community Services Plan. If it is identified during the assessment phase that the child's family will require on-going case management services, DCS will transition the Family Support Plan into a Safety Plan prior to transitioning the case to on –going services.

Objective 1.16 Utilize state practice tracking system to identify specifics of maltreatment and generate a report that separates foster homes and biological homes.

Response 1.16 *This objective is not complete.* We have the Maltreatment in Foster Care report (it has a detail report listing the children). This report tracks victims of institutional staff or foster parents. We do not have a report, as yet, that identifies this for biological homes.

Objective 1.17 Case managers are to assess the needs of foster parents and provide services to meet those needs.

Response 1.17 **This objective is complete.** We have our 95 statewide Regional Foster Care Specialists (RFCS's) fully trained and functioning in this role, as well as 21 Supervisors providing guidance to them in these roles. The RFCS's are tasked with providing comprehensive support to foster parents and relative caregivers, including: assisting them in facilitation of the licensure process, completing home visits as necessary or appropriate to address issues/needs, providing timely responses to questions & concerns, helping identify training needs and linking with appropriate opportunities, obtaining necessary resources, and facilitating appropriate demonstration of appreciation for efforts.

Objective 1.18 Develop training modules for forensic interviewing, substance abuse identification and treatment, and determining IV-E eligibility for ward in case.

Response 1.18 **This objective is complete.** Forensic Interviewing Techniques & Working with Clients Challenges with Substance Use Disorders are part of the trainings provided to field staff. Training on IV-E eligibility is completed via a webinar through our contract provider, Maximus.

Objective 1.19 Classroom training available regarding the licensing of foster homes including all appropriate protocols, forms, and data entry required.

Response 1.19 **This objective is complete.** Comprehensive two-day trainings (including information on the licensure process, as well as effective strategies for recruitment and retention of foster parents) of the Regional Foster Care Specialists and supervisors were held in January and February, 2010. In February 2011, the training was refined, with follow-up trainings occurring in March and May of 2011. Going forward, trainings for new workers are offered once a year in the Spring and training for all workers is offered once a year in late Summer.

Objective 1.20 Development of a comprehensive training record information system to track all trainings attended and completed by DCS staff.

Response 1.20 **This objective is complete.** DCS developed a comprehensive training record information system to track all trainings attended and completed by FCMs. DCS utilizes the Enterprise Learning Management System (ELM) for this purpose. Once a worker registers within ELM, the system tracks his/her training in-service training hours on the worker's Learning Transcript. Reports detailing all of the DCS trainings taken by a worker are available through the system, which include course name, completion dates and hours received from each course.

Objective 1.21 Modify the Indiana Child Welfare Information System (ICWIS) in the next fiscal year to generate work daily to the new Centralized Eligibility Unit (CEU) and to allow work to be completed by the CEU staff with ticklers to FCMs when necessary.

Response 1.21 *This objective is not complete.* CEU has been getting their work daily from ICWIS via paper forms – this has been in place for several years. CEU is not doing the FCM eligibility work except in the cases of attempting to help the caseworker(s) fix some of their cases; however, CEU staff has been performing the eligibility work for probation which has been in place since 2009.

It is anticipated that within the 6-9 months following cut-over to production, the new child welfare system for Indiana, known as the Management Gateway for Indiana's Kids (MaGIK) will be performing eligibility for both probation and CHINS cases.

Objective 1.22 Expand the existing interface with the Public Assistance Agency and Child Support to eliminate FCMs and the Centralized Eligibility Unit from

having to search and update in ICWIS found information applicable to the child and family.

Response 1.22 **This objective is complete.** The MOU establishing the data interface between OMPP, DCS, and FSSA is in the signature process and the interface has been successfully tested. In early June we identified the screens and fields in ICWIS (and eventually MaGIK) where the imported data will be displayed. The match will initially center on Medicaid information only, i.e. Medicaid recipient ID number, eligibility effective dates, program eligibility, claims history and expenditure reports. This interface will be run nightly and will no longer require an action on the FCM's part to trigger the interface. The Medicaid RID number will appear in the Medicaid passport screens within 24 hours of the Medicaid Eligibility Unit's determination of benefits. When the MaGIK system is deployed all interfaces including child support will occur "behind the scenes" and migrate directly to the appropriate places in the child's electronic case file.

Goal # 2	**ENSURE THAT INDIVIDUALIZED PROGRAMS AND SERVICES ARE DELIVERED TO FAMILIES AND CHILDREN IN ORDER TO ACHIEVE SAFETY, PERMANENCY, AND WELL-BEING OUTCOMES.**

Objective 2.1 DCS will offer an array of internal and external services to families based on identified needs. Regional Services Councils will select services significant to their respective region.

Response 2.1 **This objective is complete.** DCS' has thirty-six (36) service standards that regulate a continuum of services offered through the agency i.e. adoption, Chafee IL services, family-centered programs, foster parenting, addictions, preventative care, probation services and foster parenting. In Quarter 2, these standards were updated to reflect TEAPI values and best practices. Before August 31, 2010 Service specific review tools will be developed and implemented by Regional Coordinators and Programs and Services staff to ensure services provided are in accordance with contract requirements and reflective of TEAPI values. The tool developed will be used by the Regional Child Welfare Coordinators, on a statistically valid random sample of providers and will be reviewed every two years.

DCS service standards will require that providers train their staff on substance abuse and domestic violence as a part of the contract requirements. RSC will develop new service standards by August 31, 2010 for transportation services to submit to central office.

During the Child and Family Services Review, a concern was noted that Indiana needed to improve the timeliness of service referrals. During

Quarter 3, two features were migrated into ICWIS: the identified date (when a service need was determined) and a referral date (when a service referral was made). Field instructions were provided to alert staff of these new features and to reiterate the importance of meeting the service needs of families in a timely manner.

Additionally, Field Operations now utilizes an automated service referral form that will be housed in ICWIS and saves in the case plan. FCMs will be able to cross-reference this referral form to the state's payments/fiscal system, KidsTracks. The referral form will include a place to record the type of service, length of service and amount (unit) of service. This feature was available statewide July 2010.

The DCS Referral Wizard system further explains the service array to Family Case Managers and assists them in making appropriate referrals for these services.

Objective 2.2 DCS will ensure that all wards are assigned a Medicaid Care Coordinator (Care Select) for the purpose that health benefits are coordinated and wards receive a comprehensive level of medical care.

Response 2.2 **This objective is complete.** Care Select is a Medicaid care management system represented by two care management organizations. These systems operate in part to ensure that children who are made wards are enrolled in Medicaid and receiving services. During PIP quarter 5, DCS released an administrative letter to field staff, supervisors, and management explaining the purpose of Care Select and requesting full collaboration with these systems. FCMS will complete at last an annual health care survey provided by Medicaid care coordinators to ensure the ward's physical, hearing and vision exams occur and provide updates from those screenings. This is improving and will be completed by November 30, 2010. An Administrative Letter was distributed on August 26, 2009 to provide an overview of the Care Select program. The admin letter stressed field cooperation and communication with the Care Management Organizations and the need for FCM completion of the health surveys. There were survey data pulls from the Indiana Office of Medicaid Planning and Policy (OMPP) on September 29, 2009 and again on November 10, 2009. The percentages between the two pulls increased from an initial 62.9% to 65% in November 2009: a 2.1% increase. At this time, it is not recommended to resend the Administrative Letter regarding Care Select. Data pulls were completed again during PIP quarter 4 and quarter 6 to continue to monitor the rate of survey completions and the potential need to resend the Administrative Letter.

Objective 2.3 DCS will explore additional funding to provide mental health assessments to children served in Informal Adjustments (IAs).

Response 2.3 **This objective is complete.** DCS developed a Memorandum of Understanding with the Department of Mental Health and Addiction (DMHA).

Objective 2.4 DCS will enhance foster parents' preparation for placement to increase appropriate matching of homes to children and foster placement stability.

Response 2.4 **This objective is complete.** In lieu of creating a stand alone pre-placement checklist, DCS believes that both the CANS tool and the Casey Family Assessment collectively addresses pre-placement issues. The CANS tool is currently utilized to determined the level of care or need of a child prior to placement, and the Casey Family tool will be trained and used by Foster Care Licensing Specialists to identify the strengths and needs of foster care providers before placements occur. In 2008, DCS established a Foster Care Reorganization Project which included a goal of improving how potential foster parents were evaluated before licensure and child placements. In 2009, Program and Services conducted an orientation of the CASEY Family Assessment Tool to a group of DCS staff. In attendance were FCMs, FCM Supervisors, Regional Managers, Local Office Directors, trainers, foster care staff and staff from a Licensed Child Placing Agency. Foster Care Licensing Specialists currently utilize the tool in their evaluation of foster homes.

Objective 2.5 DCS will reduce factors that contribute to foster parent attrition during the licensing process.

Response 2.5 **This objective is complete.** In order to provide better support to and expedite the licensing process for our foster parents, DCS has 95 statewide Regional Foster Care Specialists (RFCS's), as well as 21 Supervisors providing guidance to them in these roles. The RFCS's are tasked with providing comprehensive support to foster parents and relative caregivers, including: assisting them in facilitation of the licensure process, completing home visits as necessary or appropriate to address issues/needs, providing timely responses to questions & concerns, helping identify training needs and linking with appropriate opportunities, obtaining necessary resources, and facilitating appropriate demonstration of appreciation for efforts.

Consistent with the steps outlined in the PIP, DCS also began transitioning FAKT training from Programs and Services Department to the Staff Development Department in 2011. A full-time curriculum writer rewrote pre-service training to better align with the vision, mission and values

specific to the department. In addition, on-going training modules for licensed resource parents were developed so that consistent and quality training can be offered regionally to resource parents at convenient times and in convenient locations. Rules and policies relating to resource parent training were reviewed and updated. A contract was established with Foster Parent College to provide on-line training to resource parents and another contract with the Central Indiana American Red Cross provides for resource parents to receive appropriate certification in CPR, First Aid and Bloodborne Pathogens.

The training was reorganized and renamed Resource & Adoptive Parent Training (RAPT). DCS Staff Development began training RAPT on July 1, 2011. Based on the variety of trainings offered and the frequency of these trainings, foster parents are able to complete training requirements for licensure much more quickly than in the past.

Objective 2.6 DCS will adopt a placement assessment tool that will evaluate the child's need for placement and level of care.

Response 2.6 **This objective is complete.** Indiana adopted the CANS (Child Adolescent Needs and Strengths) assessment as its placement and behavioral health assessment tool. The CANS was piloted in Regions 3, 5, 12, and 13 during Summer 2009 and rolled out statewide in early 2010.

FCMs are instructed to utilize this tool during the initial assessment phase of the case, as well as every 180 days and at critical case junctures throughout the life of a case. The tool is used by the child and family team (CFT) to assist in determining an appropriate placement for the child (as outlined in Policy 4.32 Child and Adolescent Needs and Strengths). It is also used by the CFT to assist in determining the services for the child and family, using the CANS recommendations as guidance. The CANS Assessment is also used in the development of the Case Plan.

DCS Family Case Managers (FCMs) and FCM Supervisors must be trained and certified to use the CANS. FCM Supervisors must be certified as CANS "SuperUsers" through additional training. Staff must maintain current certification at all times.

Objective 2.7 DCS will create foster care specialization units statewide to focus efforts on recruitment, placement stability, foster care in-service trainings, respite care coordination, and after hour supports.

Response 2.7 **This objective is complete.** These units have been created and are in operation statewide. The position of Foster Parent Specialist was fully developed and approximately 100 individuals were designated to complete

these responsibilities along with approximately 20 supervisors. A two day training was developed and is delivered to these individuals yearly covering the topics of: (1) Roles and Responsibilities of a Foster Care Specialist, (2) Identification and Recruitment of Foster Parents, (3) The Licensing Process, (4) Foster parent Engagement and Support and (5) Facilitating the Perfect Placement.

Major accomplishments for the foster care unit in 2011 include:

1. Foster care specialists began training the pre-service orientation (RAPT 1) to prospective resource parents;
2. The Foster Parent Resource Manual was updated and the unit developed a Foster Parent Invoicing Manual; and
3. Foster Care Specialists partnered with DCS central office staff to provide training for foster parents on changes to the foster care rate structure taking effect in January 2012.

Objective 2.8 DCS will develop a list of mental health providers and dentists who accept Medicaid and provide information to FCMs and foster parents.

Response 2.8 **This objective is complete.** DCS located a website operated and maintained by the Office of Medicaid and Policy Planning (OMPP) that showcases current mental health providers and dentists across the state. The website is updated annually and/or when Medicaid providers are added or deleted from the database. The information is generated from AIM (a data base system of active Medicaid providers). This information along with additional links has been shared with all FCMs and ICWIS users and added to the Foster Family Resource Guide given to prospective foster parents during RAPT training.

Objective 2.9 Statewide access to services for substance abuse, domestic violence and Spanish speaking families.

Response 2.9 *This objective is not complete.*

Objective 2.10 Statewide access for behavioral health services.

Response 2.10 **This objective is complete.** Through the DCS partnership with the Community Mental Health Centers, behavioral health service availability has been expanded and enhanced. CMHCs were provided a master contract to allow them to provide the full array of behavioral health care services to children throughout Indiana. This includes the provision of Medicaid Rehabilitation Option services. A protocol for referral to CMHCs has also been developed. The DCS Referral Wizard system

further explains the service array to Family Case Managers and assists them in making appropriate referrals for these services.

Goal # 3	**ENSURE THAT SERVICES ARE DEVELOPED AND PLANNED IN PARTNERSHIP WITH FAMILIES AND COMMUNITIES TO PROTECT CHILDREN IN THEIR COMMUNITY THROUGH COOPERATION AND COMMUNICATION.**

Objective 3.1 DCS will collaborate with community partners to develop domestic violence guidelines.

Response 3.1 **This objective is complete.** The DCS Domestic Violence workgroup membership consisted of internal staff that represented areas of policy, legal operations, ICWIS, Hispanic initiatives, field staff and executive management. DCS forged partnerships with two significant community providers who serve victims of domestic violence in different capacities: Dr. Carolyn Black, IU School of Social Work and Domestic Violence Specialist, Celeste Jackson of Family Social Services Administration (FSSA). Over the course of this initiative, DCS has plans to expand this partnership to other community providers including law enforcement. In addition, FCMs have been encouraged to utilize the DV partner programs in their respective regions as an additional resource.

The recommendations from the workgroup were utilized to update practice tools and current policy chapters (Intake, Assessment, General Case Management, In-Home Services, Out-of-Home Services) in which domestic violence issues made an impact. In order to locate the revisions, the tools and polices will indicate a new section that addresses domestic violence as it relates to that particular administrative or field practice.

In 2009, DCS trained all field staff on a domestic violence CAT. For this PIP item, Staff development requested that the 2009 CAT be amended to include the newly developed protocol and then be reissued for staff training. The Feds approved this during the March 2010 federal call. This domestic violence training was enhanced after collaboration with community partners to develop the attached Law Enforcement Agency protocol.

In January 2010, DCS Staff Development has also trained 92 Local Office Directors on the effects of Domestic Violence as well as local resources available to victims. In June 24-25, 2010, all 250 DCS field supervisors completed additional training on the effects of domestic for families involved with the child welfare system. Approximately 1,600 FCMs, FCM Supervisors, Local Office Directors, Regional Managers, Attorneys and Central Office staff completed the Computer Assisted Training by the

deadline of May 14, 2010. All CAT trainings remain in the ELM training system for staff that need refreshers, were out on extended leave during the designated time to take the training, etc.

Objective 3.2 DCS will partner with FSSA, OMPP and DFR to discuss issues of provider availability and develop strategies for service capacity expansion, accessibility, and availability including services geared toward prevention.

Response 3.2 **This objective is complete.** DCS met with various external partners to discuss strategies on how to maximize the use of Medicaid funding and to increase the accessibility of services to eligible youth and their families. The outcome of this collaboration was the creation of the Medicaid Rehabilitation Option (MRO) Initiative Protocol. DCS participated with the Statewide Planning Council that developed a Strategic Oral Health Plan in 2009. The collaboration began in 2008 and 2009 ending with a comprehensive and exhaustive research of the oral health needs within Indiana. The research also included strategies to increase accessibility to low-income families as well as the creation of a safety net for the under-insured or non-insured Hoosiers. This plan addressed all populations in Indiana and not just DCS clients.

Objective 3.3 DCS will work with community partners to emphasize the importance of the involvement of non-custodial parents, absent parents, and other significant relatives.

Response 3.3 **This objective is complete.** In December 2009, DCS in collaboration with Casey Family Programs met with several community partners and fatherhood program representatives to discuss piloting regional fatherhood initiatives. The framework for the discussion was Marion County's current Engaging Fathers collaborative as well as the criteria for the grant proposal for funding through Casey. A strategic plan was developed regarding next steps. Funding was secured for the fatherhood pilots through Casey Family Programs. Potential Service providers presented proposals on how they would manage the Fatherhood initiatives. DCS selected the service providers and after which Casey Family programs entered into service agreements. A fatherhood tip was issued in June 2010 to all field staff reiterating the importance of locating and engaging absent fathers.

Objective 3.4 DCS will collaborate with the Court Improvement Project (CIP) to address barriers to TPR filings and to actively pursue adoption as the permanency goal.

Response 3.4

This objective is complete. DCS met with the CIP Judges committee members on May 7, 2010 and during the meeting it was discussed that over 1600 cases were originally listed in the stuck cases report and this generated some interest and surprise. DCS further disclosed that the list would be "cleaned up" to reflect proper ICWIS closures, documenting "file and dismiss" cases and other data entry corrections. The judges were informed that the list of these cases would be provided during the June Judges conference. In addition, discussed the legal staffing process for cases 6 months post-dispositional and the push internally to move these cases to permanency and that judges should expect similar assertiveness at key case intervals.

Director Payne and General Counsel Jeff Lozer attended the Judges Permanency Symposium in June 2010 and presented on permanency issues and commonly known systemic barriers that prevent cases from moving forward. In conjunction with the presentation, DCS distributed permanency packets to the local Juvenile Judges. The permanency packets distributed at the June Judges Symposium included QAR data that ended in December 2009. The data outlined the hearing timeframes for detention, dispositional, permanency and TPR hearings and indicated the counties that appeared to have delays in timeliness for each hearing category.

The issue that has been an insurmountable impediment is the *Parmeter* case that states the requirements for the court to hear a case in a timely matter were only directory and not mandatory, because the statute failed to specify adverse consequences for the courts failure to follow the timelines. During the past legislative session we successfully sought statutory changes that added a penalty for not addressing CHINS cases in a timely fashion, if the court does not hear the case within the statutory time requirements a party may file to dismiss the CHINS case. These statutory changes go into effect July 1, 2012.

DCS representatives routinely attended meetings with the Juvenile Justice Improvement Committee and the Child Welfare Improvement Committee to discuss permanency and other child welfare issues, including the use of emergency shelter care, statutory timelines in CHINS and TPR cases, and DCS programs and services.

DCS, and in particular, Director James W. Payne, have also provided several hours of training on the topic of permanency, including but not limited to the following presentations:

- April 8, 2011 Juvenile Justice Improvement Committee
- June 2011 attorney training
- June 23, 2011 Juvenile Judges Conference

- September 2011 attorney training
- November 2011 Fostering Connections Conference
- December 2, 2011 presentation to Juvenile Justice Improvement Committee
- March 2012 Applied Professionalism presentation

Objective 3.5 DCS-Johnson County will continue collaboration with Johnson County Circuit Court to manage CIP funded pre-hearing facilitation program.

Response 3.5 **This objective is complete.** The Johnson Circuit Court initiated, implemented, and operated a pre-hearing CHINS Facilitation Project. The facilitation sessions were held on Monday afternoons, excluding public holidays and vacations. Parties are referred to facilitation either by the Court or by Party request. Facilitations are available at each dispositive or contested stage of CHINS and TPR proceedings. The weekly schedule allows for facilitations to be held within days after the referral. The Facilitation Project has been a complete success.

All project goals have been satisfied, although measuring those goals has proven to be significantly more difficult than originally expected. The number of contested court hearings has been reduced, allowing the Court to manage the increase in caseload without a corresponding increase in judicial officer or personnel time. The average length of time it takes a CHINS case to progress through the judicial proceedings has been reduced.

Objective 3.6 DCS- Marion County will continue collaboration with Marion County Superior Court to CIP-funded pre-hearing mediation and facilitations program for CHINS cases.

Response 3.6 **This objective is complete.** Significant changes and plans were implemented in 2009 towards this objective. A court process committee was comprised of stakeholders most directly impacted – magistrates, DCS legal representatives, public defenders, GALs, and related court personnel – was formed. An attorney-trained mediator for the juvenile court was hired in January, 2009 for a newly designed alternative dispute resolution program. Through the committee, the court also rearranged hearings among the Judge and Magistrates to add court hearing time and better engage families earlier in the court process. Committee team members made a site visit to Tucson, Arizona to observe a Model Court ADR Program, which has been in existence for over 10 years. They found this trip extremely valuable and they were able to bring back information to the respective stakeholders and implement changes.

As of the date of this update, the committee remains active and continues to meet regularly.

Objective 3.7 DCS – Tippecanoe County will continue collaboration with Tippecanoe County Superior Court to manage CIP-funded court mediation and facilitation program.

Response 3.7 **This objective is complete.** Tippecanoe County CHINS Mediation and Facilitation Program had a grant period of October 1, 2009 through September 30, 2010. Nineteen Mediation sessions were held. Four sessions were not held because at least one parent failed to attend. Seven Mediation Sessions were held pre-CHINS adjudication. Twelve mediation sessions held post-CHINS adjudication. One facilitation was held. No agreement was reached regarding consensus on changing the permanency plan, but full agreement was reached on the objectives that must be met to preclude TPR.

Objective 3.8 Positive outcomes reported from the CIP/DCS mediation and facilitation programs will be used to develop a statewide implementation plan.

Response 3.8 **This objective is complete.** CIP will issue an announcement for the 2012 facilitation and mediation grants. The grant period for the 2012 grants will be October 1, 2012 through September 20, 2013. DCS will continue to work with CIP to identify counties that would benefit from these programs based on data sources. Counties struggling in these areas will be encouraged to apply.

Objective 3.9 DCS will collaborate with IDOE (Indiana Department of Education) on the development and implementation of education advocates for wards.

Response 3.9 **This objective is complete.** In 2011 DCS and IDOE teamed together to help support the expansion of the Foster Youth Education Initiative into Indiana and the Indianapolis region in particular. The initiative focuses on identifying foster children and foster youth with unmet educational needs and ensuring they receive appropriate educational advocacy and opportunities.

As a part of this initiative, Education Specialists provided family case managers, teachers, school administrators, foster parents, biological parents, relative caregivers and others the skills and knowledge to identify educational strengths and ensure educational needs are met. The pilot ensured that every foster child in the pilot unit had an education case plan, and that these plans were implemented.

Education Specialists working in the pilot region were successful in identifying and resolving hundreds of separate unmet educational needs, including:

- School placement, enrollment and attendance
- Special education assessment and implementation
- Educational enhancement (tutoring, extracurricular participation)
- School disciplinary support and manifestation determinations
- Families seeking increased educational support

Based on the success of the pilot program, DCS announced the statewide launch of the program, which will include hiring sixteen new Education Specialists who will work with family case managers and families throughout the state to ensure foster children receive the educational opportunities they need to succeed in school, and in life. DCS recently hired a program manager to oversee the initiative and will begin hiring Education Specialists in July 2012.

Objective 3.10

Consistent with the Fostering Connections Act of 2008, DCS will ensure educational continuity of wards by implementing legislative changes that, in addition to current law, will facilitate greater access to transportation and transfer tuition, permit wards who are suspended and expelled from, or not thriving in, their current school environment, to seek an alternate education setting through open transfer in a public school or a private school chosen by the student and/or guardian.

Response 3.10

This objective is complete. SEA 330 amended IC 20-26-11-8 in order to better serve the educational best interests of children involved in Indiana's foster care system. One of the key barriers to placing a foster child in the best educational setting possible is Indiana's complex school funding and transfer tuition formula. Indiana public schools receive an annualized amount for children who are counted as attending during one day in September during the school year. Once that date expires, the money does not necessarily follow the child, and school systems must mutually agree to a tuition transfer if a child changes schools.

Eliminating this financial barrier, IC 20-26-11-8 now authorizes school attendance by a child placed in a foster family home at a school determined by the foster family, the placing agency, and/or the juvenile court to best meet the child's needs, regardless of whether the school is in the child's legal settlement district (ordinarily the district in which the child's parent, guardian or custodian resides) or in the district where the foster home is located, without any requirement for transfer tuition payments between school corporations.

ACF has clarified that the school requirement will NOT be an eligibility requirement - it will be a case plan requirement.

Indiana has also recently enacted sweeping school choice options that we hope can be used by Indiana foster children. DCS is continues working with IDOE on emergency rule language and policies to ensure that foster children who are eligible for vouchers are able to obtain them through private choice consistent with their case plan.

Objective 3.11 Mental Health Screenings for Informal Adjustments and In-home CHINS are consistently completed in accordance with policy requirements.

Response 3.11 **This objective is complete.** Per DCS policy FCM's are to conduct a CANS assessment on all open cases to assist in determining the appropriate level of behavioral health services for a child. This includes IAs & in-home CHINS. The CANS serves as the basis for planning individualized services for children based on their identified strengths and needs.

Objective 3.12 DCS will collaborate with stakeholders to review disproportionality rates and identify underlined issues and needs.

Response 3.12 **This objective is complete.** In 2010, DCS began to reorganize its approach to foster care and as a result there are now 120 specialized staff whose sole responsibilities include recruiting, licensing, and supporting prospective and active foster parents. Having more of these specialized staff enhances the ability for targeted recruitment efforts to occur statewide.

Materials have been developed to provide practice guidance for staff in working with African-American foster, kinship, and adoptive families. Given the growing Hispanic population in Indiana, a current goal over this upcoming year is to develop recruitment materials in the Spanish language to better engage this population.

Objective 3.13 FCMs will understand the responsibilities of DCS relative to Juvenile Delinquent/Juvenile Services (JD/JS) cases.

Response 3.13 **This objective is complete**. On November 1, 2011, the Court Improvement Program, Indiana Judicial Center, and the Indiana Department of Child Services sponsored a statewide summit on "Child Welfare and Juvenile Justice-Working Together to Improve Outcomes for Children." The Summit was held at the Indiana Convention Center and was attended by over 550 juvenile probation officers, chief probation

officers, and Department of Child Services family case managers, supervisors, local office directors, regional managers, and probation service consultants from across the state.

The purpose of the summit was to inspire collaboration and cooperation between probation officers and Department of Child Services staff who work with children that are involved in both the child welfare and juvenile justice systems or are at risk of being involved in both systems.

The Summit provided an opportunity for probation officers and staff from the Department of Child Services to learn about each other's roles in working with children and families. The Summit included sessions on Family Case Managers and Juvenile Probation Officers: Are their roles Really So Different, Case Scenarios and Round Table Discussion; Adolescent Brain Development, and Working together on a Local Level: Success Stories.

Objective 3.14 Demonstrate increased support for the needs and efforts of foster parents.

Response 3.14 **This objective is complete.** We have our 95 statewide Regional Foster Care Specialists (RFCS's) fully trained and functioning in this role, as well as 21 Supervisors providing guidance to them in these roles. The RFCS's are tasked with providing comprehensive support to foster parents and relative caregivers, including: assisting them in facilitation of the licensure process, completing home visits as necessary or appropriate to address issues/needs, providing timely responses to questions & concerns, helping identify training needs and linking with appropriate opportunities, obtaining necessary resources, and facilitating appropriate demonstration of appreciation for efforts.

Goal # 4 CREATE AN INFRASTRUCTURE THAT WILL SUPPORT AND SUSTAIN ALL COMPONENTS OF DELIVERY WITHIN THE CHILD WELFARE SYSTEM.

Objective 4.1 DCS will utilize an assessment tool to identify staff training needs.

Response 4.1 **This objective is complete.** DCS developed a policy, which outlines annual training requirements for certain job classifications within the agency including Family Case Managers, Supervisors, Local Office Directors and Regional Managers. This policy went into effect on February 1, 2010. The policy was revised in January 1, 2012 for all DCS staff.

DCS also implemented a policy that addresses external trainings. The External Training policy outlines the procedures staff must follow to participate in external trainings and details the criteria that the External Training Review Committee will use to approve/deny such requests. The External Training Policy was effective October 12, 2009 (revised June 1, 2011).

DCS developed a comprehensive training record information system to track all trainings attended and completed by FCMs. DCS utilizes the Enterprise Learning Management System (ELM) for this purpose. Once a worker registers within ELM, the system tracks his/her training in-service training hours on the worker's Learning Transcript. Reports detailing all of the DCS trainings taken by a worker are available through the system, which include course name, completion dates and hours received from each course.

The Individual Training Needs Assessment tool was revised in 2011 to reflect current policies, procedures and best practices. It was completed by all Family Case Managers with their supervisors in the summer of 2011. Following a comprehensive analysis and detailed Individual Training Needs Assessment (ITNA) report, a subsequent strategic planning session was held to identify curriculum development needs for 2012. The results of the ITNA demonstrated a need for the following training topics among our field staff:

- Teaming in the First 30 Days
- Advanced Engagement & Crisis Management
- Advanced Cultural Competency
- Protective Factors
- Advanced Developmental Disabilities
- Trauma Informed Care
- Advanced Worker Safety
- Introduction to the Attachment Continuum

The training schedule is available for all DCS staff on the intranet as well as in the ELM system.

Tracking reports reflect completed learning for an employee. These reports also list all DCS trainings taken by the participant. The trainings are described by course name and it includes new worker trainings, experienced worker trainings, supervisor trainings, and computer-based trainings. The completion dates and hours received from each course is also indicated in this report.

Objective 4.2 DCS will provide consistent quality foster parent training to new and ongoing foster parents.

Response 4.2

This objective is complete. Consistent with the steps outlined in the PIP, DCS began transitioning FAKT training from Programs and Services Department to the Staff Development Department in 2011. Fourteen staff positions, including two supervisory positions, 7 full-time trainer positions and 5 full-time coordinator positions were established to fulfill this task. A full-time curriculum writer rewrote pre-service training to better align with the vision, mission and values specific to the department. In addition, on-going training modules for licensed resource parents were developed so that consistent and quality training can be offered regionally to resource parents at convenient times and in convenient locations. Rules and policies relating to resource parent training were reviewed and updated. A contract was established with Foster Parent College to provide on-line training to resource parents and another contract with the Central Indiana American Red Cross provides for resource parents to receive appropriate certification in CPR, First Aid and Bloodborne Pathogens. The training was reorganized and renamed Resource & Adoptive Parent Training (RAPT). DCS Staff Development began training RAPT on July 1, 2011.

The entire pre-service training curriculum was reviewed and translated into Spanish by our Hispanic Initiatives Program Manager. When Staff Development is made aware that a potential limited-English speaking foster parent is interested in the licensing process, the Hispanic Initiatives Program Manager contacts them to arrange a time that she can come to meet them and train them one on one. She then contacts the family's Regional Foster Care Specialist to advise that the required training for licensing was completed. This occurs on an as needed basis. For a potential limited-English speaking foster parent whose primary language is anything except Spanish, the Hispanic Initiatives Program Manager makes arrangements for them to have an interpreter in their native language.

Objective 4.3

DCS will train foster parents, FCMs and FCMs supervisors on how to become educational surrogates.

Response 4.3

This objective is complete. DCS revised its Special Education Services Policy to incorporate additional information regarding educational surrogates. The revised policy was effective on February 1, 2010 and highlights DCS' responsibility to work with the Court and the Department of Education to secure an Educational Surrogate in appropriate circumstances. The policy includes related information about the role of an educational surrogate and when it is appropriate to request one.

Educational surrogate training is incorporated into RAPT training for foster parents.

As a part of the Marion County DCS FosterEd pilot DCS further expanded its efforts to train foster parents on how to be champions for a child's education. Each month, FosterEd hosted trainings for foster parents regarding education issues. This included topics such as school choice – public, private or charter – our kids have the right to the best education to fit their needs, Financial Aid for College – There is more than just the FAFSA, The State Exams – What Does This Mean for My Child, Understanding an IEP and the parent's role in the process, and How to Keep Learning Taking Place in the summer.

DCS is extremely excited about creating the education specialist positions in 2012 (see page 8), which among other things, will be able to offer trainings on topics such as these statewide. By creating education champions in our foster parents, DCS is confident that our children will not have to face the challenges of the education process outside the classroom alone.

Objective 4.4 Enhance Practice Indicator review process to measure safety more effectively.

Response 4.4 **This objective is complete.** The Practice Indicator safety definition was expanded to mirror the federal safety definition in October 2009. The DCS practice indicator now mirrors the CFSR process.

The Practice Indicator Report and the Absence of Maltreatment Report were updated to reflect the expanded safety definition in January 2010. Regional Managers also developed strategies to address frequencies in maltreatments for their regions and provide progress reports in their Regional Strategic Action Plans.

Objective 4.5 DCS will sustain clinical supervision supports by integrating the efforts into on-going staff training.

Response 4.5 **This objective is complete.** DCS filled a clinical consultant vacancy in 2009. This position provides clinical support to supervisors and local office directors by ensuring fidelity and maintenance of various practice reform applications and facilitating trainings with supervisory and management staff regarding best practices in clinical supervision.

The DCS Deputy Director of Staff Development and the Clinical Consultant met in February 2010 to devise a plan on how to integrate clinical supervision techniques into on-going staff training. They

identified and implemented a number of activities to further this objective including:

- Continuing ongoing open dialog between Staff Development and Field Operations through monthly meetings of the Practice, Field and Clinical Team (P-FACT). The mission of this team is to assist and enhance the supervision of the Indiana Practice Model through collaborative efforts among Field Operations, Clinical Support, Staff Development and other DCS practice support staff. The team meets every second Friday of the month via a scheduled conference call to address practice and clinical matters. A team is also available to assist any region with brainstorming practice or clinical matters.
- The Clinical Consultant trains all new supervisors participating in the Supervisory CORE Training. The CORE training is five modules including: Orientation, Administrative Supervision, Human Resources & ICWIS; Educational Supervision and Supportive Supervision. During the Orientation module the afternoon of the first day is devoted to clinical supervision where participants learn alternative supervision techniques. They also learn different ways to engage staff.
- Both the Clinical Consultant and the Practice Model Consultant train supervisors in "Supervising the Indiana DCS Practice Model" training, which supervisors attend approximately 6 months after becoming new supervisors. The course is scheduled in February and November of each year. This course is focused on preparing experienced supervisors to work with FCMs by effectively setting expectations, tracking, monitoring and coaching them to improve direct service to families.
- The Clinical Consultant participates in the two supervisor leadership series currently provided for supervisors: the Leadership Academy for Supervisors sponsored by the National Child Welfare Institute for Workforce Development and the Supervisory Workbook Series based on the McKenzie Workbooks developed through Michigan State University School of Social Work, which have been modified for Indiana based on Indiana's practice. The clinical consultant is one of the local facilitators of the LAS. The clinical consultant also reviews the trainer manual and offers feedback before each session of the Supervisory Workbook Series and will be trained as a facilitator of the workbook series by September 2010.
- There is a Clinical Supervision tab on the Practice Model Sharepoint available to all supervisors and designed to provide additional tips and answer questions.
- The Clinical Consultant assists in training community partners on the Practice Model.

The Clinical Consultant, in collaboration with the Peer Coach Consultants, developed a plan to mentor/coach staff on the fidelity of clinical supervision techniques as it relates to the implementation of the TEAPI model.

Objective 4.6 Continued development of a Continuous Quality Improvement Process.

Response 4.6 **This objective is complete.** Quality Assurance Reviews (QAR) - The second party QAR Survey was integrated into ICWIS October 1, 2010. January 1, 2011, the third party QAR Survey was also integrated into ICWIS. These are steps toward automation of the QAR process. Further efforts include transitioning to MaGIK.

The Hotline is responsible for taking all intakes, making a determination to assign or screen out each intake, and distributing assignable intakes to the counties. The Deputy Director of Field Operations established a screen out committee to review a standard percentage of screened calls. The screen out committee is comprised of representatives from the Legal Division, Field Operations and Central Office DCS staff. A QAR compliance tool was developed. The QAR for the Screen Out Committee was integrated into ICWIS April 11, 2011.

QAR for the Hotline was developed to evaluate the intake process and adherence to established protocol, a standardized sample pull was established based on the average number of intakes received. A tool was designed and the first pull was completed April 1, 2011. The QAR for the Screen out committee was integrated into ICWIS April 11, 2011.

July 1, 2010 the Reflective Practice Survey (RPS) rolled out with training and initial implementation. The RPS is an instrument designed to assess cases using quality standards for best practice established in the QSR Protocol. The RPS will also be used to assess the Family Case Manager's (FCM) skill levels in using the Family Functional Assessment (FFA) guide in their work with children and families during worker home visits. Trends found in both cases and worker skill levels will be addressed quarterly by the Regional Managers in their STAR reports.

Beginning October 1, 2010, the random case pulls reduced from two cases per worker to 1 case per worker to enable supervisors to review cases for both compliance and quality. The 1 case per worker that is pulled is evaluated by using both the QAR and the RPS tools to reflect compliance to policy, as well as, best practice.

Quality Service Reviews (QSR) - Quality Service Reviews (QSRs) are held per the pre-determined schedule. On July 10, 2010, the QSR process was reduced from 4 days to a 2 day process. The number of cases pulled for the reviews remained the same. The number of reviewers needed for each review increased; however, the amount of time each reviewer was out of the field office for QSR was cut in half. This change in the process produced a substantial cost savings to the state.

In July 2011, the Performance and Quality Improvement (PQI) staff presented cumulative data following the completion of the second round of reviews across the state. Round three of the QSR is in progress.

During 2011 and 2012 DCS has focused on and will continue to focus efforts toward training management staff on the use of the QSR protocol to enhance staff understanding of the RPS. Through participation in the QSR new reviewer training and QSR process, staff have demonstrated their improved understanding of the quality measures. As of May 2012, 61% of management staff completed QSR classroom training.

Objective 4.7 DCS will analyze how we may improve the current statutory framework regarding TPRs, and how it can be harmonized with Indiana case law and federal expectations.

Response 4.7 **This objective is complete.** There are no statutory gaps or needs for improvement regarding timeliness of hearings. The issue that has been an insurmountable impediment is the *Parmeter* case that states the requirements for the court to hear a case in a timely matter were only directory and not mandatory, because the statute failed to specify adverse consequences for the courts failure to follow the timelines. During the past legislative session we successfully sought statutory changes that added a penalty for not addressing CHINS cases in a timely fashion, if the court does not hear the case within the statutory time requirements a party may file to dismiss the CHINS case. These statutory changes go into effect July 1, 2012.

Objective 4.8 DCS will address judicial concerns and educate local judges regarding the need to proceed with permanency in a concurrent, not sequential, fashion in order to ensure that permanency is achieved within a minimal length of time in system.

Response 4.8 **This objective is complete.** In the 2011-12 legislative session, the judges who sat on the child welfare and juvenile justice improvement committees agreed to work with DCS to encourage continued improvement in making placements in less restrictive settings for both CHINS and JD cases. In particular, the group agreed to impose a penalty/sanction for improper

emergency findings. This caused IC 31-34-4-7, IC 31-34-19-6.1, IC 31-37-5-8, IC 31-37-17-4 and IC 31-37-18-9 to be amended to require a filing with the Indiana Judicial Center for inadequate court findings of an emergency when making a placement of a child.

Also in the 2011-12 legislative session, DCS worked with the judges to design a penalty for missing required timeframes of court hearings. This effectively solves the issue brought about by Parmeter which held that a mandate without a penalty is not a mandate. In designing the penalty DCS and the judges sought to affirm the rights of the parties by creating an ability to dismiss in the event a hearing is not held and concluded timely. See IC 31-34-10-2, IC 31-34-11-1, IC 31-34-19-1, IC 31-35-2-6, IC 31-35-3-7, permitting a party to petition for a dismissal without prejudice of a case in the event the hearing does not take place within the required timeframe (the court must grant such a petition).

Further, DCS, and in particular, Director James W. Payne, have provided several hours of training on the topic of permanency, including but not limited to the following presentations:

- April 8, 2011 Juvenile Justice Improvement Committee
- June 2011 Attorney Training
- June 23, 2011 Juvenile Judges Conference
- September 2011 Attorney Training
- November 2011 Fostering Connections Conference
- December 2, 2011 Presentation to Juvenile Justice Improvement Committee
- March 2012 Applied Professionalism Presentation

Objective 4.9

A system will be developed to collect and report information on children who are adopted from other countries and who enter State custody as a result of the disruption of an adoptive placement, or the dissolution of an adoption. Such information will include the reasons for disruption or dissolution, the agencies who handled the placement or adoption, the plans for the child, and the number of children to whom this pertains. ICWIS to capture the number of children involved in the CHINS process that were adopted overseas.

Response 4.9

This objective is not complete. Indiana's current SACWIS system is the Indiana Child Welfare System (ICWIS). All of the fields are in ICWIS to support a query for the number of disrupted and dissolved international adoptions. Indiana is currently developing a new SACWIS system and is programming this query into the new system

IV. Service Description

Indiana has elected to change the percentages (see below on each category) allotted to each of the four programs named below. Since the development and implementation of home based services over the past twenty years, local office staff has become more comfortable in leaving children in their own home with intensive service providers working in the home with the family. These services are available in most of the counties at this time. Service provider contracts are state-wide which lessens the service gaps in specific geographic areas (most often rural areas where service is limited) upon approval of the Regional Services Councils. Because of these intensive services, fewer children are being removed. This coupled with the progress being made through the Program Improvement Plan and the IV-E Waiver Demonstration Project, Indiana has been able to provide services to children and families, which has prevented many children from coming into care. Indiana has chosen to limit the funding in the time limited category and put the additional funds into family preservation to allow us to continue putting more funding toward preservation services to strengthen families. Indiana continues to allot 10% in planning and 10% in administration. If these funds are not utilized in these areas, the excess will be put back into services.

1. Family Preservation (35%)

This category is designed to provide services for children and families to help families (including adoptive and extended families) at risk or in crisis including services to assist families in preventing disruption and the unnecessary removal of children from their homes (as appropriate). They help to maintain the safety of children in their own homes, support families preparing to reunify or adopt, and assist families in obtaining other services to meet multiple needs. Reunification services are also included in this category which could assist children in returning to their families or placement in adoption or legal guardianship with relatives. These services may include follow-up care to families to whom the child has been returned after placement and other reunification services.

Services may include but are not limited to: 1) intensive home-based casework; 2) homebased therapy; 3) individual/family counseling; 4) parent/ child/sibling visit facilitation; 5) counseling; 6) case management; 7) day care; 8) respite services; 9) homemaker/parent aid services; and 10) services designed to increase parenting skills, family budgeting, and coping with stress, health, and nutrition.

Target Population

Services must be restricted to the following eligibility categories:
1) Children and families who have substantiated cases of abuse and/or neglect and will likely develop into an open case with IA or CHINS status.
2) Children and their families which have an Informal Adjustment (IA) or the children have the status of CHINS or JD/JS.
3) Children with the status of CHINS or JD/JS and their Foster/Kinship families with whom they are placed.

4) All adopted children and adoptive families.

Desired Outcomes
1) Increase the number of families served in their own home that remain intact without removal of a child(ren).
2) Reduce the number of reports of substantiated child abuse and neglect in families served in their own homes.
3) Reduce the number of placements of children in substitute care.
4) Decrease the length of stay when substitute care is necessary.
5) Increase the number of children reunited with their families following substitute care placement.
6) Increase the number of permanent placements of children for whom reunification with their family is not possible (includes adoptive, relative, and guardian placements, as well as emancipation services.
7) Increase the number of children and families who receive post-placement adoptive services.
8) Increase the number of families served in their own home once the child is returned to reduce recidivism or abuse/neglect.

2. Family Support (20%)

This category is designed to cover payment for community–based services which promote the well-being of children and families and is designed to strengthen and stabilize families (including adoptive, foster, and extended families). They are preventive services designed to alleviate stress and help parents care for their children's well being before a crisis occurs.

Services may include but are not limited to: 1) respite care for parents and other caregivers; 2) a range of center-based activities (informal interactions in drop-in centers, parent support groups); 3) services designed to increase parenting skills; 4) Community Partners for Child Safety and 5) counseling and home visiting activities. Client specific services are the identified priority for Family Support Services.

3. Time Limited Family Reunification (5%)

This category covers services and activities that are provided to a child that is placed in a foster family home or other out-of-home placement and the child's parents or primary caregiver, in order to facilitate reunification of the child safely and appropriately within a timely fashion. These services can only be provided during the 15-month period that begins on the date the child is considered to have entered out-of-home care.

Services and activities that can be provided under this category include but are not limited to: 1) intensive home-based casework; 2) home-based therapy; 3) individual/ family counseling; 4) substance abuse treatment services; 5) parent/child/sibling visit facilitation; 6) assistance to address domestic violence; and 7) homemaker/parent aid services.

Target Population

Services must be restricted to the following eligibility categories:
1) Children and families who have substantiated cases of abuse and/or neglect and will likely develop into an open case with IA or CHINS status.
2) Children and their families which have an Informal Adjustment (IA) or the children have the status of CHINS or JD/JS.
3) Children with the status of CHINS or JD/JS and their Foster/Kinship families with whom they are placed.
4) All adopted children and adoptive families.

Desired Outcomes

1) Reduce the number of placements of children in substitute care.
2) Decrease the length of stay when substitute care is necessary.
3) Increase the number of children reunited with their families following substitute care placement.
4) Obtain reunification within the assigned time frame by ensuring a safe, stable environment for the child(ren).

4. Adoption Promotion and Support Services (20%)

Services and activities available are designed to encourage more adoptions out of the foster care system, when adoptions promote the best interest of children. Such services and activities are designed to expedite the adoption process and support adoptive families. This includes preparing the child for adoption with regard to loyalty, grief, and loss issues related to their birth family as well as evaluating a prospective adoptive family and making a recommendation regarding appropriateness of the family to adopt special needs children.

Target Population
1) Foster parents and the foster/relative children in their care that have expressed an interest in adoption.
2) Pre-adoptive parents and adoptive parents with recently adopted children.
3) Long term adoptive parents experiencing challenges with their adopted children.
4) Families who have successfully completed the Pre-Service Foster/Adoption/Kinship Parents/Caregiver Training and are interested in adopting.
5) Families who are interested in parenting children who have suffered abuse or neglect.
6) Families who are interested in adopting children with serious medical and/or developmental challenges, older children, and sibling groups who are in the custody of the State of Indiana.

Desired Outcomes
1) Minimize the number of disrupted foster/relative placements.
2) Minimize the number of disrupted pre-adoptive and adoptive placements.
3) Ensure that prospective adoptive families and children free for adoption are adequately prepared for adoption.

4) Ensure that each prospective adoptive family is informed of issues related to children with special needs and that informed choices are made when matching children free for adoption and adoptive families.
5) Increase the number of adoptive parents available for special needs children.
6) Decrease the number of children waiting for adoptive parents.
7) Decrease the number of disrupted adoptions.

Based on the benefits of the Child and Family Team Model and the CANS assessment, the post-adoption service standards were restructured with the goal of creating cross-system coordination and adoptive family centered care for service delivery. Services provided to families will include a comprehensive strength based assessment. This service is based on the belief that children and their families are remarkably resilient and capable of positive development when provided with community-centered support, defined by what is in the best interest of the child. It is meant to provide a comprehensive system of care that allows families to find support after adoption.

To put these beliefs into practice, DCS has developed a new delivery for post adoption services that involves three regionally based contractors. As of July 1st, 2011, contract awardees, SAFY, Children's Bureau, and The Villages will begin providing post-adoption services to families in the State of Indiana. These 3 agencies will provide Care Coordinators who will be located in various regions within the state to oversee intake referrals and provide support to families. The services provided to the client may include but are not limited to the following: behavioral health care services, respite, parent/child support groups, and other services and/or necessary items approved by DCS.

V. Collaboration and Coordination

Service Coordination

Through our Healthy Families Indiana and Community Partners for Child Safety prevention initiatives we work with community-based public and private providers statewide. A continuum of services is offered to families who participate voluntarily beginning prenatally through 18 years of age. Local service providers formalize agreements with HFI and CPCS to assure family access to needed services. To enhance these services, coordination of training across systems has resulted in establishing a training institute to offer skill building sessions for DCS staff, service providers and families. Priority training needs are identified particularly to address domestic violence, mental health & infant mental health, substance abuse, and child abuse and neglect. Our Institute partners include, DCS, Child Care, Head Start, Purdue and Indiana Universities, Mental Health and Infant Mental Health Ass., First Steps, Department of Health, Maternal and Child Health, Prevent Child Abuse Indiana, Cooperative Extension, Indiana Institute on Disability. The Institute is held twice a year. In addition to these efforts, the service provider community was very active in Indiana's PIP process.

Collaboration with the Courts

The DCS Staff Development Division in cooperation with the Indiana Judicial Center, continues to partner on providing training to Court personnel relative to child welfare practice. Several workshops have been provided during this last year which provided cross training in the permanency area to court personnel, probation officers, Guardian ad Litem/Court Appointed Special Advocate personnel and other stakeholders as identified under P.L. 110-351 amended section 474(a)93)(B).

The courts participated in the CFSR process, including developing and implementing court related PIP items. There was also judicial participation in the Title IV-E review that took place the week of April 16-20, 2012. The CIP administrator and two judges attended the entrance and exit conferences. The results of the audit were shared with all Juvenile Judges at the Annual Juvenile Judges Conference being held on June 21-22, 2012. Training was also provided to address some of the court related areas of concern identified during the review and presentations were given on the Clinical Resource Team, the new collaborative care program and other topics identified by Director Payne.

There has been ongoing collaboration on the development/re-design of the DCS and Probation interface and DCS and the Judicial Center hosted a webinar to train Probation staff on the new referral and ICPR process.

DCS representatives routinely attended meetings with the Juvenile Justice Improvement Committee and the Child Welfare Improvement Committee to discuss permanency and other child welfare issues, including the use of emergency shelter care, statutory timelines in CHINS and TPR cases, and DCS programs and services.

On November 1, 2011, the Court Improvement Program, Indiana Judicial Center, and the Indiana Department of Child Services sponsored a statewide summit on "Child Welfare and Juvenile Justice-Working Together to Improve Outcomes for Children." The Summit was held at the Indiana Convention Center and was attended by over 550 juvenile probation officers, chief probation officers, and Department of Child Services family case managers, supervisors, local office directors, regional managers, and probation service consultants from across the state. The purpose of the summit was to inspire collaboration and cooperation between probation officers and Department of Child Services staff who work with children that are involved in both the child welfare and juvenile justice systems or are at risk of being involved in both systems.

The Summit provided an opportunity for probation officers and staff from the Department of Child Services to learn about each other's roles in working with children and families. The Summit included sessions on Family Case Managers and Juvenile Probation Officers: Are their roles Really So Different, Case Scenarios and Round Table Discussion; Adolescent Brain Development, and Working together on a Local Level: Success Stories. Justice Steven David provided opening remarks and James Payne, Director of the Indiana Department of Child Services gave closing remarks.

Important Numbers: Over 550 Juvenile Probation Officers, Chief Probation Officers, Department of Child Services Family Case Managers, Supervisors, Regional Managers, Local Office Directors, Probation Service Consultants attended representing 88 counties in Indiana.

A Memorandum of Understanding (MOU) has been developed and signed with the Indiana Supreme Court – Division of State Court Administration which further details efforts that will be undertaken going forward.

VI. Child and Family Services Continuum

The State provides a continuum of services to families and children in Indiana. The range of services includes statewide child abuse and neglect prevention and intervention and treatment services including efforts to preserve the family or reunify the family. Services to prepare children and families for adoption are also provided. This continuum is described below:

1. Child Abuse and Neglect Prevention

Indiana has a broad range of services to prevent child abuse and neglect. These services include Healthy Families Indiana, Community Partners for Child Safety, as well as primary prevention efforts through Prevent Child Abuse Indiana. Delinquency prevention is provided by Youth Service Bureau organizations. These prevention services are funded through various sources including TANF, SSBG (state and federal), CBCAP, Kids First Trust Fund, MIEC Home-visiting Grant, and the state's Youth Service Bureau Fund.

a. Healthy Families Indiana

Healthy Families is a community-based prevention program that serves all 92 counties in the State of Indiana and provides home visiting services to over 15,000 at-risk families each year. Local program sites deliver voluntary home visitation services to families prenatally, or from the birth of the target child, until the target child is five years of age. Home visitors provide parenting education, referral resources and access to health services. Families receive weekly, bi-weekly or monthly visits depending upon their circumstances and length of time in the program.

Healthy Families collaborates with First Steps, Head Start, the Department of Mental Health, the Indiana Department of Health, WIC, universities, hospitals, local Departments of Child Services and other local health and social service providers in program planning and coordination to offer a continuum of comprehensive services to at risk families.

Staff providing Healthy Families services are required to receive extensive, ongoing training. The program maintains a training contract through which new staff are required to receive 40 hours of Core Training as soon as possible after their hire date and complete training and competency testing online using 11 CD's within 12 months of their hire date. Staff may also attend service specific or advanced training by attending educational sessions at the semi-annual three day Institute for Strengthening Families sponsored by the Department of Child Services and Healthy Families Indiana in collaboration with the partners listed in the previous paragraph.

Healthy Families has a comprehensive program management system with the capacity to provide ongoing staff training, monitor program quality, capture data and generate reports required to be accountable to funding sources and to maintain program standards for Prevent Child Abuse America/Healthy Families America accreditation.

b. Kids First Trust Fund

The Children's Trust Fund (name changed to Kids First Trust Fund (KFTF) in 2003) was established in 1994 by the Indiana General Assembly. Legislation called for the design and issuance of a Children's Trust Fund license plate. "Kids First" license plates became available in January 1995 and proceeds from plate sales are used to fund grants to community organizations/programs to prevent child abuse and neglect. In 2006, proceeds from the sale of the KFTF plates shifted direction from funding individual community service providers to funding statewide, community-based, prevention focused programs. This approach provides a statewide, coordinated continuum of child abuse and neglect prevention programming. Each year since 2006, KFTF dollars have been awarded to two programs: The Villages/Prevent Child Abuse Indiana (primary prevention) and Community Partners for Child Safety (secondary prevention).

The KFTF is maintained by a 10 person volunteer board whose goal is to reduce the number of deaths due to abuse and neglect, reduce the total number of substantiated cases of abuse and neglect and to reduce the infant mortality rate in Indiana.

As competition among special recognition license plates in Indiana increases and the economy worsens, KFTF license plate sales are declining. In an effort to increase plate sales, the KFTF Board, in collaboration with the DCS Office of Communications, will engage in a media campaign to increase public awareness of the license plate and the purpose "to prevent child abuse and neglect" of the funding derived from plate sales.

Also the KFTF Board and DCS will include in their strategic plan, increased communication and collaboration with legislators, other state agencies, child advocacy groups and service professionals, community stakeholders, the media, and the public.

c. The Villages/Prevent Child Abuse Indiana (PCAI)

PCAI provides parent education and public awareness statewide by:

- partnering with local councils, DCS, and other statewide and/or community-based networks to support child abuse and neglect prevention efforts
- building greater community support for policies that contribute to the prevention of child abuse and neglect
- developing procedures and tools for educating parents, caregivers, and the public
- identifying, creating and distributing printed prevention materials to assist parents and caregivers with parenting issues and promote available resources for support of children and families

- enhancing/expanding the annual Indiana Child Abuse and Neglect Prevention Awareness Month campaign each year (coincides with National Child Abuse and Neglect Prevention Awareness Month)

d. Community Partners for Child Safety (CP)

In 2005, Indiana implemented a statewide response to service provision for those families whose children are at risk of abuse or neglect. The purpose of this program is to provide primary and secondary child abuse prevention services that can be delivered in every region in the state. This service builds community resources in order to have a collaborative prevention network throughout the region. The service is focused on those families that are identified by the Department of Child Services or through self-referral or other community agency referral. The service will provide home based case management services to connect families to resources to strengthen the family and prevent child abuse and neglect. The Community Partners for Child Safety Services will be divided into three components: the Service Component, the Community Component, and the Subcontracting Component.

Service Component: In summary, the Service Component requires the employment of a Project Manager, Neighborhood Liaisons, and Parent Partners. It also requires a home visitation program through which workers provide short term supportive services on a voluntary basis and development of family case plans that include no more than three (3) goals that the family identified. It also includes the development of classes and support groups for families and oncall staff availability for crisis intervention counseling and referral if needed.

Community Component: In summary, the Community Component requires participation with other agencies to develop a collaborative network of community resources that will support families. Community Partners for Child Safety must identify an advisory group for the Region(s) for which it has been selected to provide Community Partners Services that focuses on community development and participate in community events to build new relationships and support agency activities. They must also create opportunities to build a volunteer pool and develop opportunities for additional funding and financial support, including reporting its quarterly progress to the DCS' Central Office Consultant of additional funding sources committed to Community Partners agencies. They must also develop contacts and a presence throughout the entire Region(s) for which it has been selected to provide Community Partners Services by DCS and work with local community administrators, such as police departments, Mayor's offices, hospitals, and school districts. They must also partner with existing providers that offer child and family services in the Region(s) for which it is responsible.

Subcontracting Component: In summary, a percentage of the funding allocated for this Contract (not more than 40% of each Region's allocation) may be utilized for other prevention services which consist of both secondary and primary child abuse prevention services. This funding is allocated to be subcontracted for services that meet the secondary and primary child abuse prevention priority needs that are determined by DCS (based on any applicable recommendations of the Regional Services Council(s)) for each particular Region(s) that the Community Partners for Child Safety Agencies have been chosen to provide Community Partners Services. As part of

this subcontracting component, the Contractor shall issue requests for proposals to identify the services that meet the secondary and primary child abuse prevention priority needs and select the providers to offer services that meet such secondary and primary child abuse prevention priority needs. They must also provide quarterly reports on outcomes to DCS and the Regional Services Council(s). Community resources include, but are not limited to: schools, social services agencies, local DCS offices, Prevent Child Abuse Indiana Chapters, Youth Services Bureaus, Child Advocacy Centers, faith-based community, local school systems and Twelve Step Programs. In general, each community defines its own partnerships. The local office of the Department of Child Services is a critical partner. Child Protective Services Assessors frequently identify families that could benefit from services, but do not have a substantiated case of child abuse or neglect. These families are referred to Community Partners services.

e. Youth Service Bureaus

There are 33 Youth Service Bureaus serving 30 Indiana Counties. They are funded by the Youth Service Bureau Fund as outlined in Indiana Code (IC 12-14-24-3). Funds are allocated by the Indiana General Assembly and are wholly state funds.

Indiana law prescribes four core roles for funding to be applied:

- Referrals – Utilize service agencies that may benefit young people
- Community Education – inform citizens about the services available
- Advocacy – support, represent and protect the rights of young people
- Juvenile Delinquency Prevention – prevent adolescent misbehavior and diversion of young people from the justice system

Juvenile delinquency prevention is viewed as the key role with the other roles being supportive.

Service Description: Provision of services that prevent adolescent misbehavior and divert young people from the justice system. These services can prevent youth from becoming involved in delinquent behavior; can intervene with youth who have become involved in delinquent behavior to prevent further progression in the juvenile justice system; and divert youth from the juvenile justice system through alternative programs.

These programs may include:

- Mentoring
- Diversion programs/Teen Court
- Skills programs
- Schools programs/retention
- Recreation programs
- Shelter programs
- Counseling programs

Target Population: Programs serve youth and young people who are at risk of engagement in delinquent behavior and/or have committed delinquent behavior with the goal of preventing future delinquent acts.

Planning: Over the past year, DCS implemented unit rate contracts with YSB agencies. In addition, they all began tracking their outcomes with respect to delinquency prevention. This information, as well as all other data tracking for Indiana's prevention programs is coordinated by Datatude, Inc.

Youth Service Bureaus are part of the fabric of their communities as they collaborate with private and public agencies to provide services to their youth. Referrals can be received from the juvenile justice system, schools, hospitals as well as other social service agencies such as *Healthy Families Indiana* and *Community Partners for Child Safety.*

Youth Service Bureau staff receives select and varied training at quarterly meetings, arranged by their governing organization, the Indiana Youth Services Association. Select staff also receives training from the company that administers the web based reporting tool that is being developed, so that outcomes and indicators are correctly reported.

Staff can receive on-going training and education at offerings such as *The Institute for Strengthening Families*, which occurs semi-annually.

2. Intervention and Treatment Services

The State of Indiana provides Intervention and Treatment services to families and children through its Child Protection Services (CPS) workers and Children Services (CS) workers. The State is divided into 18 regions, which are supervised by the Regional Managers, and 92 counties which are overseen by the local office directors. Each county is staffed by workers who are classified as Family Case Managers (FCM). It is the primary responsibility of the FCM to ensure the safety and wellbeing of children for whom a report of suspected abuse or neglect is received and it is determined by management that the reports meet legal sufficiency to investigate.

Child Protection Services (CPS) workers protect Indiana's children from further maltreatment by assessing all reports of suspected abuse or neglect that are determined by a supervisor to meet legal sufficiency. Reports of suspected abuse or neglect are received by the Department of Child Services and the Child Protective Service (CPS) worker makes a determination of the safety of the child in the home. CPS is mandated to receive and initiate (staff has satisfactorily determined that a child who is the subject of a child abuse or neglect report is, and will continue to be, safe until the next step in the assessment process is taken) assessments of abuse and neglect on a 24-hour basis. Assessments of abuse or neglect can be determined to be substantiated (facts obtained during the investigation provide credible evidence that child abuse or neglect has occurred) or unsubstantiated (facts obtained during the investigation provide credible evidence that child abuse or neglect has not occurred). The safety of the child is the primary focus of every CPS assessment.

Families can receive further services/treatment based upon several factors:

- Families who do not have a substantiated finding of child abuse or neglect may receive services through Community Partners for Child Safety on a voluntary basis.
- Services are also provided to families and children after a substantiated finding of child abuse or neglect. Services are offered or ordered for the family and children based upon their assessed needs.

Direct family preservation and reunification services are provided through contract agreements with local providers. The Agency carries out these goals through the following interventions:

- Informal Adjustment (IA): a voluntary agreement collaboratively developed by the Family Case Manager (FCM), the parents, guardian or custodian of the child, attorney and other interested parties. An IA can be used when the family acknowledges that there are problems that need to be addressed and the child is at moderate risk in the home. An IA must be filed and approved by the juvenile court.

- Child in Need of Services (CHINS): families whose children are placed under the supervision of the court will be ordered to complete services to address the issue that brought them before the court. Services will be offered to the children and family to eliminate the need for removal or to reduce the length of time in out of home care.

Although CPS reports can be made in person or by correspondence the vast majority of the reports are received by telephone. The state operates a toll free hotline to receive abuse or neglect reports. This year a statewide call center was implemented to receive child abuse and neglect reports. One of the goals of centralizing this process is to provide consistency in reports being assigned for assessment verses those reports being screened out. This is being rolled out slowly to ensure calls can be handled timely and thoroughly.

3. Foster Care

The foster care program provides 24-hour care to children who can no longer remain safely in their home due to the substantiated occurrence of abuse or neglect or due to their own need for care and treatment for behaviors which constitute a danger to themselves or others. State policy dictates that workers place children in the least restrictive most homelike setting that can safely meet the needs of the child. Placements are to be in close proximity to the child's family, particularly when reunification is the case plan goal. Placement may be made with an approved relative, licensed foster home, group home or other child-caring institution, or other court approved facility or home. The child's placement provider is involved in the case planning process and the provision of services to the child and family. The scope of their involvement is determined during the collaborative case planning process.

4. Relative Care

There are many placement options available when out-of-home care is required for a child. A thorough assessment of the child's needs provides the foundation for determining what type of placement will be in the child's best interests.

Indiana statute requires a relative placement to be considered before considering any other placement for CHINS. Relative care offers the child a family-like living experience that most closely resembles the child's own home. Therefore, the DCS is to attempt to locate relatives as placement resources first. A relative placement may be considered appropriate when the minimum sufficient level of care for the child is met and the relative can demonstrate that the best interest of the child is the primary focus.

Any child in substitute care is entitled to equal protection. Therefore, the approach to obtain approval or licensure for a relative home placement is to be the same as that for licensure of a foster home placement. That is, the basic procedures regarding evaluation, case documentation, training offered and required, supervision, and opportunities for receiving financial assistance are to be the same. Approved status or licensure is to be obtained in a timely manner.

5. Programs under Title IV-B

Title IV-B is used to fund various standardized programs including but not limited to the following:

- Child Preparation
- Family Preparation
- Home-Based Family Centered Casework Services
- Home-Based Family Centered Therapy Services
- Homebuilders
- Homemaker/Parent Aid
- Resource Family Support Services
- Support Group Services for Resource Families
- Foster Home Studies/Updates/Re-Licensing Studies
- Care Network
- Child Advocacy Center
- CHINS Parent Support Services
- Counseling Individual/Family
- Cross-System Care Coordination
- Diagnostic and Evaluation Services
- Domestic Violence-Batterer Intervention
- Domestic Violence–Survivor and Child Intervention Services
- Father Engagement Programs
- Functional Family Therapy
- Parent Education
- Parenting/Family Functioning Assessment

- Quality Assurance for Children in Residential Placement
- Sex Offender treatment
- Transition from Restrictive Placement
- Tutoring/Literacy Classes
- Visitation Facilitation - Parent/Child/Sibling
- Drug Testing and Supplies
- Random Drug Testing
- Detoxification Services
- Residential Substance Use Treatment
- Substance Use Disorder Assessment
- Substance Use Outpatient Treatment
- Community Partners for Child Safety
- Day Reporting/Treatment
- Truancy Termination (http://in.gov/dcs/3159.htm)

Indiana completed the updating of service standards and developing new standards for the Request for Proposal (RFP) that was launched in December of 2010. This process included the development a specialized workgroup consisting of Community Mental Health Center Staff, Medicaid Staff and Division of Mental Health and Addictions Staff. The goal of this group was to increase the use of Medicaid through the partnership with the local Community Mental Health Centers. The core group consisting of Community Mental Health Center Staff and the Department of Child Services Staff continue to meet on a bi-weekly basis. Staff from Medicaid and the Division of Mental Health and Addictions continue to give input into this workgroup.

a. Family Preservation (Crisis Intervention)

Indiana provides services for families and children designed to protect children from harm and help families (including foster, adoptive and extended families) at risk or in crisis. Services provided under Family Preservation include:

(1) Pre-placement preventive services to prevent removal of children from their families; e.g., intensive family preservation programs, home based casework, homemaker.
(2) Promoting permanency for children either through reunification with family, adoption, establishment of legal guardianship or other planned, permanent living arrangement.
(3) Follow-up care to reunified families.
(4) Respite care for children to provide temporary relief for caregivers, including foster parents.
(5) Services designed to improve parenting skills and impart information regarding child development; budgeting, household and stress management; health and nutrition.
(6) Case management services such as transportation, assistance with housing and utility payments and access to adequate health care in order to stabilize families in crisis.

Each county/region assess thoroughly the availability and accessibility of these, as well as other services in order to provide what is needed to prevent placement and maintain the family. This assessment process happens every two years through the process call the Biennial Regional

Services Strategic Plan (BRSSP). The first BRSSP was due February 2, 1010. The second plan, with individual regional action steps was due on February 2, 1012. This process includes such things as Public Testimony, a survey and review of statistical information.

b. Family Support (prevention and support services)

Support services are designed to strengthen families (including adoptive, foster and extended families) and include services designed to alleviate stress and help parents ensure their children's well being before a crisis occurs.

Services may include: respite care for parents and other caregivers, early development screening, mentoring, tutoring, heath education for youth; a range of center-based activities (informal interactions in drop-in centers, parent support groups); services designed to increase parenting skills and counseling and home visiting activities. Client specific services are the identified priority for Family Support Services. Services are available through self referral, community referral or via the local DCS office or probation for families identified as being at risk. In most areas of the state, this funding is supporting Community Partners for Child Safety Programs.

c. Time Limited Family Reunification

This category covers services and activities that are provided to a child that is placed in a foster family home or other out-of-home placement and the child's parents or primary caregiver, in order to facilitate reunification of the child safely and appropriately in a timely fashion. These services can only be provided during the 15-month period that begins on the date the child is considered to have entered out-of-home care.

Services and activities provided under this category include but are not limited to: 1) intensive home-based casework; 2) home-based therapy; 3) individual/family counseling; 4) substance abuse treatment services; 5) parent/child/sibling visit facilitation; 6) assistance to address domestic violence; and 7) homemaker/parent aid services

d. Adoption Promotion and Support Services

Services and activities available are designed to encourage more adoptions out of the foster care system, when adoptions promote the best interest of children. Such services and activities are designed to expedite the adoption process and support adoptive families. This includes preparing the child for adoption with regard to loyalty, grief, and loss issues related to their birth family as well as evaluating a prospective adoptive family and making a recommendation regarding appropriateness of the family to adopt special needs children.

Services in this category include: 1) family preparation for adoption; 2) child preparation for adoption; 3) post-adoption services, 4) respite care, 5) counseling and 6) support groups.

6. Independent Living

The Independent Living Program provides direct services for youth in foster care and for those individuals who have aged out of foster care up to age 21. Services offered vary depending upon the age of the youth and are described in detail in section *XVIII. Chafee Foster Care Independence and Education and Training Vouchers.*

7. Other Planned Permanent Living Arrangements

Guardianship with relatives and/or other appropriate adults involved in the child's life is an option available to the DCS as they determine permanency for children in care. Adoptive parents are sought out for children whose parental rights have been terminated. Other options include housing arrangements with case management services through the Bureau of Development Disability Services when eligibility is established and the youth has not been adopted or placed in a guardianship.

VII. Decision Making Process

Biennial Regional Services Strategic Plan

In 2008 State legislation was passed that added the requirement for a Biennial Regional Services Strategic Plan (the Plan) that would be tailored toward the provision of services for children in need of services or delinquent children. The Regional Services Council (RSC) is the structure responsible for the development and approval of the Plan. The Plan incorporates the Early Intervention Plan, the Child Protection Plan and the Regional Services Plan as well as new requirements. The Early Intervention Plan focuses on programs and service to prevent child abuse and neglect or to intervene early to prevent families from entering the child welfare or delinquency system. The Child Protection Plan describes the implementation of the plan for the protective services of children. The Regional Services Plan outlined the array of services available within the region. These three plans were combined to form the Biennial Regional Services Strategic Plan. The most recent Regional Plans are available at: http://www.in.gov/dcs/2829.htm.

Regional Services Council

The State of Indiana is responsible to provide programs, services and placement for Indiana's most vulnerable and needy children and families. On January 1, 2009, the State began paying for those programs, services and placements. It was recognized that local involvement in the evaluations, contracting and implementation of the service delivery systems was critical.

Because of the importance for service capacity delivery to children and families in neighborhoods, communities, counties and state, the coordination of service availability and delivery is critical to protecting children and families. This process of service availability and delivery is best done at the local level. For example, rural communities often do not have the demand for, or the capacity to, deliver a wide variety of services. This is made more complicated

since each individual case may present difficult and expensive needs or a changing variety of issues.

In order to address these issues, including the need for coordination in wider geographic and geopolitical boundaries, the Regional Services Councils were created. The Regional Services Councils include staff from the Department of Child Services as well as foster parents, CASA/GAL, judges, probation departments and others. For a full description of these Councils and each region's Biennial Regional Services Strategic Plan, see: http://www.in.gov/dcs/2829.htm

Request for Proposal Process:

The Request for Proposal (RFP) was distributed through the Department of Child Services website. Proposals were submitted electronically for the first time in December, 2010. The provider could choose the service standards they wished to propose for and the region/county they wanted to serve. Scoring of the submitted proposals was completed by State staff, recommendation were made to the Regional Services Council in each region. Each Regional Services Council gave final approval of the services/providers for their region.

Another major change in this process in 2010 was in the Regional Child Welfare Services Coordinators. This position had been a contracted position since 1984. In 2010 these positions became state employees. Six people were hired to take on the coordination of services for Indiana. These six staff members are scattered throughout the state and each serves 2 and 4 regions. These staff member are instrumental in getting services in place, being the liaison between the providers and the region/state and the overall service maintenance.

VIII. Program Support

a. Workforce Information

DCS was statutorily created in July 2005 and immediately began its work to protect the children of Indiana from abuse and neglect by partnering with families and communities to provide safe, nurturing, and stable homes. The greatest barrier the Agency faced was a lack of Family Case Managers to effectively manage the caseloads of the Department. The General Assembly recognized this need and responded by authorizing the hiring of 800 new FCMs over the course of the biennium ending SFY 2008.

Throughout 2006, 2007 and 2008 DCS focused its efforts on hiring additional Family Case Mangers and developing an effective new worker training curriculum to provide new staff with the skills necessary to be successful in partnering with children and families. In 2009, the Agency started focusing more attention on ongoing FCM and Supervisor training and identifying ways to increase retention. However, since attrition is a reality of any organization, recruitment efforts remained a high priority throughout SFY 2011. DCS continues to look at personnel and training needs along with capacity. DCS Human Resources, Staff Development, and Field

Operations divisions work collaboratively to support the Agency's continued efforts to recruit and retain qualified staff.

Staff Recruitment and Selection

In July 2009, DCS centralized all human resource functions with the Indiana State Personnel Department and now has an embedded staff of ten (10) human resource professionals, including a Human Resource Director, three (3) HR specialists, six (6) field-based Human Resource Generalists and a HR Coordinator. These staff help ensure smooth operation of the FCM recruitment and hiring process.

The DCS Human Resources Department partnered with DCS Field Operations to establish a process to address ongoing hiring needs. They created a timeline to outline the necessary steps to recruit, hire and train qualified candidates and developed a process for maintaining a FCM applicant pool in each region. This process resulted in a reduction in the time to fill vacancies from a minimum of eleven (11) weeks to approximately five (5) weeks.

DCS Family Case Manager Hiring Timeline	
Days 1 – 7	HR and Field Operations Identify County Assignment
Days 8 – 9	Pre-Screened Applicants Routed to Hiring Manager
Days 10 – 15	Interviews Schedule
Day 16	Position Offered
Day 17	Position Accepted
Day 18	Offer Letter Sent
Day 24	FCM Starts Employment
Day 84	FCM Graduates from New Worker Training

The Employment and Recruiting Specialist manages the overall hiring process, while the field HR Generalists ensure adherence to the timeline and steps. Interviewing and selection of FCM candidates occurs locally and is facilitated by the field HR Generalists who evaluate FCM applicants, conduct telephone prescreen interviews, and perform background checks.

Child Welfare Staff Degrees and Certifications

FCM Minimum Qualifications:

- Bachelor's degree from an accredited college/university is required with at least 15 semester hours or 21 quarter hours in Child Development, Criminology, Criminal Justice, Education, Healthcare, Home Economics, Psychology, Guidance and Counseling, Social Work, or Sociology required.

FCM Supervisor Qualifications:

- Bachelor's degree from an accredited college/university required. At least 15 semester hours or 21 quarter hours in Child Development, Criminology, Criminal Justice, Education, Healthcare, Home Economics, Psychology, Guidance and Counseling, Social Work, or Sociology required.

- Plus 2 years full-time professional experience in the provision of education or social services to children and/or families. At least 1 year of the required experience must be in an administrative, managerial, or supervisory capacity.

- Or Master's degree in Social Work from an accredited university/college. Substitution: Accredited graduate training in any one of the following areas may substitute for the required experience on a year for year basis: Child Development, Criminology, Criminal Justice, Education, Healthcare, Home Economics, Psychology, Guidance and Counseling, Social Work, or Sociology.

Local Office Director Qualifications:

- Four (4) years of experience in public welfare, education, public administration, business administration, or social services; plus an additional five (5) years of supervisory experience in these areas.
- Education: Bachelor's degree from an accredited four-year college. (Concentration in Business Administration, Child Development, Counseling and Guidance, Economics, Education, Health Care, Home Economics, Law, Psychology, Public Administration, Social Sciences, Social Work, or Sociology preferred.) A combination of experience and accredited graduate training in any of the above areas may be considered.

Demographic Information of Current Staff and Recent Hires

DCS does not track the number of child welfare workers with a Bachelor (BSW) and/or Masters (MSW) of Social Work degree; however, DCS does keep track of the number of staff with Title IV-E Supported Bachelor and Masters of Social work degrees. Since 2006, 168 individuals have received IV-E supported BSW degrees with another 36 scheduled to begin their Senior Year August of 2012. Since 2001, 211 DCS staff have obtained Title IV-E supported MSW degrees with another 20 spots slated to be filled for the semester starting Fall of 2012. DCS does not have information available related to the number of years of child welfare experience or other related experience working with children and families.

Please see Attachment E for information about the race / ethnicity, salaries and position types of DCS workers.

New Worker Training

The Institute for newly hired Family Case Managers is 12 weeks in length including 29 classroom days, 21 transfer of learning days and 10 on the job reinforcement days. Curriculum

is based on established child welfare competencies. Please see the Updates to the Training Plan section for additional detail related to new worker training.

Caseload Data

Pursuant to IC 31-25-2-5, enacted in the spring of 2007, DCS is required to ensure that Family Case Manager staffing levels are maintained so that each county has enough FCMs to allow caseloads to be at not more than: (1) twelve active cases relating to initial assessments, including investigations of an allegation of child abuse or neglect; or (2) seventeen children monitored and supervised in active cases relating to ongoing services. The 12/17 caseload standard is consistent with the Child Welfare League of America's standards of excellence for services for abused and neglected children and their families.

The issue of caseload data must include the current national discussion regarding caseload definitions. As currently set out in statute, DCS must comply with standards that include 12 new investigations or 17 ongoing children being supervised by a case manager. These definitions are clear in large to medium counties, where the large scale of operations allows FCMs to specialize in either investigations or on-going cases. In smaller counties, however, the issue of mixed caseloads is more difficult to determine, in large part because ongoing caseloads of 17 are fairly static while new investigation caseloads are fluid, changing day to day and week to week. DCS will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

In 2009, Regional Managers began utilizing a software tool to monitor FCM caseloads when assigning assessments and ongoing cases. Reports are generated monthly to monitor the timely completion of new assessments within 30 days as well as periodic detailed reports which help managers track the length of time various case types remain open. This allows managers to further analyze how to more consistently provide permanency for those children and thereby close the case. All Regions have formed Permanency Teams to review and provide recommendations to local offices for those cases where traditional measures have failed to achieve permanency.

In addition, Regional Managers also monitor the number of overdue assessments or assessments that are not completed within the required thirty day timeframe. It is important to note that in June 2008 the required timeframe for completing CPS investigations was reduced from 60 days to 30 days, thus ensuring that abused and neglected children are receiving agency intervention and services as quickly as possible.

Two overdue assessment reports are run on a weekly basis. The first identifies all cases that have been open for 20 to 30 days. This report enables managers to identify assessments that are at risk of becoming overdue (i.e., open for more than 30 days). A second report captures all assessments that have been open for more than 30 days.

As of May 2012, 17 of 18 regions were in compliance with the caseload averages of 12 and 17. In general, DCS has experienced an increase in child abuse and neglect reports made statewide. This trend resulted in an overall increase in caseload numbers in regions throughout the state. Periodic shifts in caseloads and turnover also impact 12/17.

Ongoing Training for Caseworkers, Supervisors, Managers and Administrators

Indiana has been at the forefront of developing leadership training for administrators, managers and supervisors. In collaboration with the National Child Welfare Workforce Institute, Indiana has had significant numbers of staff participate in the Leadership Academy for Middle Managers and the Leadership Academy for Supervisors. In addition, additional trainings for managers have been provided through yearly workshops addressing topics and needs identified through focus groups. A complete description of all supervisory and management training is included under Section I, Training – Staff Development.

Beginning in August of 2007, Staff Development developed tools to assist with determining ongoing training needs. A Statewide Survey in August of 2007 identified the most pressing needs and curriculum was developed to meet those needs, both through classroom training and computer assisted training. An Individual Training Needs Assessment tool was developed and completed by over 1400 Family Case Mangers during September and October of 2009. A comprehensive analysis of these assessments was completed and training needs identified. Following a staff development strategic planning session in December of 2010, a list of priorities was established for the development of classes, computer assisted trainings, videoconferences, and webinars. Staff time was allocated between the implementation of this strategic plan as well as training needs being implemented based on the Indiana Program Improvement Plan.

Classroom trainings targeted for development and implementation during 2011 included: 1) Overview of Practice Model for Non-Field Staff (Computer Assisted Training and Webinar), 2) Engaging and Working with Challenging Clients, 3) Engaging Parents with Mental Illness, 4) Facilitating a Child and Family Team Meeting in The Assessment Phase, 5) DCS Customer Service, 6) Service Standards, What Are They and How Do I Use them? 7) Advanced Developmental Disabilities, 8) Experienced Worker Reactive Attachment Disorder, 9) Advanced Domestic Violence and 10) Working with Clients Challenged with Substance Abuse Disorders. In addition, several curriculums are in the process of being updated based on new research.

The Individual Training Needs Assessment tool was then revised to reflect current policies, procedures and best practices. It was completed by all Family Case Managers with their supervisors in the summer of 2011. Following a comprehensive analysis and detailed Individual Training Needs Assessment (ITNA) report, a subsequent strategic planning session was held to identify curriculum development needs for 2012. The results of the ITNA demonstrated a need for the following training topics among our field staff:

- Teaming in the First 30 Days
- Advanced Engagement & Crisis Management
- Advanced Cultural Competency
- Protective Factors

- Advanced Developmental Disabilities
- Trauma Informed Care
- Advanced Worker Safety
- Introduction to the Attachment Continuum

Measurement of Skill Development

During pre-service, all Family Case Managers are also assigned a Field Mentor. Following a one day training for field mentors, the field mentor and the trainee work side by side during the transfer of learning days and the last two weeks of the on-the-job training period. Required and optional activities have been developed for the Transfer of Learning days that align with the coursework completed in the classroom sessions immediately prior to these field experiences. The Field Mentor also completes a skill assessment scales at the time of graduation. These are behaviorally anchored scales designed to assess the strength of the trainees' skills in each of 57 areas. Supervisors receive a copy of this assessment and can use as a basis to strengthen their newly hired staff's skills. Three months after graduation, the new employee's supervisor also completes Skill Assessment Scales to assist Staff Development with analyzing any additional training needs during the pre-service period.

This feedback process provides the necessary link between classroom training and transfer of learning to job performance and provides specific knowledge about the strengths and challenges of training provided. When challenges are noted, training can be adjusted to better facilitate the transfer of learning from classroom to the actual practice of public child welfare. This project is on the cutting edge of national best practice in training and supervision of frontline child welfare workers. Feedback from this process is also used to provide necessary modifications to new worker curriculum.

A similar process is used for new supervisors who are also assigned a supervisor mentor. That individual completes a Computer Assisted Training on the process and subsequently completes Skill Assessment Scales within 30 days of each required module being completed.

The results of these scales assist supervisors with identifying opportunities for additional staff development/training needs that can be included in each employee's work profile. Additional skill development of ongoing staff is measured through the development of the work profile and the Indiana performance appraisal process.

Staff Turnover and Vacancy Rates

DCS started tracking turnover data for the FCM position in March 2007. To better capture FCM departures, the agency reports two types of turnover—actual and negative. While actual turnover reflects all FCMs who have vacated their position, negative turnover only includes those incumbents who actually left the Agency. Negative turnover, thus, only reflects resignations, terminations, and transfers to other state agencies and excludes employees who promoted or transferred to another position within DCS.

This data, in conjunction with the data received from exit interview surveys, provides a mechanism for identifying and correcting issues in geographic areas or regions with significant turnover. Agency turnover information is used in conjunction with the caseload data report to determine where vacant positions should be reallocated to meet operational needs.

In November 2007, DCS began using an exit interview tool. Between November 2007 and June 2010, a total of 415 respondents completed the survey; the majority of the respondents were Family Case Managers. DCS HR revised the exit interview tool in November 2010 in an effort to better enable the agency to identify the current reasons for employee departures.

Turnover data reveals that the majority of FCM turnover occurs during the first two (2) years of employment. Total FCM turnover from June 2011 through May 2012 was 21.6%. Negative turnover for this period was 19.8%.

While individual reasons may vary, a significant portion of this turnover is due to incongruence between employee job expectations and the reality of what the FCM position requires. In order to help potential FCM candidates better evaluate their ability and desire to commit to child welfare work, in FY 2012, DCS incorporated a Realistic Job Preview (RJP) video into the FCM hiring process.

Prospective candidates now view this video as part of the application process and are asked related questions during their initial prescreen interview. The video is designed to serve as a preemptive recruiting tool that aids prospective candidates in determining whether or not their skills, ability and temperament fit with the job. This process better enables DCS to attract and retain highly qualified staff who will find the job satisfying.

Supervisor to Worker Ratios

The established ideal supervisor-to-worker ratio is 1:7. On average, DCS maintains just below this ratio. However, due to staff movement, actual ratios may vary throughout the state. As noted previously, DCS utilizes data extensively in decision-making. DCS HR monitors staff turnover and ratios and recommends reallocation of vacant positions when supervisor ratios become unmanageable. Please see Attachment F for the supervisor-to-worker ratios from April 2012.

b. Updates to Training Plan

Pre Service Training and Ongoing Staff Development Training

The Indiana Partnership for Child Welfare Education and Training (a Partnership between the Department of Social Services and the Indiana University School of Social Work) is designed to provide high quality, competency-based in-service training for staff in the Department of Child Services throughout Indiana. Program activities include assessment of training needs, development of curricula, development of trainers and other resources, training of trainers,

delivery of training, evaluation of training programs and consultation to local offices as well as external stakeholders. In addition, a comprehensive Training Records Tracking System called Enterprise Learning Management (ELM) has been developed which allows staff to register on-line for identified trainings, and upon completion of the training as verified by trainers, the establishment of a permanent training record which can be used to track/verify all training of any staff member throughout their employment history. Full-time trainers, supervisors, curriculum writers, evaluators, production personnel, fiscal staff and records management personnel comprise the positions devoted to this area. Very minimal use is made of any contract trainers for the Department of Child Services at this time.

The Institute for newly hired Family Case Managers is 12 weeks in length including 29 classroom days, 21 transfer of learning days and 10 on the job reinforcement days. A summary of this program is:

Total 60 days – 12 weeks
29 Classroom, 21 County Based Transfer of Learning Days, &
10 County Based On the Job Reinforcement Days

Module I: Orientation and Introduction to Child Welfare: 19 days – 9 Classroom & 10 Local Office

- 1 Day – **Orientation in Central Office-HR presentation** (ID, Finger Printing, Swearing-in, info on location of training, parking, etc.)
- 2 Days – **Getting to Know DCS** (introduction to agency mission and values, agency structure, position roles and responsibilities, and essential processes at DCS)
- 1 Day – **Introduction to Laptop & MaGIK** (laptop distribution and set–up, introduction to MaGIK, and on-line policy manual)
- 5 Days – **Orientation in County Office & Transfer of Learning in County Office** (Introduction to field office supervisor, director, and family case managers, completion of initial new hire paperwork, etc.)
- 2 Days – **Culture & Diversity** (cultural learning continuum, self-assessment, and norms, as well as cultural aspects of Indiana and working with diverse families throughout state)
- 1 Day – **Legal Overview** (introduction to legal aspects of the job)
- 2 Days **– Worker Safety** (introduction to risk management & safety awareness, cycle of escalation, universal precautions, substance identification, and car seat installation)
- 5 Days – **Transfer of Learning in County Office**

Module II: Assessing for Safety: 15 days – 9 Classroom & 6 Local Office

- 2 Days – **Engagement** (introduction to engagement skills needed to create and maintain trust based relationships with children & families, focus on cycle of need, process of change, working with resistance, Johari's window, core conditions, challenge model, functional strengths, etc.)
- 2 Days – **Teaming** (introduction to the child and family team meeting process, preparation of parents, identification of team members, discussion of formal and informal supports, etc.)
- 1 Day – **Transfer of Learning in County Office**

- 5 Days – **Assessing Child Maltreatment** (introduction to assessment process and impact on safety, stability, permanency, and well-being from the first contact with family through case closure. As well as introduction to abuse & neglect scenarios, utilization of agency forms, planning & techniques of interviewing, and how to document the assessment process)
- 5 Days – **Transfer of Learning in County Office**

Module III: Planning for Stability and Permanency: 10 days – 5 Classroom & 5 Local Office

- 3 Days – **Case Planning & Intervening** (introduces participants to the case planning process, the importance of DCS intervention, development of goals, objectives, and activities, as well as tracking and monitoring for goal achievement. It addresses family issues related to mental health, substance abuse, and domestic violence.)
- 2 Days – **Legal Roles & Responsibilities** (introduces the Family Case Manager to the legal roles and responsibilities of the position including knowledge of CHINS statutes, timelines, legal reports, etc.)
- 5 Day – **Transfer of Learning in County Office**

Module IV: Tracking and Monitoring Well–Being: 16 days – 6 Classroom & 10 Local Office

- 1 Days – **Introduction to MaGIK** (introduces the Family Case Manager to the states child welfare data management system and how to properly document family data in it throughout the life of a case. Capturing data in the assessment, case planning, and case closure phases)
- 2 Days – **Effects of Abuse, Neglect, and Separation on Child Development** (introduces participants to normal child development, effects of abuse and neglect on development, reactive attachment disorder, impact of separation on child and family, importance of placement identification and stability, and focuses on tracking and monitoring child well-being from initial contact through case closure)
- 1 Day – **Permanency Planning Outcomes for Children & Families** (introduces participants to permanency options & programs, importance of achieving permanency, ways to assess & ensure permanency within legal timeframes)
- 1 Day – **Time Management** (introduces importance of time management, planning, prioritizing, and maintaining a positive work / life balance)
- 10 Days – **On the Job Skill Reinforcement in County Office**
- 1 Day – **Cohort Graduation** (half the day is spent on posttest, collection of training feedback, and recommendations, other half is focused on graduation ceremony)

All training is designed to promote culturally competent child welfare practice. Courses related to the Indiana Practice Model which include Teaming, Engaging, Assessing, Planning and Intervening (TEAPI) have been incorporated into new worker training. New cohorts begin every 3 weeks and complete the entire cycle above. All curricula have been updated to reflect the Indiana Practice Model and address concerns raised by evaluations from previous cohorts. Continuous feedback from the Qualitative Service Review process, the training evaluation process (described below) and legislative or policy changes are reflected in ongoing curriculum revisions.

Subsequent to completing pre-service training, all Family Case Managers are assigned a Peer Coach within their region to assist them in becoming trained facilitators. Following a prescribed shadowing, observation and mentoring program, Peer Coaches authorize these Family Case Managers to complete their Child and Family Team Meetings independently. De-Brief feedback forms are completed and Supervisors quarterly complete Observation forms to maintain fidelity to the model. Six Regional Peer Coach Consultants (who are part of Staff Development) monitor progress and provide additional information and support as necessary. There are no immediate plans to modify this procedure.

During pre-service, all Family Case Managers are also assigned a Field Mentor. Following a one day training for field mentors, the field mentor and the trainee work side by side during the transfer of learning days and the last two weeks of the on-the-job training period. Required and optional activities have been developed for the Transfer of Learning days that align with the coursework completed in the classroom sessions immediately prior to these field experiences. The Field Mentor also completes a skill assessment scales at the time of graduation. These are behaviorally anchored scales designed to assess the strength of the trainees' skills in each of 57 areas. Supervisors receive a copy of this assessment and can use as a basis to strengthen their newly hired staff's skills. Three months after graduation, the new employee's supervisor also completes Skill Assessment Scales to assist Staff Development with analyzing any additional training needs during the pre-service period.

This feedback process provides the necessary link between classroom training and transfer of learning to job performance and provides specific knowledge about the strengths and challenges of training provided. When challenges are noted, training can be adjusted to better facilitate the transfer of learning from classroom to the actual practice of public child welfare. This project is on the cutting edge of national best practice in training and supervision of frontline child welfare workers. Feedback from this process is also used to provide necessary modifications to new worker curriculum.

Ongoing Training for Family Case Managers

In January of 2010, Indiana established required yearly required training hours for Family Case Managers, Supervisors and Field Management Staff. This consisted of 24 annual hours (12 of which could be on-line) for Family Case Managers and 32 hours (16 of which could be on-line) for Supervisors and other Field Management Staff. Staff has been extremely responsive to this directive and has clearly sought out training opportunities to fulfill this requirement.

This policy was updated on November 1, 2011 (see http://www.in.gov/dcs/files/Internal_Training.pdf) to establish required training hours for all DCS personnel in all divisions. Staff Development worked with these divisions to establish a process to assist with providing and/or facilitating trainings that would meet each division's needs. Many divisions, such as finance and child support, have developed their own methods of training staff to meet this requirement and enhance their professional development. In addition, DCS Staff Development developed Practice Model training for non-field staff which includes a

Computer Assisted Training as well as webinars that will be scheduled starting summer 2012 and count toward these required annual training hours.

DCS has also implemented a policy that addresses external trainings. The External Training policy outlines the procedures staff must follow to participate in external trainings and details the criteria that the External Training Review Committee will use to approve/deny such requests. The External Training Policy was effective June 1, 2011 (see http://www.in.gov/dcs/files/External_Training.pdf).

Beginning in August of 2007, Staff Development developed tools to assist with determining ongoing training needs. A Statewide Survey in August of 2007 identified the most pressing needs and curriculum was developed to meet those needs, both through classroom training and computer assisted training. An Individual Training Needs Assessment tool was developed and completed by over 1400 Family Case Mangers during September and October of 2009. A comprehensive analysis of these assessments was completed and training needs identified. Following a staff development strategic planning session in December of 2010, a list of priorities has been established for the development of classes, computer assisted trainings, videoconferences, and webinars. Staff time was allocated between the implementation of this strategic plan as well as training needs being implemented based on the Indiana Program Improvement Plan. Classroom trainings targeted for development and implementation during 2011 include: 1) Overview of practice Model for Non-Field Staff (Computer Assisted Training and Webinar), 2) Engaging and Working with Challenging Clients, 3) Engaging Parents with Mental Illness, 4) Facilitating a Child and Family Team Meeting in The Assessment Phase, 5) DCS Customer Service, 6) Service Standards, What Are They and How Do I Use them? 7) Advanced Developmental Disabilities, 8) Experienced Worker Reactive Attachment Disorder, 9) Advanced Domestic Violence and 10) Working with Clients Challenged with Substance Abuse Disorders. In addition, several curriculums are in the process of being updated based on new research.

The Individual Training Needs Assessment tool was then revised to reflect current policies, procedures and best practices. It was completed by all Family Case Managers with their supervisors in the summer of 2011. Following a comprehensive analysis and detailed Individual Training Needs Assessment (ITNA) report, a subsequent strategic planning session was held to identify curriculum development needs for 2012. The results of the ITNA demonstrated a need for the following training topics among our field staff:

- Teaming in the First 30 Days
- Advanced Engagement & Crisis Management
- Advanced Cultural Competency
- Protective Factors
- Advanced Developmental Disabilities
- Trauma Informed Care
- Advanced Worker Safety
- Introduction to the Attachment Continuum

Enhanced Practice Model Training

Peer coach consultants provide additional coaching/mentoring as needed and also provide mini "information" sessions related to the Indiana practice model utilizing material from the initial practice model training. Beginning in January of 2012, Peer Coach Consultants are providing 3 hour specialized regionally based trainings to enhance Practice Skills. During the 1st quarter, the focus was on "Start of the Team Formation" while the 2nd quarter topic was "Advanced Team and Teaming Transitions". Additional topics that will be covered include "Team Maintenance and Stability" and "Preparing for Case Closure". Over 1,000 Family Case Managers have completed each of these skill building sessions.

Management Gateway for Indiana's Kids (MaGIK)

A new computer information will be activated for the Indiana Department of Child Services on July 5, 2012. In anticipation of this transformation, Staff Development, in close collaboration with the Practice and Permanency Division and the Contracted Vendor, Case Commons, has developed and implemented a Statewide training initiative for all relevant employees. A group of field individuals were identified to be "power users" and were trained in late 2011 and early 2012. An additional group of interested individuals, called "early adopters" were also provided training through a collaborative effort. Numerous "specialized" trainings were developed and offered during the first quarter of 2012 in anticipation of the July implementation date.

140 one day regional trainings were scheduled and delivered between May 14 and June 21, 2012 by 20 DCS trainers with materials developed by the contracted vendor, Case Commons. In addition, DCS has developed materials for new family case manager training and that material has been incorporated into pre-service training.

Additional specialized trainings have been developed for various specialized groups including foster care specialists, licensed child placing (therapeutic) provider agencies, Central Office personnel, Interstate Compact for the Placement of Children (ICPC) staff and the Central Eligibility Unit (CEU) Staff.

Manuals and various materials are posted to a common sharepoint that can easily be accessed by all and scenarios have been developed to assist individuals with the transfer of learning component from the classroom to their daily tasks. It is anticipated that additional training will be needed in FY 2012/2013 so that full understanding and implementation of the new computer system, along with enhancements that will continue to occur, are fully understood by all staff.

Permanency Roundtable Process and Training

In 2011, Indiana adopted a process for specialized staffing called "Permanency Roundtables" based on work completed by Casey Family Programs. These structured internal staffings focus on reviewing youth in extended care without attainable permanency goals. They are designed to improve case decision-making, strengthen practice, and influence timely permanency for children in out of home care.

Training on this new process includes a one day orientation session which describes the process and reviews values. This training has been broadly provided to appropriate DCS staff as well as stakeholders. In addition, a one day training on enhancing facilitation was conducted for those individuals designated to provide facilitation services for these meetings. These trainings were provided by Casey Family Program staff in 2011 and early 2012 with DCS Staff providing assistance and assuming a greater role in the process. DCS has developed the materials and expertise to assume these trainings beginning in July of 2012 and also engaged a professional video production company to videotape a "mock" permanency roundtable session which will be used in training going forward.

Supervisory and Management Training

All new supervisors receive a comprehensive training over a 5 month period covering five modules. The first Module is an orientation module which covers basic Human Resource issues, an overview of clinical supervision and information about leadership. This is followed by four 3 day training modules covering the areas of (1) administrative supervision (2) personnel and technology issues (3) educational supervision and (4) supportive supervision. Recognizing that well-prepared and competent supervisors are a key to successful outcomes for children, the new supervisor curriculum that was piloted was implemented with the assistance of experienced trainers from the Butler Institute for Families working with Indiana trainers to develop competency in delivering the curriculum. Results have been very positive and Indiana trainers are now delivering this training to all new supervisors who are hired. This training continues to be offered based on need, approximately twice each year.

A Supervisor Mentor program has also been established following a process similar to that of the Field Mentor. A series of Skill Assessment Scales were developed based on the modules described above and identified supervisors who are assigned to new supervisors complete the scales approximately one month after each module. These scales were updated in 2012 to reflect the many changes that have occurred throughout DCS the last three years. The completion of these scales provides additional information to both the new supervisor regarding strengths and needs as well as to the Staff Development area to identify additional training needs. A manual is provided to the supervisor mentor that includes information about learning styles, the program protocol and a description of the scales. A computer assisted training was also developed in 2012 to assist Supervisor Mentors with understanding expectations related to their mentoring role.

Ongoing supervisory training includes a specialized course in "Coaching for Successful Practice" which is available to all supervisors based on need, as well as a yearly two day workshop for all supervisors addressing training needs identified by the Field. Both of these trainings continue to occur and address relevant topics. To further assist with providing supervisors with skills and tools necessary to provide for Staff Retention and Better Outcomes in Child and Family Services, the Department of Child Services worked with the McKenzie Consulting Group in 2009 to provide a workbook series and training plan for all supervisors. A thorough description of this initiative follows:

Indiana DCS, in partnership with Casey Family Programs, acquired the rights to make the Staff Retention for Better Outcomes in Child and Family Services workbook series available for use within the State. This included tailoring the workbook content to align with the State's Practice Model and Practice Indicators. .

Workshops based on this series occur quarterly facilitated by individuals who have completed training provided by John and Judith McKenzie and staff, by those who have completed the DCS sponsored MSW program, or by other identified experts in the topic area. Videoconferencing equipment assists with connecting supervisors from across the state for these sessions which focus on a particular topic. Based on feedback, the procedure for these trainings was modified in 2012 to include an identified trainer at each location. Locations continue to interact through videoconferencing, but the main presentation is done by a local trainer with an established topic/curriculum.

The steering committee who developed the ongoing training plan reviewed the flexible workbook design, which allows for the workbooks to be used in many ways.

- Training of supervisors – Indiana's trained facilitators/trainers have been able to support and train other leaders and supervisors. Participants who attend a training session have the information and tools at their fingertips to refresh their learning and to use as needed long after they attend the training
- Supervisory support groups – Learning activities appear throughout each workbook to encourage supervisors to use the materials during formal staff training, supervisory support networks and/or more informal sessions
- Self-study – Individuals can benefit from the program by using the workbooks as self-study tools, if they cannot attend a group training
- Web/technology based applications – All of the workbooks have been posted on a Supervisor Sharepoint site for easy access to workbook content. Al supervisors have received copies of the entire workbooks series for use within their units as well.

Curriculum Content of Supervisor Workbooks

The curriculum is based on extensive literature review on the topics of leadership, staff retention and turnover in child and family services, human services and business. Surveys conducted with supervisors and front-line staff in child and family services served to inform content. Curriculum authors and advisors have extensive firsthand experience in agency management and child and family services. Throughout this program, there is strong emphasis on the day-to-day skills and practices needed by front-line supervisors to build mutually respectful relationships with their staff and meet agency outcomes within the context of family centered practice. Workbook subjects include:

Workbook 1 – The Role of Leaders in Staff Retention: presents a leadership model that introduces self-mastery and teaches ways of cultivating both hard and soft leadership

skills; provides information, tools and methods for leaders to use to support staff in creating and sustaining a positive culture and organizational climate for staff retention.

Workbook 2 – The Practice of Retention-Focused Supervision: promotes supervisory competencies for retaining effective staff, including self-assessment and planning tools; includes methods and tools for setting objectives, structuring the supervisory process, encouraging self-care and managing stress in the workplace. Intentional use of the supervisory relationship to meet individual and organizational goals is stressed.

Workbook 3 – Working with Differences: provides understanding, methods and tools for tailoring supervision to the diverse characteristics, learning and behavioral styles and professional development needs of staff; encourages the development of self-awareness, self-mastery and relationship skills.

Workbook 4 – Communications Skills: provides specific information, tools and activities to model effective communication skills within the supervisory relationship.

Workbook 5 – The First Six Months: provides a structure, methods and tools for orienting, supporting and training new staff during their first six months on the job; promotes particular attention to raising supervisory awareness and skills in helping staff cope with and manage the stressors of the job, as well as the growing workload.

Workbook 6 – Recruiting and Selecting the Right Staff: provides information on promising practices and tools for recruiting and selecting front line staff; includes profiles of desirable qualities needed in front-line supervisors and staff and processes for managing timely hiring and conducting successful interviews, including behavioral interview questions.

Leadership Academy for Supervisors (LAS)

Beginning in the Summer of 2009 and continuing throughout 2010 and into 2011, Indiana has been closely worked with the National Child Welfare Workforce Institute to provide "pilot" feedback on the Leadership Academy For Supervisors on-line training initiative, including the learning network sessions conducted through webinars. This core curriculum consists of the Introductory Module and five subsequent modules. Learning activities include some pre-learning in preparation for each of the five modules following the Introductory Module as well as follow up peer-to-peer networking to each of the modules facilitated. The entire process was completed with over a 90% participation rate. Three supervisors from each of Indiana's 18 regions were selected to participate in this leadership program which includes the development and implementation of a "change initiative" based on locally identified needs. Throughout the process, Indiana's participation and feedback exceeded the national initiative. Modules include: (1) Introductory Module; (2) Foundations of Leadership; (3) Leading in Context: Partnerships; (4) Leading People: Workforce Development; (5) Leading for Results: Accountability and (6) Leading Systems Change: Goal-Setting.

This program was modified for the 2011/2012 academic year. An application process was used to identify individuals who demonstrated leadership potential as noted by their Local Office Directors. There were 51 applications and 30 individuals were chosen. These 30 individuals participated in the on-line sessions, 4 learning network sessions through webinars and 2 classroom training sessions. In addition, they each developed a Personal Learning Plan and a

Change Initiative. Several of their completed worksheets were reviewed by staff at the IU School of Social Work as well as their Local Office Director and evaluated for thoroughness and quality. Three state-wide initiatives were also chosen and each supervisor was assigned to one of the initiatives to assist with completing critical tasks. 26 of the individuals received graduation certificates following a graduation ceremony.

This program will be reviewed to determine any additional changes that might occur for the 2012/2013 class.

In addition, 5 Designated individuals have been chosen to participate in the classroom based Leadership Academy for Middle Managers (LAMM) also facilitated by the National Child Welfare Workforce Institute. Nine individuals have already completed this training and have continued to be involved with follow-up webinars.

Management Trainings

A "leadership training program" for executive staff and local office directors was initiated and completed in 2009. This included a two day workshop in January of 2009, and 5 additional half day workshops which focused on both leadership/management skills related to staff development as well as improving the organizational climate of the local offices. The Leadership Transformation Group from New York, NY, assisted with the provision of these trainings. In 2010, quarterly transfer of learning "reinforcement' activities have occurred. Local Office Directors submitted their completed activity information for review and outstanding responses are publicly recognized, both at the annual workshop and in the Statewide DCS Newsletter.

Staff Development has now developed formal curriculum for this leadership series which is completed yearly for all newly hired Local Office Directors. Management staff from other areas have also been identified to complete this training (including the legal division, the hotline division, the programs and services division and staff development). Individuals trained through the "train the trainer" program provided by the Leadership Transformation Group continue to facilitate this training. Each individual also identifies a mentor to assist them through the training process and activities, although a formal mentor program has not been developed.

Other Training Initiatives

Staff Development continues to partner with both internal divisions as well as external partners in various training initiatives. Two one-day legal trainings occur each year addressing relevant legal topics for all DCS Staff Attorneys, and monthly legal trainings occur using videoconferencing equipment. Independent Living Specialists provide Regional informational sessions as described elsewhere in this document. Legal Training related to the Indiana Practice Model is available upon request by Regional Offices. Regular trainings occur to prepare individuals to participate in the Quality Service Review (QSR) process. Numerous other trainings are available and can be facilitated based on results from the Individual Needs Training Assessment, an assessment of organizational needs or if needed based on unique local needs.

During 2010, Field Operations Staff developed a "protective factors" training that occurred regionally throughout Indiana, building upon concepts presented during pre-service training. This training will be further developed for ongoing staff in FY 2013. Staff Development has assisted the Child Support Division in utilizing ELM for their staff trainings as well as facilitating some cultural competence trainings.

Additional Assessment Training

Following an agency initiative in 2009 focusing on better assessment of children's behavioral health needs, a decision was made to adopt the utilization of the Child and Adolescent Needs and Strengths (CANS) tool developed by John Lyons, Ph.D. In Collaboration with the Indiana Division of Mental Health and Addictions (DMHA), all DCS Supervisors receive a two day training to become "Super Users" of the tool so they in turn could assist the Family Case Manager staff to become certified by completing an on-line training and certification process. All Super Users l also complete a yearly "booster" session which DCS is coordinating with DMHA. Additional training and support regarding the use of this tool was identified by the Field and an amendment was added to the IU School of Social Work contract to provide a part-time CANS Expert trainer who focuses on providing training, consultation and support at the local level through FY 2013. . The use of this tool will provide for better information upon which to base both treatment and placement decisions relating to children and youth.

Foster Parent Specialist Training

DCS made the decision following a review of best practice programs concerning foster care, that the development of specialists in this area would best meet the agency vision and mission. Therefore, the position of Foster Parent Specialist was fully developed and approximately 100 individuals were designated to complete these responsibilities along with approximately 20 supervisors. A two day training was developed and is delivered to these individuals yearly covering the topics of: (1) Roles and Responsibilities of a Foster Care Specialist, (2) Identification and Recruitment of Foster Parents, (3) The Licensing Process, (4) Foster parent Engagement and Support and (5) Facilitating the Perfect Placement. In addition, plans were made to train all of these specialists, based on the Program Improvement Plan, on the Casey Foster Family Inventory tool. Current staff trainers completed a "train the trainer" program and have become certified on this tool. They continue to provide this training for newly hired specialists on how to effectively work with foster parents using this inventory. Since July 1, 2011, all foster care specialists have been training the pre-service orientation (RAPT 1) to prospective resource parents.

Indiana Child Abuse and Neglect Hotline Training

In 2010, DCS implemented a centralized intake hotline beginning with the largest region (Marion County) and continuing with a roll-out plan until all regions were included in the summer of 2010. A four day training session was developed in collaboration with Hotline staff which included topics such as: The Business Flow Diagram; Legal Aspects of Screening in Indiana, Determining Urgency; Customer Service; Intake Appropriateness and Information

Gathering; the Intake Guidance Tool; Training on the Indiana Child Welfare Information System (ICWIS), Culture and Its Impact on the Screening Process; Community Resources and Mental Health; Observation and Mock Calls. Following the initial hiring/training, staff has been added due to turnover, who were not previously employed with DCS. An additional training component consisting of attendance at pre-service training sessions as well as specialized training sessions related to legal matters and initial assessment procedures has been added to enhance these external workers' understanding of both the agency and their role in the process This two week training is offered as needed, approximately every two months in FY12. Staff development has also prepared and/or facilitated other training for hotline workers geared to their specific needs.

Intensive Family Preservation Training

Beginning in January of 2011, DCS developed an overall theme of "Safely Home, Families First". One component of this initiative is an increased emphasis on maintaining children in their homes if at all possible, making sure all safety needs are identified and met. Programs and Services, in collaboration with Staff Development and with the assistance of Casey Family Programs, contracted with the Institute for Family Development to provide "Homebuilder's" training for selected providers as well as for DCS staff. 30 Days of Training, including 59 sessions, was offered regionally with Institute Trainers, coordinated by Staff Development in FY2011. Specialized training on this model for providers has continued through FY2012 with the assistance of Casey Family Programs. Training on this program for DCS Staff is sustained as part of a new training on all DCS service standards that has been developed and scheduled for ongoing staff in FY 2012 and FY 2013.

Clinical Resource Team

DCS has developed a unit of "Clinical Consultants" who are available to provide behavioral health expertise to field staff related to underlying needs and effective interventions for children, youth and adults involved in the child welfare system. Training and technical assistance was provided by Nationwide Children's Hospital and Franklin County Children's Services, and supported by Casey Family Programs. Staff Development has coordinated the planning and implementation portion of this project which includes training. Now that the program is established, training is provided by the project's Clinical Director who is a licensed psychologist, However, staff development continues to review and approve all training materials.

Cost Allocation Methodology

Cost allocation for the training program continues to be determined by an analysis of the content of each curriculum and by tracking the job responsibilities of each person attending each training session. All ongoing courses are provided from 9 to 12 and 1 to 4 each training day, or 6 hours per training day. The allocation methods for child welfare training are described in Appendix E: Child Welfare Trainings/Allocation Methods.

Improving the Quality of Visits

Indiana worked with the Child Welfare Policy and Practice Group from Montgomery, Alabama to develop and pilot a three day workshop entitled Making Visits Matter, Home Visiting to Improve Safety, Well-Being, Stability and Permanence for Children and Families in 2008. This curriculum was finalized and Partnership Staff were prepared to deliver this training. After the initial roll-out which provided this training to every Field Operations Family Case Manager, Supervisor and Local Office Director, the training continues to be provided monthly for more recently hired staff. Prior to the registration for this training, staff is asked to have completed six months of service so that they will have the background and experience necessary to receive maximum benefit from attending.

In this workshop participants explore "levels of knowing" in the context of their work with children and families. This helps them get to know families and caregivers based on the principles that guide the work (Practice model) in efforts to achieve the four major outcomes in child welfare (safety, permanency, well-being and stability). Participants also learn to know children within their context by examining ways of connecting or joining with children, families and their informal and formal support network in achieving individualized goals and resources to achieve outcomes.

Outcomes For The Quality of Visits Training

This curriculum is focused on the critical role of worker visits and the relationship visits have in improving safety to children and supporting effective case plan development, implementation and adaptation. In addition, special considerations related to engagement, interviewing and taking a team approach will be integrated throughout the three-day curriculum. The following resulting practices are discussed and practiced within the training session:

- Identification of purposes and the value of partnership in worker visits with children and families
- Development of strategies toward effective working agreements for visiting
- Identification of and practice in safety assessment during visits, including observation and interviewing information
- Individualization of visiting techniques and observations based on developmental considerations, case progress and key decision points in work with children and families.

Realistic Job Preview

Building on research regarding worker recruitment and retention and based on the work of the Butler Institute for Families, Indiana has developed a Realistic Job Preview video for use during the recruitment process. Calamari Production Company, an award winning company that specializes in child welfare/juvenile justice issues was contracted to develop this video. This production company has hundreds of hours of footage from developing documentaries with unprecedented access to Juvenile Courts. In addition, several staff have been interviewed to provide a realistic review of what the position of a direct line work consists of. Coordinating

interview questions and evaluation material has also been provided by the Butler Institute of Families. This video has now been incorporated into the recruitment process including the funded BSW students so that all potential family case managers view the video prior to accepting a field position. Formal research has not been completed, but anecdotal feedback indicates that several individuals have withdrawn their applications for the position after they have viewed the video.

- Tracking and adaptation of case plan goals, tasks and accomplishments
- Development of worker engagement strategies with children, families and caregivers
- Development of strategies toward team-building during visits to promote progress and stability for children and families

Providers of All Training Activities

In January of 2010, the Indiana Department of Child Services entered into a 2nd 4 Year Partnership Contract with the Indiana University School of Social Work to identify, develop, implement and provide all identified training needed to establish a well-prepared workforce in child welfare focusing on child safety, well-being and permanency. Through its Staff Development Division, DCS has full-time equivalent positions including a Deputy Director, Assistant Deputy Director, Training Manager, two supervisors, eight classroom trainers, six peer coach consultants, a curriculum writer and two support staff. The Partnership Contract provides for the following full-time equivalent staff positions: Training Manager, two supervisors, two curriculum writers, 10 trainers, 2 production staff, fiscal staff, evaluation staff, a multi-media staff person and support staff. The majority of trainings offered are by Partnership staff.

A three (3) day training of the trainers (TOT) has been developed using the Competency Based format and has been offered to all new trainers hired through the partnership. The TOT covers curriculum development, use of media and presentation skills. In addition, each newly hired trainer completes a rigorous preparation phase prior to delivering material which includes observation, co-training with feedback and mentorship/coaching by experienced trainers and supervisors. DCS has also worked with the Butler Institute of Families to further develop trainer competencies. In addition to providing this TOT to identified staff development trainers, this training has also been offered to the Regional Foster Care Specialists to assist them with providing resource parent orientations.

Settings for Training Activities

New worker training primarily occurs in the Indianapolis Based Training Center referred to as Partnership Castleton. Classroom space is also utilized through the University Partnership and referred to as Park 100 since the location is based in the Park 100 area of northwest Indianapolis. Training space has also been identified in each of the 18 Regional Hubs established so that regional classroom training can occur minimizing the travel required for staff. In addition, video teleconferencing equipment has been installed in all of these hubs and training is now occurring through this medium with one or two trainers located in one location and 4 or 5 sites connected to observe and participate in the training. This way of providing training will be extensively

used during the next 3 to 5 years so that travel costs can be minimized and staff can participate in trainings without extensive time needed for travel. The amount of training related to both new employees as well as ongoing employees has required additional training space to be identified throughout Indiana. Other Government buildings including city/county centers, libraries and local offices have also been used.

During the last two years, Computer Assisted trainings have been used to easily provide information to staff members in a short period of time. Legislative training and policy training is now promoted extensively through this medium. A full-time position has been established through the University partnership to continue to develop these types of trainings as appropriate. In addition, a contract has been executed with "Essential Learning", so that additional computer based relevant trainings can be offered to staff. 30 Courses have been identified and include:

Essential Learning course names and descriptions
* = new for period beginning July 1, 2011

- ***A Culture-Centered Approach to Recovery** (3 hrs)

  Culture is central, not peripheral, to the journey of recovery. This course includes a review of the many dimensions of culture, the impact of worldview on psychosocial rehabilitation (PSR) practice, and the steps to becoming a culturally competent service provider. It includes exercises which help the learner explore their own culture and worldview as well as identify biases which could impact their relationships with others.

- ***ADHD: Diagnosis and Treatment** (4 hrs)

  This course will help you identify the symptoms and diagnosis of ADHD, and also understand the possible causes of the disorder. Additionally, you will learn some of the latest treatment options for children, teenagers, and adults. These skills will help you in the treatment of your clients who have ADHD.

- **Adolescent Suicide** (2.5 hrs)

  In 2004, suicide was the third leading cause of death in children, adolescents and young adults. Common warning signs of suicide include suicidal threats both direct and indirect, dramatic changes in personality or appearance, severe drop in school performance and giving away belongings. High risk factors in this age group include a history of alcohol and substance abuse, family history of maltreatment or neglect, recent bereavement, physical illness and school failure. Important elements of suicide assessment include asking directly about the presence and nature of suicidal thoughts, a plan for suicide, determining the availability of lethality, previous thoughts or attempts, exploring beliefs and values and barriers to suicide.

- **Alcohol and the Family** (2.5 hrs)

  Alcohol use can have a destructive effect on individuals as well as their families and loved ones. In this course, you will gain in-depth knowledge about research concerning the impact of alcohol use disorders on the family context. You will learn the "brass tacks" of the family systems approach to understand the complicated dynamics of families struggling to deal with the impact of alcohol use disorders. Furthermore, you will be able to identify specific risk factors that are related to developing an alcohol use disorder.

Vignettes and interactive exercises give you the opportunity to apply what you learn so that you can easily apply these competencies in your own setting.

- **Attachment Disorders and Treatment Approaches** (1.5 hrs)

  This presentation given by the Center for Behavioral Health's as part of their ongoing Breakfast Learning Series addresses the concept of attachment theory and treatment of attachment disorders. Assessment parameters, treatment goals, ethical issues, and related disorders are also covered in this video course. ****Audio/Video Required**

- **Attitudes at Work** (2 hrs)

  An employee's attitude at work impacts performance, office culture, and the overall success of an organization. Unfortunately, an employee's attitude is often overlooked and considered a factor that is uncontrollable and unchangeable. Because of this perception, poor attitudes can easily infect the workplace and cause significant problems for both the employees and the organization as a whole. This course will give you valuable information about the importance of employees' attitudes in an organization, how certain attitudes can be promoted or changed, and how to create a workplace environment that fosters helpful attitudes.

- **Bipolar Disorder in Children and Adolescents** (1 hr)

  This course discusses the signs and symptoms of Bipolar Disorder in children and adolescents, reviews the latest pharmacological and psychotherapeutic treatment for this population.

- **Child and Adolescent Psychopharmacology** (2 hrs)

  This course – intended for non-MD mental health professionals, including marriage-family therapists and licensed clinical social workers – will give you in-depth knowledge of psychotropic medications used to treat children and adolescent psychiatric issues. This includes anxiety, mood, psychotic, and behavioral disorders. You will learn about to the unique issues surrounding psychopharmacology for pediatric populations, including common uses, side effects, and timelines for medication response. Through interactive games, quizzes, and vignettes, this course will help you to take the learning back to your real-world work environment.

- ***Communication Skills and Conflict Management for Children's Services Paraprofessionals** (2 hrs)

  The ability to communicate with the children and families you serve is essential to your work with them. Passing along those basic communication skills that we take for granted--communicating successfully with others, basic social skills, coping with conflict or anger, and solving problems--is another important part of your work. In this course, we will be focusing on various forms of communication, communication skills, and how to use communication effectively in solving problems and conflicts.

- ***Cultural Diversity for Paraprofessionals** (1.5 hrs)

  This course is an introduction to understanding the various components of cultural competence and how they apply to providing mental health and other human services to various groups of people and to individuals from within those groups.

- **Domestic and Intimate Partner Violence** (2 hrs)

  This course gives an overview of domestic violence, discusses the risk factors and clinical issues associated with domestic violence. It also describes the psychology of abuse and the best treatment strategies.

- **Dual Diagnosis Treatment** (3 hrs)

  Dual Diagnosis Treatment is for people who have co-occurring disorders: Mental illness and a substance abuse addiction. This treatment approach helps people recover by offering services for both disorders at the same time. In this course, we will discuss treatment options that address the various mental and substance abuse issues.

- **Fundamentals of Fetal Alcohol Spectrum Disorders** (1.5 hrs)

  This course gives you key information about Fetal Alcohol Spectrum Disorders (FASDs) and the commonly associated complications. You will learn ways to identify common symptoms, and the benefits of proper diagnosis treatment for those who have an FASD. Strengths and difficulties for these individuals will be emphasized to help you better recognize when someone you work with has an FASD. Finally, you will learn ways that you can raise awareness for these disorders – this can ultimately result in proper treatment and prevention of FASDs. You will have a chance to review what you have learned through a series of interactive exercises and vignettes.

- ***Identifying and Preventing Child Abuse and Neglect** (2 hrs)

  This course will familiarize you with different types of child abuse, how to identify them, and what to do if you suspect that a child has been abuses. Definitions of child abuse – along with how and when to report it- vary from state to state so you must always check with your local state reporting agency regarding laws and requirements. Regardless of your location, this course will give you a solid overview of the most common types of abuse that a mandated reported is likely to encounter.

- ***Making Parenting Matter Part 1** (2.5 hrs)

  Many parents find themselves wondering if parenting actually matters. They may ask themselves if they know what decisions a “good” parent should make and whether their parenting style is good, bad, common, or unique. Working effectively with children, adolescents, and their families can be quite challenging if you are not adequately prepared with the best tools for the job. Drawing upon content developed by Carol Hurst, Ph.D. of the Corporate University of Providence, this series of trainings is designed to empower clinicians who work with parents and their children with clear, relevant, and actionable information about best practices. This first course gives you an overview of the importance that parenting plays on child development by covering various parenting styles and typologies, as well as the theoretical perspectives of psychologists Freud, Bowlby, Baumrind, and Bandura. The instructive information, interactive exercises, and case vignettes in these courses will leave you prepared to successfully apply these concepts in your work with parents and children. *Flash required

- **Methamphetamine: Effects, Trends, and Treatment** (1.5 hrs)

  The course provides a comprehensive overview of the drug methamphetamine including how the drug is created, the short and long term effects of meth abuse, recent law enforcement trends for manufacturing and trafficking, and the physical and psychological nature of methamphetamine dependence. It also describes treatment options and outcomes including the Matrix Model Intensive Outpatient Program. ****Audio/Video Required**

- ***Motivational Interviewing** (4 hrs)

  This course helps you understand what Motivational Interviewing is and become familiar with strategies to help you with your client counseling.

- ***Overview of Psychopharmacology** (4 hrs)

  This course describes four major categories of medications by their generic and trade names (brand names used by pharmaceutical companies): anti-psychotics, mood stabilizers, antidepressants and anti-anxiety medications. It presents information about clinical indications, dosages and side effects. Medications that specifically affect children, the elderly, and women during the reproductive years are also discussed.

- ***Overview of Serious Mental Illness for Paraprofessionals** (3 hrs)

  This course provides an overview of serious mental illness including schizophrenia, bipolar disorder, and children and adolescents mental disorders.

- ***Overview of Suicide Prevention** (3.5 hrs)

  This course is designed for professionals in the prevention, addictions, mental health, and related fields. The nature of the topic of suicide prevention also makes this course relevant to community members, including the gatekeepers identified in this course (healthcare workers, school personnel, protective service workers, law enforcement, members of faith communities, program planners, volunteers, and juvenile justice personnel) and any community members who have been touched by suicide. The content is adapted from the National Strategy for Suicide Prevention which is published on the Substance Abuse and Mental Health Services Administration website (SAMHSA).

- **Post-Traumatic Stress Disorder** (3 hrs)

  This course discusses the prevalence and diagnostic criteria for PTSD; it discusses treatments for PTSD including psychotherapy and medication as well as PTSD in children and adolescents.

- **Safety Crisis Planning For At-Risk Adolescents and Their Families** (2 hrs)

  This course focuses on how social service workers and mental health clinicians can work to create effective family safety/crisis plans with high-risk families in the community. As you are probably well aware, high-risk adolescent consumers and their families face a number of obstacles that may seem impossible to manage. However, with the techniques you will learn in this course will help you to keep the family and the community safer. After completing this training, you will understand a clear step-by-step process to safety/crisis planning- and you will even get a sample crisis/safety plan form that you will use to apply the knowledge you gain during the course.

- ***Strength-Based Perspectives for Children's Services Paraprofessionals** (1.5 hrs)

  While the medically oriented "deficit model" is standard training for most staff who work directly with children, the strength-based/recovery movement emphasizes the need to have a balanced view of clients. That balanced view includes learning the values, terminology, and interventions that allow clinicians and the consumers you serve to address strengths along with challenges throughout the treatment process. In this course, you will learn about assumptions about the strength based perspective including the definition, principles, and beliefs about working with children and their families from the strengths perspective. You will also learn concrete strategies to apply these principles with children and their families at home.

- ***Stress Management for Mental Health Professionals** (2 hrs)

  As mental health professionals, you are prone to stress, which may lead to physiologic, emotional and spiritual symptoms. This course explains the sources and types of stress unique to mental health professionals like you and the physiological mechanisms of stress. The interactive course identifies symptoms of stress and discusses several stress management, reduction, and prevention techniques that you can use. It provides an opportunity for you to assess your own levels of stress through the Compassion Fatigue Inventory. The course includes current resources for you to access as you develop your personal stress management strategy. We use a blend of experiential vignettes, interactive activities, didactic information as tools to prevent stress in the workplace. This information is especially relevant to mental health professionals in all treatment settings. You can also use this information to teach patients stress management techniques.
  ****Audio Included**

- **Substance Abuse and Violence Against Women** (3.5 hrs)

  This course provides a comprehensive review of the nature and prevalence of substance abuse problems and its association with violence against women. The course discusses social, family and cultural aspects associated with domestic violence. It also provides a comprehensive review of services available to women and men who are in this cycle of violence. A detailed discussion about legal options for women is also contained in this course.

- ***Time Management** (2.5 hrs)

  The bottom line in many organizations is productivity. If you find yourself overwhelmed, working too many hours, or running behind you may have room to improve your approach to time management. This course will give you an overview of the top issues related to managing your time effectively at work. You will learn ways to streamline your daily work along with skills that can help you to get more work done in less time.

- **Trauma Informed Treatment for Children with Challenging Behaviors** (3 hrs)

  This course is about how to help children who have been severely traumatized to more effectively regulate their emotions and better manage their challenging behaviors.

- ***Valuing Diversity in the Workplace** (2.5 hrs)

  In today's increasingly diverse workplace, recognizing and valuing diversity has never been more important for an organization's success. The differences and similarities that we share with our colleagues contribute to the successes and difficulties we experience. The key to valuing differences is to be appropriate about recognizing them so that they don't hold us back from performing at the highest level possible. In this course, you will learn about your own attitudes toward diversity along with specific skills to work effectively with other employees who have different backgrounds and training.

- **Working with Children in Families Affected by Substance Use** (4 hrs)

  This course is designed to help you assist families experiencing Substance Use Disorders (SUDs) and the child maltreatment that often results. You will learn how to address each problem by gaining an understanding of SUDs, including their dynamics, characteristics, and effects. You will also learn how Child Protective Services workers recognize and screen for SUDs in child maltreatment cases. Finally, you will find out how to establish plans for families experiencing these problems, including how to support treatment and recovery, as appropriate. By completing this training, you will have opportunities to apply what you have learned in a series of interactive exercises, games, and vignettes that are designed to address issues you may encounter. The knowledge you gain will contribute to your understanding, helping you to identify avenues for enhanced services to families.

This form of training has been extremely popular with staff. Between June 27, 2011 and March 31, 2012, staff completed 2,008 classes. Numbers of each selected training continue to be further reviewed so that courses not used frequently can be replaced with others from the Essential Learning catalog.

Webinar Capability

Finally, a “webinar” feature called “WebEx” has been implemented allowing staff to participate in training from their office location. This includes the ability to participate, using their computers and their phone lines, so that they can both see and hear presentations and ask questions as appropriate. This feature has been used to train large groups of staff on issues relating to fiscal issues, preparation of referral forms for providers, and IV-E eligibility among others. It was utilized for four of the modules from the Leadership Academy of Supervisors outlined above. It is anticipated that this medium will be used extensively in the future to disseminate information quickly throughout Indiana efficiently and effectively.

Develop Evaluation Infrastructure

Evaluation forms continue to be collected from all trainees after each module and cover issues relating to the training, the trainer(s) and the location. Many of these evaluations are collected on-line. They are summarized by evaluators from Indiana University. The 2011 report is a synopsis of the quarterly reports which contain all the evaluations of Levels I, II, III, and IV. Level I addresses trainee satisfaction and Level II addresses knowledge gained from training. Level III

addresses the application of skills learned in training. Added to each question for Level I is the relative rank of each question, class, or trainer by quarter and overall. Because the Partnership is committed to continually assessing training effectiveness, the reports are valuable information.

The response rate from ranged from 96.6% in the 2nd quarter to 100% in the 4th quarter. Regarding Level I, 188,122 responses were collected to evaluate the satisfaction trainees felt with the training content, process, location, and general trainer skills. Of these responses, the mean score was 4.13, indicating that trainees rated the training as "greatly exceeding" their expectations. Lowest rated were the questions about the physical locations of training (questions 9 through 11, means of 3.6, 3.7, and 3.8 respectively), the highest rated were importance of training (question 14b, with a mean of 4.5), applicability of training (question 13, with a mean of 4.4), and practicality of training (question 14a, with a mean of 4.4). These numbers are consistent with last year's results. As mentioned above, trainer characteristics were also highly rated, with an overall mean of 4.2. Focusing on the trainees' feelings about the training itself, rather than the furniture and locations, it can be seen that overall, trainees have very positive opinions about the training.

Level II is designed to assess the knowledge gained from training, through using a pre-test and a post-test. In 2011, we collected 17 cohorts of both the pre-test and the post-test. For most of 2011, we used the original test. Participants taking the original test improved 6.8% on average from pre-test to post-test. For the revised test, implemented at the end of 2011 (n=34), participants improved 18.5% on average from the pre-test to the post-test. Question performance is demonstrated in the charts below. Though findings regarding the revised test are encouraging, more data must be collected before drawing any conclusions.

There was an increase in Supervisor evaluation submissions from last year to this year, though this increase did not occur in the first quarter of 2011. In fact, there were no Supervisor evaluation submissions during the first quarter. Throughout the remainder of the year, Supervisors submitted evaluations nearly as often as Mentors. Mentors tended to give most mentees very similar scores. This means that the average scores that mentors gave to new workers were essentially the same over time in each skill set. Supervisors also tended to score mentees similarly over time. Overall, mentors tended to rate new worker's skills as "excellent." While at first this might seem like a positive statement, upon reflection we believe that the ratings are not truly reflective of the workers' abilities. It is not realistic to think that all new workers are "excellent" in their first few months on the job. If raters could provide more variation in their ratings, it would present an opportunity for workers to learn and grow in their skills. This is a message the agency could give mentors and supervisors, along with encouraging them to complete the Level III evaluations routinely. Supervisors ratings were overall slightly lower for mentees (than Mentor ratings), but were also somewhat high for new hires in their first few months of employment.

In this summary, we will highlight the graphs that show differences between FCMs trained before and after the 2008 Practice Reform was implemented. The graphs are divided by workers hired before and after the 2008 practice reform. July of 2008 is the hire date that for which an FCM would have received new worker training under the new practice model. FCMs hired by DCS before July of 2008 are "before new practice model" and those hired after July of 2008 are "after new practice model."

If the numbers are fairly similar, they will not be mentioned here. Please note that we do not know if the differences are statistically significant, and we do not know if the differences are caused by training or by other factors. This data collection and analysis is in the beginning stages and we are presenting it here more for future reference than to draw any conclusions at this time.

Below is a summary of the data.

- The total number of cases were lower for FCMs trained after Practice Reform. (p. 42)
- We see that for the average total days that children were in care, for FCMs trained before and after the 2008 Practice Reform was implemented, the numbers are better for FCMs trained after Practice Reform. (p. 43)
- Average number of days per case were lower for FCMs trained after Practice Reform. (p.44)
- Average total placements were lower for FCMs trained after Practice Reform. (p. 47)
- Average number of placements per child were lower for FCMs trained after Practice Reform. (p. 48)
- Average number of placements per case were lower for FCMs trained after Practice Reform. (p. 49)
- For length of placement, the average percentage of cases that were less than 12 months was **higher** for FCMs trained after Practice Reform. This is a positive indicator for the FCMs trained after practice reform. For longer placements, the average percentage of cases that were more than 15 months was lower for FCMs trained after Practice Reform. (p. 50, 52)
- And finally, for the type of placement being in the child's own home or relative home, the average percentage of cases in these homes was slightly higher for FCMs trained after Practice Reform. (p. 53-55)

Again, we have just listed the comparisons in which there is some difference between the two sets of workers. Not all comparisons yielded any difference, and we do not know what the causes are of the differences we do note. But of all the differences, the numbers are in favor of the FCMs trained after Practice Reform. As we continue to gather more data, we hope to revise and refine this method and gain more meaning.

Resource Parent Training

For a number of years Indiana used the Institute for Human Services curriculum for Foster/Kinship/Adoptive Parent (FAKT) training. Indiana had 11 contracts with vendors that provided 20 hours of FAKT pre-service training throughout the state. All pre-adoptive parents are required to complete this training and an additional six hours of training specific to adoption. Licensed Child Placing Agencies (LCPAs) provide training to their prospective foster parents by trainers that have been certified through the State Training of Trainers program.

During 2010, the Staff Development Division has developed plans to assume responsibility for all resource parent training effective July 1, 2011. Fourteen staff positions, including two supervisory positions, 7 full-time trainer positions and 5 full-time coordinator positions have been established to fulfill this task. A full-time curriculum writer has re-written pre-service

training to better align with the vision, mission and values specific to the department. In addition, on-going training modules for licensed resource parents have been developed so that consistent and quality training can be offered regionally to resource parents at convenient times and in convenient locations. Rules and policies relating to resource parent training have been reviewed and updated. A contract was established with Foster Parent College to provide on-line training to resource parents and another contract with the Central Indiana American Red Cross provides for resource parents to receive appropriate certification in CPR, First Aid and Bloodborne Pathogens.

IV-E Programs: Consulting Services Related to Training

Indiana has contracted with the Maximus Consulting Group to provide assistance in developing our IV-E programs. These services include a development of training presentations using powerpoints and supporting documents in areas of:

- Best practice implementation, Centralized Eligibility Unit, eligibility reviews, technical support for audits, procedural reviews of denied cases, open eligibility cases, and SSJ eligibility.
- Providing recommendations regarding resource licensing process, policies and procedures.
- Conducting cost report training for providers.

Staff Education and Training – MSW Program

The Indiana Partnership for Social Work Education in Child Welfare was created in 2001 to provide high quality social work education for public child welfare employees. It was designed to utilize funds from the Federal Government under Title IV-E of the Social Security Act as well as to meet the expectations of ongoing quality improvements of state child welfare programs as required by the Adoption and Safe Families Act of 1997. The initial two-year grant provided MSW education for 35 IFSSA/DFC employees at two campuses of Indiana University: IUPUI and IU South Bend. A new three- year grant was signed in 2006 and approximately 20 students joined the program in 2007 and 2008 which had expanded to include the IUN campus in Gary. Another 3 year grant was signed effective July 1, 2009 through June 30, 2012. This program has again been reviewed and continued with a new contract covering the period July 1, 2012 through June 30, 2015. Approximately 20 identified DCS Field Staff are selected each year to participate in this program. Selection criteria includes an evaluation of leadership potential by supervisory staff and an interview process which focuses on commitment to the Department of Child Services and ability to utilize MSW knowledge and skills gained to further enhance the DCS workforce.

The MSW program is currently available to agency students in Indianapolis, Gary, Fort Wayne, Richmond, New Albany and South Bend. In Indianapolis, classes are available during the evenings, or on Saturday. At the other campuses, classes are available in the evenings. Beginning in the January of 2012, an MSW program became availablein Southern Indiana, addressing a need that was identified in the past. . Final selections for the Fall of 2012 cohort have not been made, but will be completed by August of 2012.

In addition to student education, a major focus of this grant was to support the development of a child welfare concentration designed to provide the IV-E supported students, as well as other students interested in working in public or private child welfare agencies, with specific knowledge and skills for practice with children and families involved in the child welfare system. Four advanced practice courses and one child welfare policy course are now in place. The specific objectives of these courses were reviewed in relation to the Indiana Competencies as well as the list of competencies for child welfare practice developed by the University of California and currently utilized in their IV-E project. Advanced practice skills in the area of working with children impacted by family violence, family work particular to the child welfare setting and community-based practice in child welfare are taught through these specialized courses.

The IV-E grant also supports specialized practicum placements for the IV-E funded students. The Council on Social Work Education requires that each student have a minimum of 900 clock hours of field practice, supervised by an experienced and licensed MSW practitioner. All MSW students have the option of completing one of the two required practica in their employing agencies. This policy supports non-traditional students, like those in the IV-E program, who are employed full-time and have employment experiences in social-work related practice areas. Employment-based practicums require special planning and prior approval to ensure that students are able to have a learning experience beyond their day-to-day job responsibilities and are required to have a field instructor who is different from their employment supervisor to reduce conflicts of interest between work and practicum. Students in the IV-E program are encouraged to do one of their two practicums in an approved DCS program. Because of the large number of student who are involved in this undertaking, as well as the limited number of available supervisors who meet the minimum educational requirements, the IV-E program is able to arrange for field supervision from an MSW from outside of the agency. This service is not available to students who are not in the IV-E program, but is necessary for these students given our commitment to allowing the students and the agency to benefit from the special projects that students can be involved with during their practicums. Specific policy relating to work/class conflicts as well as work hours relative to practicum hours has been developed to provide more guidance to the field on how to balance these two responsibilities. (Cite)

There continues to be emphasis on providing high quality social work education for public child welfare employees through creating opportunities for MSW education, while at the same time creating and implementing curriculum that meets the competencies for child welfare practice as defined by the State of Indiana. Since 2001, approximately 200 DCS employees have begun their MSW studies and over 135 have graduated as of May 2012. Many of these employees have been promoted to supervisory or management positions within DCS and are utilizing their expanded knowledge and skills to benefit child welfare in Indiana. For example, six of the 18 (33%) of the Regional Managers and 20 out of the 92 (22%) of the Local Office Directors completed their degrees with IV-E support.

BSW Program

The Indiana Partnership for Social Work Education in Child Welfare expanded IV-E funded training opportunities to a Bachelor of Social Work (BSW) program offered through four universities on six campuses in January 2006. Indiana University-Purdue University Indianapolis serves as the lead university working with five other BSW programs. The partnership can include up to 36 students statewide per year. Required courses in child welfare were added to the existing BSW programs to integrate content from the DCS new worker training curriculum. A practicum experience in a local DCS office is also required of each participating student. During their time in the program, students receive support in the form of payment of tuition and fees, as well as a stipend. Upon graduation, participants are prepared for employment as a Family Case Manager. Participants have a two-year work commitment with the Department of Child Services if hired.

The first graduates of this program were offered positions in DCS Local Offices in the summer of 2007. Feedback on their training and preparation to provide quality casework has been positive. 20 Students completed this program during the 2007-2008 academic year and began employment in Local Offices during the summer of 2008. Additional students have participated in the program eacy year, and there are currently 36 students on target to beginthe program in the Fall of 2012, with additional students being placed on a waiting list should spots in this program become available. This recruitment methodology has been very successful elsewhere and it is anticipated that it will greatly assist with Indiana's retention efforts in the future. Evaluation data indicate that BSW students feel more prepared, in general, for their positions than their counterparts who completed new worker training several months after beginning employment. This contract has also been extended another three years, through June of 2015.

Training With Other External Partners

Effective in FFY 2009, the definition of trainees eligible to receive title IV-E short-term training has been expanded by Public Law110-351 to include additional groups of non local office staff. The following groups are included: relative guardians; State-licensed or State-approved child welfare agencies providing services to children receiving title IV-E assistance; child abuse and neglect court personnel; agency, child, or parent attorneys; guardian ad litems; and court appointed special advocates. The federal legislation provides for enhanced funding for these new categories of trainees. The enhanced funding rates increase each year over the five year period from FFY 2009 to FFY 2013.

Training conducted for the expanded population of trainees as set forth in the above paragraph will be initiated through a signed Memorandum of Understanding (MOU) with the respective agency/individual. As described above, such a Memorandum was completed with the Indiana Supreme Court, Division of Sate Court Administration. Any subsequent contract or MOU shall contain sufficient detail to identify the costs for appropriate allocation. Costs shall include, but are not limited to, trainers, meeting space and supplies. The training activities provided through the Supreme Court MOU will include but not be limited to: 1) current Indiana statutes guiding

the child protection system, 2) judicial proceedings related to the children under the court supervision, 3) Title IV-E allowed activities specified in 45 CFR 1356.60 (c), and 4) topics covering or related to guidance provided in CWPM 8.1H (8). All costs related to the MOU will be claimed at the 55% Federal Financial Participation (FFP) for appropriate federal fiscal year with subsequent increases for corresponding fiscal year.

Childrens Bureau Training and Technical Assistance Network

Staff Development continues to be actively involved with the National Resource Center for Organizational Improvement through its Peer to Peer Network. Indiana Staff Development has also worked closely with the National Child Welfare Workforce institute through its contractors The Midwest Implementation Center has been assisting all Region V and Region VII state training directors and support staff with coordination activities and networking opportunities and that will continue. No additional technical assistance is anticipated at this time.

c. Technical Assistance and Other Program Support

In May 2009 DCS elected to redesign the Indiana Child Welfare Information System (ICWIS) to a web-based architecture with an anticipated completion date of July 2012. ACF was notified that Indiana was voluntarily withdrawing from SACWIS. The 'to be' system has been named Management Gateway for Indiana's Kids (MaGIK). While this development is occurring DCS continues to maintain and use the legacy ICWIS to support federal and state programs. Although the primary function is to collect information for federal reporting, state programs are fully supported in data collection, data analysis and reporting.

The ICWIS staff, through the use of its Help Desk, provides technical assistance to family case managers, supervisors, directors and support staff throughout the state's counties and central office. The support staff includes senior management, child welfare business staff, technical staff, and extraneous support from the Indiana Office of Technology (IOT) for network connectivity and disaster recovery.

The technical staff supporting the state systems is made up of individuals who have broad experience in the development of child welfare systems. DCS also contracts with individuals who provide the SACWIS subject matter expertise from previous child welfare project engagements. Indiana will continue to seek individuals with experience in areas, such as finance, that will assist on an as needed basis.

Indiana will continue to allow state staff to attend ACF sponsored training in nationally and regionally held conferences, webinars, etc., and will seek technical assistance from ACF as needed.

Staff Development continues to be actively involved with the National Resource Center for Organizational Improvement through its Peer to Peer Network. Indiana Staff Development has also worked closely with the National Child Welfare Workforce Institute through its contractors The Midwest Implementation Center has been assisting all Region V and Region VII state

training directors and support staff with coordination activities and networking opportunities and that will continue.

DCS Services and Outcomes used technical assistance from the National Resource Center for Youth Development (NRC) in completing a crosswalk between the Independent Living policies and best practice in this area. No additional technical assistance is anticipated at this time.

TECHNICAL ASSISTANCE MATRIX
INDIANA DEPARTMENT OF CHILD SERVICES

ISSUE	ACTIVITY (TA)	TA LEADS	INDIANA LEAD	STATUS
TECHNICAL ASSISTANCE –				
Concurrent Planning	Formally integrate concurrent planning within all aspects of the child welfare system	NRC for Family-Centered Practice and Permanency Planning (Stephanie Boyd Serafin)	Steven Cox/MB Lippold	Activity completed. No NRCOI TA was needed.
Training System	Assist in the further development of IN Training System, assessment of staff training needs and expansion of training linked to the Practice Reform initiatives. And with the Midwest Child Welfare ImplementationCenter to foster collaboration between RegionV &Region VII training systems	NRC for Organizational Improvement (Anne Comstock)	MB Lippold	Staff Development continues to be actively involved with the NRCOI through its Peer to Peer Network. Indiana Staff Development is also promotimg the On-Line "Leadership Academy for Supervisors"training in collaboration with the contractor for the National Child Welfare Workforce Institute. No additional technical assistance is anticipated at this time.
Independent Living	Education of DCS staff and providers regarding IL	NRC for Youth Development (Dottie Ansell)	Lisa Rich	As we look to increase supports for older youth,

	requirements and services; training on use of Ansell Casey instrument			Programs & Services may need assistance from the NRC on Youth Development.
PIP Measurement	Develop a PIP measurement strategy for IN PIP	NRC for Organizational Improvement (Peter Watson)	Angela Green and Regina Smith	PIP has been completed. No TA was sought.

IX. Coordination with Tribes

The Department of Child Services is committed to improve safety, permanency and well-being for the Indian children and families receiving child welfare services in the state of Indiana.

The Pokagan Band of Potawatomi Indians is Indiana's only federally-recognized tribe. The lower Great Lakes area is where they've lived for hundreds of years. Today, the Pokagon Band's homeland is identified as the six counties of LaPorte, St. Joseph, Elkhart, Starke, Marshall and Kosciusko in northern Indiana and the four counties of Berrien, Cass, Van Buren and Allegan in southwest Michigan where the Pokagan Band is based.

The Indiana Department of Child Services will continue to work collaboratively with the Pokagan Band of Potawatomi Indians through their tribal services director, Mr. Mark Pompey. Mr. David Judkins, the Deputy Director of Field Operations for DCS, has communicated with Mr. Pompey throughout the year, as well as in years past, building a cooperative and collaborative interagency relationship. The current designated ICWA coordinator, the International and Cultural Affairs Liaison, Tatiana Alvarez, has begun direct communication with Mr. Pompey this year as well.

DCS's most recent revision of its ICWA policy and its subsequent implementation has provided the framework to address common problems regarding compliance with some ICWA provisions, including steps to determine the identification of Indian children and families at the earliest point of contact. This will improve timeliness in notifying the Tribe and thus, expedite their input into decisions affecting Indian children, such as, assistance in locating family members in an effort to place the child in the least restrictive setting involving Indian child in out-of-home or permanent placement and adhering to ICWA's placement preferences criteria. Ultimately, the goal is to avoid delays in permanency, as well as, potential adoption reversals due to lack of ICWA compliant notification and placement procedures.

The procedural guidelines to the ICWA policy can be found in the DCS Child Welfare Policy 2.12 - Indian Child Welfare Act (ICWA):

http://www.in.gov/dcs/files/2.12_Indiana_Child_Welfare_Act_(ICWA).pdf

Identification of the Indian Child

DCS will make diligent efforts beginning at Intake, to determine if a child is a member of an Indian tribe or eligible for membership in an Indian tribe. The Family Case Manager will engage the child's family during the initial contact and obtain information to assist in determining if the child and/or family are of Indian heritage.

When it is determined that a child may be a member of an Indian tribe or eligible for enrollment in one, the International and Cultural Affairs Liaison is contacted to proceed with the verification of such.

Notification to Tribe

DCS will notify the Indian child's parents or Indian custodian and the Tribe whenever there is an action pending regarding placement or termination of parental rights involving a child who is or is believed to be a member or eligible for membership in an Indian tribe (DCS has created an ICWA Notification Form to assist with the notification). If DCS is unable to identify or locate the parent, Indian custodian, or the Indian tribe, DCS will notify the appropriate Area Director of the Bureau of Indian Affairs and the United States (U.S.) Secretary of Interior. All notices will be sent by registered mail.

Placement Preferences

If there is imminent risk of physical harm, DCS may detain an Indian child in order to prevent imminent physical damage or harm to the child, but must take into consideration the following order in the Indian child's preference for placement:

1. A member of the child's extended family;
2. A foster home licensed, approved, or specified by the Indian child's tribe;
3. An Indian foster home licensed and approved by an authorized non-Indian licensing authority; or
4. An institution for children approved by an Indian tribe or operated by an Indian organization which has a program suitable to meet the Indian child's needs.

Tribal right to intervene

When consulting and coordinating with Tribes, DCS takes into account changes that may affect DCS State-Tribe relations in the delivery of child welfare services to Indian children, youth and families. When a child(ren) in DCS care is determined to be a member of a Federally recognized tribe, DCS offers that tribe the opportunity to operate/develop its own title IV-E program to serve the Indian child(ren). Currently, the resident Indian children under the care of the DCS are not being served by an Indian Tribe under an agreement with Indiana or under a direct title IV-E plan (section 301(d)(2) of Public Law 110-351). Therefore, the Department of Child Services has remained responsible for serving them.

Additional Supportive Measures

The Indiana DCS designated the International and Cultural Affairs Liaison as the ICWA coordinator. A current effort is underway, focused on ICWA compliance and cultural knowledge and understanding of the American Indian/Alaska Native children and families, most specifically Indiana's federally-recognized tribe, the Pokagan Band of Potawatomi Indians. This initiative includes the development of the following strategies:

a. Training
    1. In the new worker training the State of Indiana Department of Child Services currently covers the Indian Child Welfare Act in two separate modules. The law is covered in the "Legal Overview" module which reinforces that Family Case Managers must follow tribal notification guidelines when serving Indian children and families. Within the Culture and Diversity two day training, the DCS policy is thoroughly reviewed which includes a review of the act and its various requirements. Also included is information about the Pokagon Band of Potawatomi Indians. The new workers are also provided with information that they may give to their families to access tribal resources. Culturally relevant information is provided regarding Native American general practices and beliefs.
    2. <u>An additional training, Cultural Competency for the Experienced Worker, is in the process of being developed.</u> The International and Cultural Affairs Liaison is participating in a workgroup to develop cultural competency training for experienced workers. This workgroup has contributed to the curriculum outline for a one-day training for experienced workers. It includes the review of ICWA requirements in view of its historical significance and relevance for American Indian children and families, as well as, for child welfare workers.
    3. The International and Cultural Affairs Liaison attended the 2012 Regional Tribal Child Welfare held Conference in Wisconsin Gathering. It served as an excellent learning and networking experience.
    4. The International and Cultural Affairs Liaison will register and complete the on-line ICWA training course.
b. DCS Field Worker Support Tools
    1. MaGIK - The Indiana Child Welfare Information System (ICWIS) has an edit that tracks Indian children by tribal affiliation. Improved data collection in the future state system, MaGIK, is underway.
    2. Indian Child Welfare Desk Guide - The International and Cultural Affairs Liaison will create a desk guide to assist the field in implementing the basic provisions of ICWA. This will only be intended to serve as an aide or a reference guide to the DCS child welfare field worker.
c. Outreach
    1. Development of a plan to assist in a better understanding of the experiences and challenges that impact the Indian communities DCS serves, including on-going and effective involvement of and consultation with its community members.
    2. The International and Cultural Affairs Liaison attended the 6th Annual Miami Indian All Nations Gathering & Powwow in Rockville, Indiana in June 2012.

3. Onsite visit to the Pokagan Band of Potawatomi Indians - The International and Cultural Affairs Liaison communicated with their tribal services director, Mr. Mark Pompey, and has agreed to an onsite visit before the end of the year.

X. Health Care Services

Health Oversight and Coordination Plan
Indiana Department of Child Services

Fostering Connections to Success and Increasing Adoption Act of 2008 (P.L. 110-351/H.R. 6893) contains a provision requiring each state, under Title IV-B, to create a plan to ensure ongoing oversight and coordination of health care for foster children. State child welfare agencies and state agencies that administer Medicaid are required to work collaboratively in crafting the plan and include consultation with pediatricians and other health care experts.

Reflecting all recent amendments, the Health Care Oversight and Coordination Plan, developed in coordination with the State Medicaid agency, must now include an outline of the items listed below:

- A schedule for initial and follow-up health screenings that meet reasonable standards of medical practice;
- How health needs identified through screenings will be monitored and treated, including emotional trauma associated with a child's maltreatment and removal from home;
- How medical information will be updated and appropriately shared, which may include developing and implementing an electronic health record;
- Steps to ensure continuity of health care services, which may include establishing a medical home for every child in care;
- The oversight of prescription medicines, including protocols for the appropriate use and monitoring of psychotropic medications; and
- How the State actively consults with and involves physicians or other appropriate medical or non-medical professionals in assessing the health and well-being of children in foster care and in determining appropriate medical treatment for the children; and
- Steps to ensure that the components of the transition plan development process required under section 475(5)(H) that relate to the health care needs of youth aging out of foster care, including the requirements to include options for health insurance, information about a health care power of attorney, health care proxy, or other similar document recognized under State law, and to provide the child with the option to execute such a document, are met.

P.L. 110-351 stipulates that the Health Oversight and Coordination provision does not reduce or limit the responsibility of Medicaid agencies in administering and providing care to children served by the state child welfare system.

The Background:
The following outlines Indiana's coordinated strategy to identify and respond to the health care needs, including mental and dental, of foster children.

The Indiana Department of Child Services (DCS) efforts to maximize the developmental capacities of all children, regardless of circumstance, provided the impetus for a heath and care coordination strategy that dovetails effectively with the requirements of Fostering Connections Health Oversight provisions. With the overarching goal of improving health outcomes for Indiana's youth who are wards of DCS and in foster care, DCS joined forces with the Indiana Family and Social Services Administration (FSSA), the state agency responsible for administering Medicaid. The purpose of the collaboration is to ensure that the physical, dental, and mental health needs of wards of DCS and youth in foster care are being adequately met.

The State of Indiana recognizes the many benefits of having coordinated health care for all persons in Medicaid, including: improved health status; enhanced quality of life; improved client safety; client autonomy; adherence to treatment plans; and, control of fiscal growth. The managed care entities affiliated with Medicaid's Hoosier Healthwise and *Care Select* programs also offer a resource for assisting with healthcare coordination. The Medicaid health plans provide their members with reminders and educational materials, as well as assistance with scheduling and transportation for EPSDT appointments. *Care Select* is a care management program created by FSSA to serve Hoosiers. DCS is working in collaboration with FSSA to ensure all wards of DCS and youth in foster care are enrolled onto Medicaid, and as such, eligible for EPSDT services and to receive managed care services. Those wards with significant or chronic healthcare needs may also be eligible to receive Care Select services.

Through *Care Select*:

- Benefits are tailored to members more effectively.
- Treatment regimens for chronic illnesses conforming to evidence-based guidelines are developed.
- Primary care providers incorporate knowledge of functional assessments, behavioral changes, self-care strategies, and methods of addressing emotional or social distress into overall patient care.
- Care is less fragmented and more holistic (for example, care will address the physical and behavioral care needs as well as consider both medical and social needs), and communication will increase across settings and providers.
- Members have greater involvement in their care management.

Care Select assists with the healthcare coordination for wards of DCS and youth in foster care who have significant healthcare needs. Care Coordination facilitates individualized services as well as assistance in gaining access to needed medical, social, educational, and other services. *Care Select* facilitates care coordination and continuity of health services through care coordinators. Care Coordinators assist members in arranging for initial and on-going key services. Examples include: Early and Periodic Screening, Diagnosis, and Treatment (EPSDT); population-based disease management as well as targeting specific diseases; a Chronic Disease Management Program including diabetes, asthma, congestive heart failure, and hypertension;

and utilization management allowing for the facilitation of appropriate use of facilities, services and pharmacy. Additionally, they may assist with arranging appointments, scheduling transportation, and assisting in educating members about managing their health conditions.

Care Coordinators are housed in the particular care management organization working under *Care Select*. *Care Select* services are managed or facilitated by two Care Management Organizations. FSSA has contracted with two Care Management Organizations (CMOs) -- ADVANTAGE Health Solutions and MDwise, Inc. -- to manage the care of eligible members and ultimately improve the quality of care and health outcomes for the members.

Advantage Health Solutions is a locally-owned provider-sponsored health plan that places an emphasis on Wellness and Care Coordination. Advantage Health Solutions subscribes to:

- A member-centered care management focus;
- Strong partnerships with community providers to coordinate behavioral, developmental and medical services;
- Utilizing assessments and risk stratification tools to determine needs at the member/provider level; and,
- Excelling in communication with members, their families and their caregivers.

MDwise, Inc. is a locally-owned health plan created in 1994. MDwise, Inc. is a Network model Health Maintenance Organization (HMO) that subscribes to:

- Member-focused promoting self-management and self-determination
- Personal, trusting relationship with member/caregiver
- Technology driven communication with providers, caregivers and members
- Goals aligned across team (medical, behavioral health, waiver and member/caregiver)
- Local partnerships with members, caregivers, advocates, and providers to provide relevant, effective care coordination

An integral part of the system of care for wards of DCS and youth in foster care is the Primary Medical Provider (PMP). If a ward of DCS or youth in foster care does not have a Primary Medical Provider and is enrolled in Care Select, then they receive a letter outlining the process for selecting a PMP and a CMO. If they do not select a PMP or CMO, they are auto-assigned through *Care Select*.

The Primary Medical Provider becomes the Member's Medical Home or the member's health care home base. In functioning as the Medical Home, the PMP functions as the point of entry to the health care system and serves as the member's main health care provider. A PMP can be either a primary care physician or a specialist, and can provide referrals to specialist as the need warrants. The Primary Medical Provider works with the child, the child's custodial caregiver and the Care Manager – either MDwise, Inc. or Advantage Health Solutions to improve the health of the member. Department of Child Services Family Case Managers (FCM's) work with the PMP and/or the CMO to assist in the coordination of services for ward of DCS or youth in foster care.

Coordinated care for wards of DCS or youth in foster care works though a Care Management Model. There are four steps to the Care Management Model beginning with a thorough assessment of the youths' needs, including input from numerous stakeholders. Based on the assessment, a care plan is designed for the youth. Next, the Care Management Organization then coordinates care for the youth as outlined by the care plan. Finally, the results based on care plan for the youth are measured. The DCS ward or youth in foster care is then reassessed, and care plans are updated to reflect needed changes.

The four-step Care Management Model includes:

Step 1: Assess the needs of the youth

- Identify high risk members through medical claims history/risk stratification
- Identify and reach out to youth's family or Family Case Manager
- Share existing assessments/care plans to avoid duplicative assessment questions or interventions
- Conduct initial interview with youth or caregiver
    - Assign care management Level 1-4
    - Identify the need for more comprehensive medical, behavioral, psychosocial, and/or functional assessments
    - Identify immediate needs and implement immediate interventions if needed

Step 2: Design a Care Plan

- Involve member, caregivers and providers in developing the youth's *Care Select* Plan
    - Establishing care plan goals that are evidence-based and outcome-oriented
    - Taking responsibility for achieving care plan goals
- Integrate goals/interventions across a member's other care plans
    - Primary Care
    - Family Teaming
    - Medicaid waiver program
    - Individualized Education Plan (IEP)
    - CMHC/behavioral health treatment plan
- Prioritize goals/interventions recognizing the member's priorities

Step 3: Coordination of Care

- Share individualized care plan with youth and caregiver, the primary medical provider, waiver/CMHC case managers
- Involve members, caregivers, Care Managers, Care Partners, Care Advocates, Family Case Managers, and providers in an active dialogue about barriers, goals, and progress through
    - Web-based care plans
    - Care conferences
    - Ongoing dialogue
- Facilitate communication with health care providers (i.e. physicians, community organizations, waivers programs, school-based services, and DCS)
- Connect member/caregiver with needed services

- Advocate for member by removing barriers to care as well as providing education about conditions, access to care, and member rights and responsibilities
- Facilitate member/caregiver independence through teaching and reinforcing self-management skills
- Utilize the member's comprehensive assessment and care plan to provide contact and support for PA requests

Step 4: Measure the Results
- Member level outcomes
    - Achievement of care plan goals
    - Annual health needs assessment
- Program level outcomes
    - Member and provider satisfaction
    - Evidence-based practice
    - Improvement in quality of life metrics
    - Reduction in inpatient/ER admissions
    - Complaints, grievances/appeals

Enrollment of all eligible wards of DCS and youth in foster care into Medicaid, providing the basis for the coordinated interagency strategy for identifying and responding the health, mental and dental care needs of wards of DCS and youth in foster care.

DCS and FSSA further enhanced this base by creating an administrative, legal, and technical framework for more efficiently facilitating wards of DCS and youth in foster care onto Medicaid and improving health outcomes. The framework between the two state agencies is supported through: bi-weekly and monthly project and program specific meetings between the DCS and FSSA; Memorandums of Understanding (MOU); the creation of a specialized unit within DCS for the purpose of enrolling wards of DCS and youth in foster care onto Medicaid; as well as, an on-going and regularly scheduled exchange of relevant medical data between the two agencies.

Administrative Framework:
DCS practice and policy for meeting needs of youth
DCS practice and policy dovetail to meet the health needs of wards of DCS and youth in foster care. DCS staff works with the resource family, the Child and Family Team, and the Care Management Organization to ensure that every child in out-of-home care is provided health services necessary to meet the child's physical, mental, dental, visual, auditory, and development needs.

DCS is engaged in an on-going dialogue with FSSA, Office of Medicaid Policy and Planning (OMPP), Division of Mental Health and Addictions (DMHA), Division of Family Resources (DFR) to better coordinate strategies for responding the health needs of wards of DCS and youth in foster care.

To support programs and services:

- DCS holds quarterly meetings with FSSA, OMPP, and DFR to develop service strategies, including encouraging providers of dental and mental health providers to accept Medicaid and develop both capacity and service availability geared toward prevention.
- DCS holds quarterly meetings with DFR and OMPP regarding the statewide implementation for the Medicaid Enrollment Unit.
- Effective 8-1-10, the MEU rollout was completed statewide and all DCS wards in out-of-home placement as well as adopted wards have their Medicaid enrollments, changes, and closures coordinated by the MEU.
- Additionally, DCS is participating on the Oral Health Task Force through the Indiana State Department of Health to assist in the implementation of Indiana's Strategic Oral Health Plan.
- DCS is also partnering with the Indiana State Department of Health to pilot a new electronic medical passport. This passport is contained on a flash drive which caregivers give to the medical provider in order to download the information at the conclusion of the child's medical appointment. This flash drive is then uploaded to the Indiana's ICWIS system during the Family Case Manager's monthly visits with the child.

DCS partnered with the FSSA Division of Mental Health and Addictions to implement the CANS.

Statewide use of the Child and Adolescent Needs and Strengths (CANS) assessment tool has been implemented statewide effective April 2010 in order to document the intensity of behavioral health services needed by the child and family and is the basis for planning individualized services for children. The implementation of this tool provides a more uniform initial assessment of the behavioral and mental health needs of wards of DCS and youth in foster care. The CANS assessment also plays a critical role in informing decision making regarding the type and level of placement a child needs once the decision to place has been made. The CANS assessment is completed by FCMs who are trained and certified in its use.

DCS is working with FSSA Office of Medicaid Policy and Planning (OMPP) to facilitate DCS wards and youth in foster care onto Medicaid.

A specialized Medicaid Enrollment Unit (MEU) has been created within the Department of Child Services. The overarching goal of the MEU is to facilitate improved health outcomes by increasing the number of eligible wards of DCS and youth in foster care enrolled onto Medicaid. The MEU was piloted in select counties and was implemented statewide effective August 1, 2010. MEU workers partner with Indiana's Division of Family Resources as well as the Office of Medicaid Planning and Policy to ensure coverage and appropriate category choice for each DCS or Probation ward in placement.

The goals for the MEU include:

- Providing a consistent process for enrolling youth for both DCS wards, probation, and youth in foster care;
- Providing more effective and efficient enrollment onto Medicaid, increasing the number of eligible youth receiving Medicaid;

- Ensuring all wards of DCS and youth in foster care are assisted through a coordinated system of health care which will ultimately improve the health outcomes for wards of DCS and youth in foster care;
- Providing more current information about our youth in care (Such as name, address, relevant medical information); and
- Providing a consistent process for adhering to Clevidence rules assuring that Medicaid eligibility continues whenever possible following the closure of the wardship or other significant changes.

MEU Internal Eligibility Process:

The Department of Child Services ensures the Medicaid coverage of all wards who remain in care through the Enrollment Center functions provided by the Department's Medicaid Eligibility Unit. This unit serves to enroll IV-E eligible children in Medicaid and facilitate the Medicaid application process for non eligible children in care as the authorized representative for the child/individual. The following addresses how these functions are carried out.

Reports of IV-E eligibility are generated daily to the DCS Medicaid Eligibility Unit (MEU). These reports provide information regarding the new, changed or discontinued eligibility status of the children in care. The MEU is able to enroll IV-E eligible children in Medicaid through a special agreement with the Division of Family Resources (DFR) within the Family and Social Services Administration which is the state agency responsible for Medicaid eligibility. Medicaid eligibility for non IV-E eligible children who are in placement under an adjudication of Child in Needs of Services or as a ward of the Probation Department is determined by the DFR.

Legal Framework:
A legal framework for interagency collaboration to meet the health needs of wards of DCS and youth in foster care is supported and guided by Memorandums of Understanding (MOU).

DCS is working with FSSA Office of Medicaid Policy and Planning (OMPP) to exchange vital medical information and facilitate enrollment of DCS wards and youth in foster care onto Medicaid

The purpose of this MOU is to define the programmatic and administrative responsibilities of DCS, DFR, and OMPP, in order to administer state aid to wards and foster children, and to work collaboratively in formulating a state plan to ensure that the health needs of children in foster care are being adequately met. This MOU addresses the collaborative development of a technical framework for sharing relevant data and information related to the health of children with the intent of improving health outcomes. The information exchange is to provide medical information as required by Fostering Connections, and to facilitate statewide enrollment in Medicaid and enhanced case management to improve health outcomes for wards, foster and adoptive children.

DCS is engaged with FSSA Division of Mental Health and Addictions through an MOU.

The purpose of this MOU is to define DMHA and DCS' programmatic and administrative responsibilities for the provision and management of behavioral health services for wards of DCS and youth in foster care. The MOU provides for the implementation of uniform assessments through the use of the CANS assessment tool discussed earlier. It provides for the exchange of data to support the programs, staff training and certification, and on-going interagency communication. Additionally, it provides for outcome quality management processes using data to support decisions at the child and family intervention, program and policy levels.

Technical Framework:

DCS and OMPP partnered to develop a technical framework that allows for the sharing of relevant medical data and other information related to health. The intent was to allow for a mutual and regularly scheduled electronic exchange of medical information for wards of DCS and youth in foster care. This information is used to enhance detail already contained in the electronic health record or Medical Passport for each youth. Additionally, the technical framework assists in facilitating statewide enrollment in Medicaid as well as enhanced case management in regard to health outcomes by allowing for limited real time access to medical data, including prescription medications. This interagency collaboration is expected to be fully implemented effective October 1, 2012. The electronic sharing of medical information assists in ensuring that all wards of DCS and youth in foster care receive the most appropriate medical care possible.

1. The Schedule for Initial and Follow-up Health Screens:

Efforts to improve the health outcomes for DCS wards and youth in foster care are supported through improved consistency and frequency of initial and follow-up health screens. Improvement is being addressed by implementing statewide use of a standardized assessment tool by all DCS Family Case Managers, as well as increasing the frequency of youth receiving an Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) screen.

The CANS:
To improve consistency and provide for better mental health outcomes for youth in the care of DCS, the agency has implemented statewide use of the Child and Adolescent Needs and Strengths Assessment (CANS) Comprehensive tool. The CANS refers to a group of outcome management tools that have been developed by John Lyons, PhD, University of Ottawa, and many stakeholders across multiple states. In January 2008, DCS contractually required that DCS licensed residential providers administer the age appropriate CANS assessment unless an assessment had been completed on the child within 30 days of admission by another qualified resource (most often a mental health provider). In August of 2009, DCS began the implementation of the CANS Pilot Protocol by DCS Family Case Managers (FCMs), with the statewide rollout completed in April 2010.

The CANS assessment documents the intensity of behavioral health services needed by the child and family and will be the basis for planning individualized services for children. The CANS assessment also plays a critical role in informing decision making regarding the type and level of placement a child needs once the decision to place has been made. The CANS assessment is completed by FCMs trained and certified for its use.

Two versions of the CANS are used by DCS staff – the short CANS and the comprehensive CANS.

Short CANS

- Replaces the current Mental Health screen;
- Will be completed for every child under the supervision of DCS, regardless of age, within five (5) days of opening a case with the family for IAs or In-Home CHINS;
- Will be completed for every child under the supervision of DCS, regardless of age, who will be placed during the Assessment; the short CANS will be completed prior to placement if at all possible or within 5 days of removal or opening of a case if there was an "emergency" removal.

Comprehensive CANS

1. Will be completed if the short CANS shows that there are mental health issues;
2. Will be completed within thirty (30) days of the short CANS;
3. Will be completed for every child under the supervision of DCS, regardless of age, who is in an out of home placement prior to the initial Case Plan being due.

Reassessments

- After the initial comprehensive CANS, reassessments are due every 180 days (prior to the updated Case Plan being due) and anytime there is an apparent change in the child's needs that might need a different intensity of services.

Assessment information regarding an individual child is used by residential providers, children and families, DCS FCMs, and other members of the Child and Family Team to plan appropriate interventions, monitor progress, and adjust intervention plans based on the child and family's needs and strengths. The CANS guides the FCM and the Child and Family Team in deciding what type of behavioral health services the child needs and what level of placement best suits his/her needs. Additionally, this information can be incorporated in the Care Plan developed as a part of the four-step Care Management Model.

EPSDT:

DCS strives to make certain that every ward or youth in foster care have an Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) evaluation completed by an approved physician. This practice is supported by DCS Policy 8.29 -Routine Health Care – which addresses continuity of healthcare services to vulnerable children, as well as requires DCS to facilitate the provision of a general health exam, consistent with the HealthWatch/EPSDT screening protocols, to all children in out-of-home care within 10 business days of placement.

To maximize the developmental capacities of all children, regardless of circumstance and in compliance with Federal guidelines, Indiana provides EPSDT services for children and young adults enrolled in a Medicaid health insurance program. In Indiana, these services are provided through the HealthWatch/EPSDT Program.

The HealthWatch/EPSDT program screening includes:

- Comprehensive health and developmental history, including assessment of both physical and mental health development;
- Comprehensive unclothed physical exam;
- Appropriate immunizations according to age and health history;
- Laboratory tests including a lead toxicity screening;
- Nutritional Assessment;
- Health Education, including anticipatory guidance;
- Vision screens;
- Hearing screens;
- Dental screens

The HealthWatch/EPSDT program facilitates the provision of timely and responsive health care to Medicaid recipients' ages birth through 21 years old, capturing much of the child population with whom DCS is involved. Implemented through initial and subsequent periodic health screenings consistent with the recommendations of the American Academy of Pediatrics (AAP), the HealthWatch/EPSDT Program is designed to mitigate the risks of long-term impairment through the earliest possible detection and treatment of medical, developmental, and psychological conditions.

DCS FCMs often work with a Care Coordinator through *Care Select* to assist in finding an approved physician for conducting the EPSDT screens. The information from the EPSDT screen is then incorporated into the youth's Care Plan developed as a part of the four-step Care Management Model.

2. How health needs identified through screenings will be monitored and treated, including emotional trauma associated with a child's maltreatment and removal from home;

The information gathered through the CANS and EPSDT screens will be incorporated into each youth's individualized Care Plan as a part of the four-step Care Management Model (detailed earlier). Driven by the Care Plan, the FCM, Child and Family Team, and Care Coordinator takes the necessary steps to meet the child's physical, mental, dental, visual, auditory, and development needs. In addition to, and in conjunction with, the child's Care Management Plan, DCS will ensure:

- An initial dental exam and cleaning is scheduled no later than six months after the date of the child's last known exam and cleaning. If no records exist, the child will receive an initial exam and cleaning within 90 days of placement.
- A hearing exam is conducted every 12 months for children with corrected hearing or as recommended by the child's physician.

- FCMs complete at least annual health care surveys to ensure the youth's physical, hearing, and vision exams occur and provide updates from these screenings.
- The Child and Family Team is empowered to assist in the on-going monitoring and treatment of the youth.

In order to monitor and treat emotional trauma associated with a child's maltreatment and removal, in addition to other health needs identified through screenings, DSC will screen all youth entering the system using the CANS-Trauma measure. Youth who score above a certain threshold will be referred for a trauma assessment with one of our contractual providers. Recommendations from the trauma assessment will then be incorporated into the DCS case plan, including any recommendations for specific, trauma-informed services.

To better serve youth and families with complex trauma histories, DCS has developed and implemented a Clinical Resource Team. This team consists of nine licensed mental health clinicians, based regionally throughout the state and supervised by a licensed psychologist. The Clinical Resource Team provides consultation to FCMs and local DCS offices on cases involving complex mental health, substance abuse and/or domestic violence issues. One of the key roles of the Clinical Resource Team is to work with contractual providers to deliver trauma-informed services and to develop trauma-informed treatment plans on a case-by-case basis. The Clinical Resource Team may be utilized any time that DCS has a question about the mental health needs of a child or family.

DCS has also developed a trauma-informed care training curriculum. Workshops on this topic were provided at the All Director's Meeting in February, 2012 and the All Supervisor's Meeting in June of 2012. Additionally, a curriculum writer has been assigned to develop training for experienced workers (1 day training) by the end of September, 2012 with pilot trainings occurring in the 4th quarter of 2012 and a regional training schedule developed for all staff to have the opportunity to take the training in 2013.

At the programmatic level, DCS is requiring that contractual providers include trauma-informed care as a "core competency" in their programs and services. Trauma Focused Cognitive Behavioral Therapy will be required as a core competency of all residential providers beginning 10/1/12. DCS plans to provide training for other contracted community based providers to increase their use of Evidence Based Practices including TF-CBT.

In addition, over the past 2 years, DCS has worked to improve the partnership with the state's local Community Mental Health Centers. A workgroup consisting of DCS leadership as well as representatives of the Community Mental Health Centers has been meeting biweekly to plan and outline the best services for children and families involved with the DCS. The workgroup has recently discussed the practice of trauma assessments by the CMHCs. DCS and the CMHC both utilize the CANS as an initial screening tool, but would like to have a more uniform and comprehensive trauma assessment tool. The goal is to expand the CMHC's utilization of trauma assessments when appropriate.

In July, DCS will bring the DCS local office management together with the management of the local Community Mental Health Centers for a day-long meeting focused on Trauma Informed Care and increasing the use of Evidence Based Practices. In addition, DCS is currently working with the Division of Mental Health and Addictions to possibly start two pilot projects for Trauma Assessment Centers. One would be clinic based in Indianapolis, the second would incorporate a team of staff that would provide trauma assessment and treatment services in the home in a more rural setting. With early identification of trauma, services can be better tailored to address reactions and resulting behavioral health issues.

3. How medical information for foster children will be updated and appropriately shared, which may include the development of an electronic health record:

DCS maintains written and electronic (detailed in Technical Framework section) documentation of healthcare services received by wards of DCS and youth in foster care.

A written summary of the child's medical history is included in each child's Case Plan. All children who are placed in out-of-home care are issued a Medical Passport, as well as additional forms for authorization for medical services; consent to release mental health and addiction records, record of medical treatments, and a log of medical treatment. These forms are included with the Medical Passport. The Medical Passport is the place of record for a broad range of health care services, including medical, dental, mental health, developmental, vision, hearing and speech care. The Medical Passport remains with the child and in the possession of the resource family throughout all out-of-home placements.

DCS is also partnering with the Indiana State Dept. of Health to pilot a new electronic medical passport. This passport is contained on a flash drive which caregivers give to the medical provider in order to download the information at the conclusion of the child's medical appointment. This flash drive is then uploaded to the Indiana's ICWIS system during the Family Case Manager's monthly visits with the child.

DCS requires the child's resource family to keep the child's Medical Passport up-to-date with the child's most recent healthcare information. Additionally, DCS keeps a separate record of the child's healthcare information in Indiana Child Welfare Information System (ICWIS) Medical Passport. When the child achieves permanency (e.g., reunification, adoption), DCS requires that the permanent caregiver or the child, if released from substitute care after his or her 18th birthday, receives the Medical Passport.

4. Steps to ensure continuity of health care services, which may include establishment of a medical home for every foster child:

To ensure the continuity of health care services for wards of DCS and youth in foster care, DCS has worked in collaboration with FSSA to implement the use of a Care Management Model (detailed earlier) through *Care Select.* CMO Care Coordinators work in a collaboration with the youth, the Primary Medical Provider, the Family Case Manager, the Resource Family or care giver, the Child and Family Team, and other stakeholders to implement the individualized health

care plan the youth. Additionally, Indiana's system of care provides that each child is linked to a Primary Medical Provider (PMP) who becomes the child's Medical Home enhancing continuity of care.

5. The oversight of prescription medicines, including protocols for the appropriate use and monitoring of psychotropic medications:

DCS Policy 8.30 – Psychotropic Medication – addresses current procedures for handling of psychotropic medication for DCS wards and youth in foster care who are in out-of-home placement. By policy DCS requires that informed consent be obtained from the parent, guardian, or custodian and from the appropriate DCS Local Office Director or designee before a child in out-of home care is placed on psychotropic medication. DCS provides an exception to the requirement to obtain parental consent, if:

1. The parent, guardian, or custodian cannot be located;
2. Parental rights have been terminated;
3. The parent, guardian, or custodian is unable to make a decision due to physical or mental impairment; or
4. Prior court authorization has been obtained.

If the parent, guardian, or custodian denies consent, a Child and Family Team Meeting (CFTM convened immediately to determine if DCS will seek a court order for authorization of the recommended medication. Medication can be administered without prior consent if it is needed to address an emergency condition in which the child is a danger to himself or herself or others, and no other form of intervention will mitigate the danger. Consent must be obtained within 24 hours of administering the initial dose of medication on the weekends or holidays.
DCS has the right to request a second opinion, if there are questions surrounding the need for and/or use of psychotropic medication.

Information about all medications is maintained in child's Medical Passport. In addition to the information maintained in the paper Medical Passport, oversight of prescription medications will be enhanced through DCS' collaboration with OMPP in developing the technical framework for sharing relevant medical data electronically. The monthly electronic exchange will include information regarding prescription medications. This will allow for oversight as well as the opportunity for enhanced case management to improve health outcomes for wards, foster and adoptive children.

The use of psychotropic medications among children in state custody has come under increasing scrutiny in recent years. A number of published studies have demonstrated that children in foster care are prescribed psychotropic medication at a rate that is three to four times greater than other Medicaid-insured youth (Naylor et. al., 2007; Zito, et. al., 2008). In addition, these youth typically experience abuse, neglect or other traumatic stressors at rates that are significantly higher than the general population.

To address these concerns, DCS has launched a comprehensive initiative, in collaboration with the Indiana University School of Medicine (IUSM) Department of Psychiatry, to provide oversight, monitoring, education and consultation for youth in state care who are prescribed psychotropic medications. Components of the Indiana psychotropic medication protocol will include the following:

a. Mental Health/Trauma Screening

All DCS youth are screened using the CANS upon entry into the system and at critical case junctures thereafter. The CANS identifies mental health needs, and a placement algorithm is used to generate a level of care recommendation. In addition, all youth entering the foster care system receive a comprehensive mental health evaluation within the first 30 days of placement. DCS is exploring collaborative opportunities with other states to identify valid uses of the CANS as a trauma informed tool. Specifically, Illinois and Tennessee have been able to identify trauma related needs on the CANS that do not meet the criteria for PTSD, but which significantly impact the child's functioning and may signify the need for trauma-informed services. Training materials have been developed regarding the reliable rating of trauma needs using the CANS. Indiana plans to utilize these materials to implement CANS-based trauma screening for all youth entering our system.

b. Assessment

All children receive a comprehensive health evaluation and identification of acute medical problems prior to the administration of psychotropic medications. The physical evaluation is performed by a physician or other healthcare professional qualified to provide this service. ***Except in the case of an emergency, consent for psychotropic medication will not be provided until the child has received a thorough health history, psychosocial assessment, mental status exam and physical exam.*** In some cases, medical problems mimic and/or occur co-morbidly with psychiatric disorders. In those instances, the identification of target symptoms will be critical. When pharmacologic intervention is identified as part of the treatment plan, considerations such as diagnostic medical evaluations, drug-drug interactions, polypharmacy, treatment compliance, informed consent, and the safe storage and administration of medications will need to be documented.

The assessment of a medication trial is facilitated by the initial identification of target symptoms and the regular evaluation of those target symptoms. Secondly, the consideration of ongoing life events, particularly in children and adolescents, is essential in assessing benefits of medication. Removal from the home, a change in living situation, physical illness, parental functioning, traumatic events, etc. can all impact functioning and can confound the evaluation of a medication trial. Thirdly, compliance may need to be investigated through pharmacy records or medication administration records in order to clearly assess efficacy of a medication trial. Once an informed decision is made about a particular medication, changes in the treatment plan may be necessary, including changes in medication regime, adjustment in non-pharmacologic treatment strategies, and re-evaluation of the diagnosis.

In children and adolescents, re-evaluation of the working diagnosis is critical not only when there is a lack of treatment response, but in other situations as well. By nature, children and adolescents are developing and changing during treatment. Longitudinal information may become available revealing temporal patterns of functioning that may alter the initial diagnosis. In addition, the successful treatment of one disorder may then expose an underlying co-morbid disorder that requires treatment. Ultimately, the resolution of a disorder or the ineffectiveness of a medication requires the medically supervised discontinuation of medications. Because withdrawal or discontinuation effects may arise and confound the clinical picture, ongoing assessment is vital to sort out the illness from the medication effects.

c. Guidelines for Safe Utilization of Psychotropic Medications with Children and Adolescents

In order to safeguard the health and welfare of DCS youth who are prescribed psychotropic medications, the following guidelines have been adopted from the Texas Psychotropic Medication Utilization Parameters for Youth in State Care and the AACAP Practice Parameters for Psychotropic Medication Use in Children and Adolescents:

- A DSM-IV-TR diagnosis should be made before the prescribing of psychotropic medications.
- Clearly defined target symptoms and treatment goals for the use of psychotropic medications should be identified and documented in the medication record at the time of or before beginning treatment with a psychotropic mediation. These target symptoms should be assessed each clinic visit with the child and caretaker(s).
- Except in the case of emergency, informed consent should be obtained from the appropriate party(s) prior to beginning psychotropic medication.
- During the prescription of psychotropic medication, the presence or absence of medication side effects should be documented in the child's medical record at each visit.
- Appropriate monitoring of indices such as height, weight, blood pressure or other laboratory findings should be documented.
- Monotherapy regimens for a given disorder or target symptoms should be tried before polypharmacy.
- Doses should usually be started low and titrated carefully as needed.
- Only one medication should be changed at a time, unless a clinically appropriate reason to do otherwise is documented in the medical record.

- The frequency of clinician follow up with the patient should be appropriate for the severity of the child's condition and adequate to monitor response to treatment, including symptoms, behavior, function and potential medication side effects.
- In depressed children and adolescents, the potential for emergent suicidality should be carefully evaluated and monitored.
- If the prescribing clinician is not a child psychiatrist, referral to or consultation with a psychiatrist should occur if the child's clinical status has not experienced meaningful improvement within a timeframe that is appropriate for the child's clinical status and medication regimen being used.
- When medication changes are warranted within the same class of medications, a 60 day crossover period of titration of the new agent and taper of the agent to be discontinued is appropriate unless the agent to be discontinued is causing adverse effects.
- Before adding additional psychotropic medications to a regimen, the child should be assessed for adequate medication adherence, accuracy of the diagnosis, the occurrence of comorbid disorders (including substance abuse and general medical disorders), and the influence of psychosocial stressors.
- If a medication is being used in a child for a primary target symptom of aggression associated with a DSM-IV-TR nonpsychiatric diagnosis (e.g., conduct disorder, oppositional defiant disorder, intermittent explosive disorder), and the behavior disturbance has been in remission for six months, then serious consideration should be given to slow tapering and discontinuation of the medication. If the medication is continued in this situation, the necessity for continued treatment should be evaluated at a minimum of every six months.
- The prescribing provider should clearly document care provided in the child's medical record, including history, mental status assessment, physical findings (where relevant), impressions, adequate laboratory monitoring specific to the drug(s) prescribed at intervals required specific to the prescribed drug and potential known risks, medication response, presence or absence of side effects, treatment plan and intended use of the prescribed medications.

d. Data Management

DCS is completing an MOU with OMPP to share Medicaid claims data. As part of the MOU, OMPP will produce monthly utilization reports for DCS wards on psychotropic medication(s). The Medicaid claims data base captures psychotropic medication prescriptions on a "real time" basis, allowing for identification of cases that fall outside of best practice parameters. The OMPP reports will identify outliers (see Table 1 below), including prescribing physicians. This

information will then be forwarded to the IUSM Department of Psychiatry Consultation Team for follow up. In addition, the OMPP reports will include utilization statistics that can be used to benchmark against other states. Report formats will include the following:

1. Percentage of children prescribed psychotropic medication by age: 0-5 years old, 6-12 years old, 13-17 years old, 0-17 years old. DCS Wards vs. Non-DCS Medicaid Youth. (GAO). Within DCS Wards – In-home vs. out-of-home placements.

2. Children age 0-17 prescribed five or more psychotropic medications concomitantly. DCS Wards vs. Non-DCS Medicaid Youth. (GAO). Within DCS Wards – In-home vs. out-of-home placements.

3. Children 0-17 with a dosage exceeding maximum guidelines based on FDA-approved labels. DCS Wards vs. Non-DCS Medicaid Youth. (GAO). Within DCS Wards – In-home vs. out-of-home placements.

4. Children under age one year prescribed a psychotropic drug. DCS Wards vs. Non-DCS Medicaid Youth. (GAO). Within DCS Wards – In-home vs. out-of-home placements.

5. Children 0-17 with a dosage exceeding maximum standards published in the medical literature (i.e., medications for which there are no FDA-recommended dosages for the child's age – see Texas guidelines). DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

6. Children 0-17 prescribed a psychotropic medication without a DSM IV diagnosis. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

7. Children 0-17 prescribed a psychotropic medication that is not consistent with the listed DSM-IV diagnosis (e.g., Seroquel with ADHD). DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

8. Children age 0-17 prescribed two or more antidepressant medications concomitantly. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

9. Children age 0-17 prescribed three or more mood stabilizers concomitantly. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

10. Children age 0-17 prescribed two or more antipsychotic medications concomitantly. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

11. Children age 0-17 prescribed two or more stimulant medications concomitantly. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

12. Children age 0-3 prescribed an antidepressant medication. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

13. Children age 0-3 prescribed an antipsychotic medication. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

14. Children age 0-2 prescribed a stimulant medication. DCS Wards vs. Non-DCS Medicaid Youth. Within DCS Wards – In-home vs. out-of-home placements.

e. "Red Flag" Indicators

DCS has established "red flag" indicators based on the American Academy of Child and Adolescent Psychiatry practice parameters (AACAP, 2009) and the Texas Psychotropic Medication Utilization Parameters for Foster Children (2010). DCS "red flag" indicators are listed in Table 1. Any youth who meets one or more of these criteria will be automatically referred to the IUSM Department of Psychiatry Consultation Team for case review and follow up.

Table 1. DCS "Red Flag" Indicators

Absence of a DSM-IV diagnosis in the child's medical record
Prescription of psychotropic medication that is not consistent with the child's listed diagnosis
Prescription for five (5) or more psychotropic medications
Prescription for two (2) or more antidepressant medications
Prescription for three (2) or more mood stabilizers
Prescription for two (2) or more antipsychotic medications
Prescription for two (2) or more stimulant medications
Prescription of an antidepressant to a child less than four (4) years old
Prescription of an antipsychotic medication to a child less than four (4) years old
Prescription of a stimulant medication to a child less than three (3) years old
Psychotropic polypharmacy for a given mental disorder is prescribed before utilizing psychotropic monotherapy.
Prescription of a psychotropic medication above the FDA or literature- based maximum dosage level

f. Psychotropic Medication Consultation Team (PMCT)

The IUSM Department of Psychiatry has agreed to serve as the consultation entity for DCS. In this role the IUSM Consultation Team will be available to DCS personnel to staff cases where

there are concerns about psychotropic medication. The IU Consultation Team will also review all cases that meet one or more of the "red flag" indicators listed in Table 1. Once an outlier has been identified, a member of the IU Department of Psychiatry staff will follow up, physician-to-physician, with the prescribing provider. The DCS FCM may be asked to provide background case information, including health records, treatment summaries, family histories, etc. In those instances where the IU Consultation Team member and the prescribing physician cannot agree on a course of treatment, the case may be referred to another provider, or the IUSM Consultation Team member may agree to review the case on a monthly basis with the prescribing physician. It should be noted that IU is the sole training program for psychiatrists in the state of Indiana, and as such, the IUSM faculty have longstanding relationships with most psychiatrists and behavioral health programs in the state.

g. Psychotropic Medication Advisory Committee (PMAC)

DSC will establish an advisory committee, comprised of identified stakeholders at the local and state level, to examine psychotropic medication oversight. This committee will include representatives from IUSM Department of Psychiatry, DCS, OMPP, DMHA, parents, child advocates and other identified stakeholders. The advisory committee will monitor Federal legislation, review best-practice guidelines for psychotropic medication use, monitor Indiana prescription patterns, review formularies and make policy recommendations to DCS.

The PMAC will publish DCS Psychotropic Medication Protocols, with revisions made on a semi-annual basis. The guidelines will contain suggested baseline and follow up labs and other monitoring interventions that are based on the latest in evidence-based practice and research literature. Prescribing providers will be requested to utilize the guidelines and may be asked to provide clinical information and follow up based on this document.

The PMAC will also publish the DCS Approved List of Medications that will contain a comprehensive listing of medications (generic and brand) approved for use with DCS children and adolescents. Requests for medications that are not listed on the formulary will require review and approval by the PMCT. Note: DCS will utilize the current OMPP formularies until such time as the PMAC can review and revise, as necessary.

h. Ongoing Monitoring for Individual Youth in Foster Care

DCS facilitates ongoing communication, through the Child and Family Team Meetings, case staffing, Permanency Roundtables and other venues, between the youth, parent/guardians and others who understand the youth's behavioral/emotional needs best. This communication is intended to ensure a) that psychotropic medication effectiveness is monitored, b) that treatment is appropriate to the youth's needs, c) that treatment includes the family and/or other essential connections, d) that treatment builds upon the youth's strengths, and e) that permanency planning is incorporated into treatment.

i. Education and Training

DCS will develop a training curriculum for DCS staff and for key stakeholder groups at the local and state level. Target audiences will include residential, foster care and community-based providers, as well as parents and child advocates (e.g., CASA, Guardian ad Litem). The training curriculum will include information about best practice guidelines, current psychotropic utilization trends and issues unique to you in the foster care system. DCS will establish mechanisms for sharing training with staff and other stakeholders, including computer-based, "train the trainer" and in-service formats.

j. Information Portal

DCS will develop a "psychotropic medication" information portal through the www.dcs.in.gov website. The information portal will include an overview of the DCS psychotropic medication initiative, contact information, summary performance data (e.g., quarterly utilization reports), and links to relevant research, resources and Federal legislation. The information portal will also include a list of answers to frequently asked questions for consumers.

6. How the state actively consults with and involves physicians and other appropriate medical and non-medical professionals in assessing the health and well-being of foster children and in determining the appropriate medical treatment for them:

To ensure improved health outcomes for wards of DCS and youth in foster care, DCS worked in collaboration with FSSA to implement the use of a Care Management Program through *Care Select. Care Select* has identified Care Management Organizations that facilitate the on-going care coordination through assigned Care Coordinators for DCS wards and youth in foster care who have serious health issues or chronic health conditions. An individualized Care Plan is developed for each youth based on screens, assessments, medical history, and input from the youth and/or stakeholders. Additionally, Indiana's system of care provides that each child is linked to a Primary Medical Provider (PMP) who becomes the child's Medical Home. The Care Coordinator and the PMP work together to access appropriate medical and non-medical professionals (including specialist as need warrants) to meet a child's needs. Their efforts are guided by the four-step Care Management Model detailed earlier.

7. Steps to ensure the availability of medical coverage for wards/former wards 18 years and older:

To ensure the Medicaid enrollment of all eligible wards, when a child is not IV-E eligible or loses IV-E eligibility for any reason including the reason that the child has reached 18 years of age, the MEU submits an application for Medicaid to the DFR with documentation of the child's eligibility conditions. The MEU monitors the application processing timeframes and serves as a single point of contact for DFR regarding questions or issues related to the child's Medicaid eligibility. This unit intervenes with DFR when it has been identified that a child's eligibility has not been processed timely or there are questions about a negative result.

In order to ensure that Medicaid benefits continue whenever possible following a substantial change in the youth's income, resources, age, household composition, or wardship status,

workers are required to explore all other categories of Medicaid coverage before terminating Medicaid eligibility. Based upon court decision in the matter of Clevidence v. Sullivan, Indiana does not discontinue the Medicaid eligibility of an individual until it has explored eligibility under all potential categories of Medicaid eligibility. Coverage for individuals age 18-21 is available through a number of categories including a provision for Foster Care Independence which extends Medicaid eligibility to individuals who were in foster care at the age of 18 years. Additionally, if a DCS case will close at age 18, the FCM is required to send a notice to the Medicaid Enrollment Unit (MEU) informing them that the youth will need to be transitioned to the Medicaid Foster Care Independence Program.

8. Provisions for the appointment of a Health Care Representative/Advanced Directives for wards 18 years and older

In order to ensure that children aging out of the foster care system have the opportunity to discuss their future health care options, 90 days before the youth reaches age 18, the Family Case Manager (FCM) will convene a Child and Family Team Meeting to complete the Transitional Services Plan portion of the Independent Living/Transition Plan.

DCS Policy 11.6 - Independent Living/Transitional Living Plan

The Independent Living/Transition Plan and its Transitional Services Plan component is a comprehensive, written plan that is personalized for each youth and is to be used at each meeting with the youth and at the Child and Family Team to guide the transition planning process with the youth. The Independent Living/Transition Plan is developed with the youth's participation. The Independent Living/Transition Plan must include information and specific options relating to the following:

1. Education and training;
2. Employment services and work force supports;
3. Housing, which may include a Transitional Living Placement when appropriate;
4. Health care, including prevention and treatment services and referral information;
5. Health insurance availability and options;
6. Local opportunities for mentors and continuing support services, including development of lifelong adult relationships and informal continuing supports;
7. Identification and development of daily living and problem-solving skills;
8. procedures available under Indiana law for, and the importance of, stating in advance an individual's desires concerning:
    a. health care treatment decisions if the individual is unable to participate in those decisions when required, and
    b. designation of another person to make health care treatment decisions for an individual who is unable to make those decisions when required; and
9. Availability of local, state, and federal resources, including financial assistance, relating to any parts of the plan described above.
10. Independent living services may include any of the following kinds of services that are intended to prepare the youth for self support and living arrangements that are self-sufficient and not subject to supervision by another individual or institution:

a. Arrangements for and management of a transitional living placement for a youth who is seventeen (17) and six (6) months of age or older, if appropriate:

b. Activities of daily living and social skills training

c. Opportunities for social, cultural, recreational, or spiritual activities that are designed to expand life experiences in a manner appropriate to the youth's cultural heritage and needs and any other special needs.

d. Matching of a youth on a voluntary basis with caring adults trained to act as mentors and assist the youth to establish lifelong connections with caring adults.

Pursuant to sections 4, 5, and 8 listed above, DCS will ensure the youth is provided information and education regarding the importance of designating a health representative to make health decisions and the importance of executing a health care power of attorney, health care proxy, or other similar document recognized under State law. The FCM will distribute an Advance Directives packet along with the information letter at the Transition Planning meeting. The FCM will also ensure that the youth has the opportunity to view the Advance Directives information video.

The Advance Directives packet advises the youth that the Indiana Department of Child Services (DCS) is providing certain health care decision forms for the youth to use as needed but that DCS cannot give any legal advice to the children under its care. They may want to seek legal advice on the content of these forms or how to complete the forms. If so, many local communities have bar associations that provide legal services for free or at a reduced cost. We advise the youth how to access these legal services and provide them with the following link which allows them to search bar associations by county or city.

http://www.indianajustice.org/Home/PublicWeb/LegalSvcs.

Youth are also advised of services provided by Indiana Legal Services (ILS). ILS provides legal services to low income individuals and can be reached toll free at (800) 869-0212. Last they are also advised that they may ask their Family Case Manager to request that the Judge appoint a public defender to discuss these forms and answer any questions at the next court hearing.

Proof of Compliance:

- DCS Administrative Letter regarding Care Select
- DCS Director's Note regarding EPSDT (September 6, 2011)
- DCS Policy 8.30 Psychotropic Medication
- Oral Health Task Force Committee Application
- FSSA Community Presentation Regarding Care Select
- CANS Policy
- MEU Implementation Protocol
- Indiana's Child and Family Services Plan for 2010-2014
- MOU - DSC and FSSA DMHA
- MOU – DCS and FSSA OMPP
- DCS Policy 11.6 Independent Living/Transitional Living
- Advanced Directives Video

XI. Disaster Plan

The revised DCS Disaster Plan was released on December 1, 2011. This plan spells out the Agency's responsibility to ensure the safety and security of all children in the agency's care, to provide on-going services and to provide for administration of new cases in the event of an emergency or disaster. The plan outlines communication protocol, procedures for locating all children in care, responsibilities of service providers, licensed providers and resource parents, handling of new child welfare cases, provision of ongoing services, records preservation and management procedures during a government shut down or temporary weather emergency. Revisions in the 2011 release of the Disaster Plan included: (1) modifications to the Hotline; and (2) inclusion of information regarding maintaining Child Support Bureau operations in the event of a disaster. The revised plan is available on the DCS website at http://www.in.gov/dcs/files/Disaster_Plan.pdf and included as a part of this report in Attachment G.

In FY 2012 DCS had a unique opportunity to test certain components of its Disaster Plan. In February 2012, Indiana was host to the NFL Super Bowl. This huge event took place in downtown Indianapolis, which is where the Indiana Child Abuse and Neglect Hotline offices are located. In anticipation of the event and the traffic challenges it would bring to the Indianapolis area, DCS began planning to implement certain elements of the Disaster Plan in November 2011 to ensure continuity of Hotline operations during the week leading up to and days following the Super Bowl.

The agency was concerned that as a result of the tens of thousands of extra visitors to the downtown area, Hotline workers would face traffic delays and/or struggle to find parking, which would cause them to arrive late to or miss assigned shifts. Given the uncertainty of traffic patterns / delays and availability of parking, DCS made the decision to operate the Hotline remotely during the period just before and just after the event.

Indiana's Hotline technology allows staff to operate the Hotline from any location provided they have a laptop computer with the intake and phone system software, a headset and access to a wireless network. Hotline staff were redeployed to the Marion County DCS office and some workers operated directly from home. Throughout December 2011 and January 2012, Hotline staff tested its capability to run operations in this manner. Implementation of this strategy was a success and there were no disruptions in Hotline service during the Super Bowl events in February 2012.

Unfortunately, DCS was forced to test other components of its Disaster Plan in March 2012 when a series of tornadoes devastated sections of two counties in southern Indiana. DCS staff implemented sections of the plan dealing with locating children in care, handling of new child welfare cases and provision of ongoing services. Staff in Washington County and staff in Clark County were asked to implement the disaster plan and locate and determine the safety of all Wards. This task was successfully completed in a twenty four hour time frame.

DCS was fortunate to participate in a multi-agency relief effort in the days following the storm. These storms ravaged several counties leaving extensive devastation in its wake. The day after the storms, agency directors from a number of state agencies met to develop a plan to quickly provide the kind of assistance that people would need as they recovered both immediately and then long-term. The goal was to create a one-stop shop so that those needing help could go to one location and have the opportunity to receive assistance from a number of state agencies in one visit. DCS was able to assist families impacted by the storms by providing vouchers for the purchase of children's clothing, beds / mattresses, bedding, car seats and cribs. In total, more than 470 families and approximately 934 children benefited from these relief efforts.

XII. Foster and Adoptive Parent Recruitment Activities

a. Adoption

As of July 1, 2011, DCS will begin with a new contractor, Children's Bureau (CB), for Recruitment and Retention of Adoptive Families. For more than 30 years, CB has focused on recruiting minority families to adopt minority children through their Homes for Black Children initiative. This model of actively recruiting minority families will be implemented throughout the regions. Collaboration with local diverse neighborhoods, faith-based organizations, and minority leaders will be sought in order to recruit appropriate minority families. They will also handle local recruitment through adoption champions, prepare the monthly *Opening Hearts Changing Lives* adoption picture book, and assist in the hosting of matching events. Hederick Partnerships continues to coordinate statewide exhibition of the Indiana Heart Gallery.

In addition to efforts of CB and Hederick Partnerships, DCS continues with the changes reported in the previous APSR for the role of its Special Needs Adoption Program Specialists. The SNAP Specialist walks potential adoptive parents through the adoption process as well as serves as a liaison for post-adoption service referrals. The SNAP Specialist works on behalf of the potential adoptive family and children waiting to be adopted by pre-matching families with children.

b. Foster Care Reorganization, Recruitment, and Retention

A major planning initiative began in November 2008 around foster care issues. Issues were identified and action steps were developed. The first two initiatives to be developed were foster care licensing and assessments to be used with children and families. Five (5) of the eighteen (18) regions were pilots for the "Regional Foster Care Specialist" (RFCS) between July 1, 2009 and November 30, 2009. Four of these same regions also were pilots for the CANS (Child and Adolescent Needs and Strengths) assessment. This was completed between August 1, 2009 and November 30, 2009. Pilot program for both the RFCS program and the CANS have been completed and successfully spread across the state. The Regional Foster Care Specialist Program was fully implemented as of April 2011, with 95 total RFCS and 21 RFCS Supervisors across the state. Use of the CANS is an expectation for all staff who are expected to receive and maintain certification in the use of the tool. Supervisors continue to receive and maintain certification as CANS Super Users to assist with the consistent implementation of the tool in the field.

Formal trainings of new RFCS staff occurred in January and February, 2010, as well as March and May of 2011. With the conclusion of these trainings, all 95 RFCS and 21 RFCS Supervisors have received specialized training to perform their roles. RFCS who have been hired since then are trained annually in the spring. We also have continuing education training for all RFCS annually in the late summer.

Region 5 and 13 were further along in the development of the foster care licensing/training/support system, and agreed to pilot the Casey Foster Family Assessment (CFFA). The CFFA has now been rolled out and trained to all RFCS in all 18 DCS Regions. The Casey Foster Family Assessments Protocol has been developed that describes the expectations for staff in utilizing this tool with all prospective foster and adoptive family homes. It is highly recommended for relative placements for purposes of identifying training and/or support needs. All RFCS staff received training on the use of the tool.

The CANS is an assessment tool used to support decision making about level of need for children and families seeking services. It supports the rapid and consistent communication of the needs of children who are to be served through Indiana's System of Care. It is intended to be completed by the individuals who are directly involved with the initial identification, referral, and ongoing care. The assessment tool serves to document the identified needs as both a decision support tool and as documentation of the identified needs of the child and family in order to ensure the child and family receive the appropriate services. The CANS took the place of the Mental Health Screening Assessment.

A primary goal of this tool is to further communicate with both the individual child and family and Indiana's system of care. As such, consistency and reliability in the use of the CANS Assessment form is a priority. Dr. Lyons, author of this tool, conducted super-user training for the Supervisors of the pilot counties on June 17 and 18, 2009 and subsequently for all remaining Regions. The CANS was rolled out statewide in April 2010.

All Supervisors and FCMs are required to become certified to maintain certification in the CANS. This is completed via web-based training available through the Communimetrics database at www.communimetrics.com/CansCentralIndiana. A reliability rating score of .70 or higher is required in order to become certified. Certification and recertification is valid for a period of time as determined by each individual's reliability score when they complete their certification testing as follows:

- Above .80 certification valid for two (2) years
- .75 to .80 certification valid for one (1) year
- .70 to .75 certification valid for six (6) months

In addition to becoming certified in the CANS, all Supervisors must also obtain CANS SuperUser status by attending an additional two (2) day in-person training and maintain this status by attending a half-day Booster Session annually. Super User and Booster sessions are offered by the Department of Mental Health and Addiction (DMHA) in partnership with the Indiana University School of Social Work with Dr. Betty Walton.

DCS has also worked with the IU School of Social Work and Dr. Walton to fund additional training for Supervisors and FCMs in an effort to improve implementation and reliability of the CANS. The DCS-IU School of Social Work agreement also allowed for the hiring of a part-time clinician who works closely with Dr. Walton to provide additional direct training and support to DCS staff in the field. DCS and Dr. Walton have targeted this direct training and support to those Counties and Regions in the state with the lowest CANS reliability ratings per data collected by DMHA.

Along with additional training opportunities for field staff, DCS also has a CANS unit that is tasked with monitoring and supporting CANS implementation for DCS statewide. Staff in this unit work closely with Dr. Walton to monitor Field Staff compliance with training and certification requirements. Staff also work closely with Regional Managers (RMs), Local Office Directors (LODs), and Supervisors by providing regular reports and information to monitor and ensure the CANS is completed per DCS Policies and Procedures.

Finally, DCS is currently working with DMHA to integrate the CANS Assessment and Reporting tools into the new MaGIK, Case Management Data System. This integration will auto-populate basic demographic information from DCS cases into the CANS tool as well as the results and recommendations which will assist DCS and DMHA in monitoring and improving the implementation and reliability of the assessments completed by FCMs. This will not occur when MaGIK goes live in July 2012, but will likely be an enhancement to MaGIK.

XIII. Monthly Caseworker Visits

Strategies for Improvement

DCS has far exceeded the benchmarks below for improvement originally submitted for the APSR.

- 2007- 23%
- 2008 - 50%
- 2009 - 70%
- 2010 - 85%
- 2011 - 90%
- 2012 – 90%

In the final year, the standard was 90%. Indiana DCS exceeded 90% in the most recent data submission to ACF and it was confirmed that for FFY 2011, Indiana DCS successfully completed 95% of the required caseworker monthly visits.

Because the federal measurement essentially fails the case for an entire year once a visit is missed at any point during the year, any strategy to improve missed visits must be proactive. Recognition of a missed visit (while helpful in developing strategies to avoid this problem in the future) does little for the particular case in which the visit was missed as this error cannot be corrected. As of May 2012, Indiana DCS was completing the required visits at a rate of 95.9%.

In an effort to remain above any future compliance range, DCS implemented the following strategies:

1) DCS has redesigned its reports to mirror the federal measure;
2) DCS posts these measures monthly on a SharePoint for all management staff to review;
3) Multiple systemic reminders were sent to line staff prior to the month of February advising staff that visits must be accomplished during the month of February. This was done because Indiana's policy requires a visit every 30 days as opposed to the federal measure of monthly visits;
4) DCS changed its policy to mirror the federal monthly requirement effective July 1, 2011.
5) The importance of completing monthly visits is an important part of Indiana's practice model and is a frequent agenda item on the monthly regional manager meeting agenda;
6) A new report was created to identify incomplete visits as of the 20th day of each month. This allows management staff and workers to prevent a visit from being overdue.

A copy of the most recent Federal Monthly Caseworker Visits Report is available as Attachment H.

XIV. Child Welfare Waiver Demonstration Activities

During 2011, Indiana continued its “flexible funding” Child Welfare Waiver Demonstration Project under a short-term extension. Following completion of Indiana’s second, 5-year project term, ACF granted short-term extension periods spanning from July 1, 2010 through June 30, 2012 to operate within the context of the original project. DCS submitted Indiana’s proposal for a third, 5-year waiver term in March 2011 outlining new and expanded goals and objectives to closer align with the recent changes to Indiana’s Practice Model.

A Waiver Steering Committee comprised of field and administrative leadership was formed to provide input on the third, 5-year waiver term proposal. The Waiver Steering Committee met regularly during the year. Additional workgroups were also created to meet and gather feedback on the development of the Terms & Conditions.

Throughout the year, Indiana continued providing waiver services targeting children at risk of or in out-of-home placements in all of its 92 counties and serving both IV-E eligible and ineligible children. The continued goals were to increase capacity of home and community-based alternative services to group and institutional care and to ensure children are protected in safer environments with supportive services. Another main objective of Indiana’s Waiver Demonstration Project is to reduce the number of children in out-of-home placements. The State has been utilizing the flexible spending capability of IV-E dollars for non-traditional services provided to waiver demonstration participants. Savings realized from the project are targeted to fund increased family preservation, family reunification and community partnership programs.

From January to June 2011, DCS presented training sessions on waiver-related activities to 20 different counties covering the purpose of the Waiver Demonstration Project, key differences between traditional IV-E Foster Care and the IV-E Waiver Demonstration and the key

programmatic concepts of the project. Counties included Blackford, Clark, Fayette, Floyd, Franklin, Gibson, Grant, Harrison, Henry, Jay, Knox, Pike, Randolph, Rush, Scott, Union, Vanderburgh, Warrick, Washington and Wayne. From July to December 2011, DCS provided training sessions to 6 of the 18 DCS regions in the state. Updates were presented on the status of the Waiver Demonstration Project, how it has evolved and been modified, the benefits of the flexible funding and evaluation findings to date.

Indiana has, to date, addressed its demonstration goal successfully. A cumulative total of 10,067 children have been put on the waiver between July 1, 2005 and December 31, 2011, including cases carried in from the previous short-term extension period. During December 2011, there were 907 different children in an active waiver case.

Indiana's waiver evaluator continued to receive monthly data extracts and uploads of SACWIS system data throughout 2011. Evaluation of the Waiver Demonstration Project shows an increase of traditional therapeutic services, material assistance and home-based services and in the number of children who received services from a variety of community-based providers. Results of the evaluation also indicated waiver services reduced time in placement and averted removal of children.

In summary, the overall goal for this Demonstration project was to develop an increased capacity in home-based placement alternatives in communities through the use of funds that would otherwise have been used for more restrictive institutional placements, many of them a considerable distance from the child's home. The objectives for this Demonstration included: 1) focus on improving outcomes for children and families (including permanency for the child); and 2) provide services in which the level of State intrusion into family life is consistent with the paramount concern of the child's safety. All evaluation data received to this point clearly indicates that the objectives have been met and savings have also been realized.

Phase Down Plan

During the 2011 short–term extensions, Indiana continued offering Waiver Demonstration services to the target population of children at risk or in out-of-home placements. A phase down plan was not initiated since DCS proposed a third, 5-year term during this timeframe.

XV. Adoption Incentive Payments

Adoption incentive payments are being used in a wide spectrum of services and supports to adoptive families and children. Much of the payment is used for adoption and recruitment contracts and the programs included (i.e., educational events, media, exposure of waiting children to the public, and program development).

Indiana continues with the endeavor of training and educating community partners and mental health providers on the effects of trauma and how it impacts the healthy attachment of children and their families. The current statewide contract is a continuing project that began in January of 2009 and will be extended through the end of calendar year 2012. The curriculum focuses on a

trauma informed method of addressing attachment issues in children and the training provides information on the biological effects of trauma on the brain, therapeutic interventions that can be effective, and a suggested curriculum that can be implemented for support groups. Beyond 2012, the Indiana Department of Child Services will implement this training as a standard of service and open that up to providers to become contracted providers to families.

The Indiana Heart Gallery is implemented through adoption incentive payments. This program expands the exposure of children eligible for adoptive homes to a wide range of individuals outside of the Department of Child Services website and the" Opening Heart, Changing Lives" adoption book publication. The gallery pictures are professionally done and capture the child's unique personality. The Indiana Heart Gallery exhibits travel to different events, including two major heart galleries, and many minor galleries. These galleries are placed across the state in churches, libraries, and businesses. In February 2012, the National Heart Gallery had a display in Indianapolis during the Superbowl. This allowed the exhibit to gain exposure on a national level. The recent addition of video vignettes allows the audience to hearing from a child on their individual interests and dreams, as well as, their wants in an adoptive family. The traveling Indiana Heart Gallery is also used in conjunction with educational and public relation events about adoption.

Contracting with AdoptUSKids for online recruiting activities continues. The Heart Gallery website was discontinued as it was duplicative of the AdoptUSKids intent.

XVI. Quality Assurance System & Program Support

The Indiana Department of Child Services offers an array of internal and external services to families based on identified needs. Service standards have been developed that regulate a continuum of services that are offered through provider agencies based on identified needs (i.e. adoption, Chafee IL services, family-centered programs, resource family centered services, addictions, preventative care, and probation services). The service standards reflect the DCS Practice Model (TEAPI), vision and values.

In November of 2010, Services and Outcomes staff, specifically the Regional Services Coordinators began conducting "Service Standard Achievement Reviews (SSAR)." SSAR was implemented to ensure that services are being provided to DCS families in accordance with DCS contract requirements, specifically DCS service standards, as well as being implemented in a manner reflective of TEAPI values.

The Regional Services Coordinators were scheduled and did complete twenty-four (24) SSAR reviews this past year. The Programs and Services Research and Evaluation team randomly selected six (6) providers agencies for participation in the SSAR review each quarter..Over approximately the past 18 months the SSAR has been completed with and without the audit team from fiscal. At first the two teams visited the provider separately. This brought complaints from the provider concerning the amount of time they had to invest in the process. Therefore, we started doing co-audits. This has had its own negative outcome. The fiscal audits are focused on contract compliance as it relates to the funding and the contract. The Services and Outcome

review will focus more closely on the quality of the service. We are in the beginning stages of re- evaluating our approach to the SSAR's and focusing more on the outcomes we want to accomplish through this process. We have identified that we will separate from the fiscal audit so that the two teams can maintain their own areas of focus. We are currently reviewing the possibility of pairing with the Quality Assurance Reviews as a way of reviewing service provision in the context of the larger Performance and Quality Improvement efforts.

DCS created a Research and Evaluation team for the Programs & Services Division in October 2010. This team evaluates the efforts of DCS providers, programs, and agency initiatives; it serves as a clearinghouse for data in order to attain measurable and quantifiable outcomes. The Research & Evaluation team is fully staffed, consisting of four personnel: a team manager, and 3 skilled and professional data analysts.

The Research & Evaluation (R&E) team focuses on agency issues and initiatives. The first of which is an evaluation of the agency's Medicaid Rehabilitation Option initiative. The team provides service referral data to guide and direct decision-makers. Hard data support or refute theories surrounding the effects of policy implementation; these data allow leaders to make informed decisions regarding policy and procedure. MRO data collection includes: (1) Date CMHC receives referral from FCM, (2) Date CMHC completes first face-to-face visit, (3) Date CMHC provides assessment report to FCM, (4) Date FCM makes 2nd referral, and (5) CMHC CANS level. Data is also being collected to determine if new cases of children with a CANS score of 3 or higher are being referred to the Community Mental Health Centers. R&E will begin to review actual outcome measures (decrease length of time in care, repeat maltreatment, CANS score improvement, families remaining intact).

The R&E also evaluates Residential and LCPA providers. Variables included in the evaluation are: placement begin date, placement end date, program type, intake CANS score, discharge CANS score, restrictiveness of living environment, etc. In addition, the team has begun requesting similar data for Community-based programs. Outcomes of the analyses will be used to assess success and effectiveness of provider programs.

R&E will also measure the success and effectiveness of DCS' service standards. As of May 2012, the team is developing evaluation and collection methods for the 240+ measures included in the service standard Requests for Proposals. The evaluation process will continue throughout the contract period (7/1/11 through 6/30/13). The resulting analyses will help to shape future service arrays by longitudinally measuring service standard recipients' outcomes.

The team begun collecting and analyzing data from the Fatherhood Pilot sites in 2011. A data summary sheet was prepared for the Fatherhood Summit in the fall of 2010. The fatherhood data collection is a first-of-its-kind for DCS; data included in this analysis have not been collected or shared within DCS in years past. The Fatherhood Engagement services have been closely evaluated by the R&E team thus far during the 2011-2013 contract period. Each provider submits a monthly spreadsheet to the R&E team, outlining their efforts, time spent with the fathers, methods of engagement, etc. These monthly reports will be compiled and analyzed to identify trends and successful engagement methods.

Independent Living data collection through NYTD (National Youth Transition Database) began in October 2010, and will continue to occur monthly for all youth 16 or older. The gathered data will determine what services are being provided during each month in the following areas: IL needs assessment, academic support, post-secondary education support, career prep, employment programs or vocational training, budget and financial management, housing education and home management training, health education and risk prevention, family support and healthy marriage education, mentoring, supervised independent living, room and board financial assistance, education financial assistance, and other financial assistance. In addition, baseline survey data is being collected from 17 year olds. A sample of these youths will be resurveyed at 19 and 21.

The R&E team is also evaluating the Integrated Services Pilot (ISP). ISP is an intensive supervision alternative for children eligible for residential treatment. Intensive, family oriented services are offered to participants 24/7 in residential settings, community settings, detention settings, etc. Participants are placed in the level care most appropriate for their immediate needs. The R&E team is evaluating whether this treatment option has better outcomes for participants than do programs that are residential only. The provider overseeing the ISP participants and case management system has shared access to all data with the R&E team.

All DCS' 18 regions are now participating in Permanency Roundtables (as June of 2012). This is an alternative approach to assist children in reaching permanency; a team of child welfare professionals work closely together to generate new ideas of reaching permanency for children who've spent 12+ months in DCS care. The Research & Evaluation team will follow Permanency Roundtable cases, looking at whether this approach demonstrates an improved rate of success in reaching permanency.

The R&E team conducted a Needs Assessment in August 2011. In accordance with the DCS Biennial Plan, the agency is tasked with identifying service areas of need throughout the state. This assessment allowed stakeholders an opportunity to voice opinions regarding the effectiveness and availability of services in their region. The results of the Needs Assessment were used by regional workgroups to create a strategic plan that addresses the identified areas of need within their region.

XVI. Services for Children Under Five

In Indiana, more than half of the children in foster care are under the age of 6. In an effort to try to prevent these children from being abused or neglected in the first place, DCS is increasing support of prevention programs, both Healthy Families and Community Partners for Child Safety. Indiana has a statewide network of Healthy Families providers who are serving families with new babies up to age 3.

For those young children who have an open case, DCS is really focusing on Safely Home Families First as a method to increase the likelihood that these children reach permanency more quickly. We know that children placed with relatives spend less time in care and have improved outcomes and well-being.

DCS utilizes the CANS assessment for children 0-5 to better understand the needs of these youth and makes appropriate referrals to services based on the information gleaned from this assessment. DCS is currently reviewing Evidence Based Practices for families with young children, including Child Parent Psychotherapy and also Parent Child Interactive Therapy. DCS is planning to release an RFP soon to get providers under contract who utilize these models.

Twice annually, Indiana holds the Institute for Strengthening Families which focuses on early childhood. This training institute targets service providers, child welfare workers, and other early education professionals and stakeholders. It provides training opportunities in the areas of infant mental health, brain development, bonding, substance abuse while pregnant, and engaging fathers. There are typically 500 attendees at each training institute.

XVII. Child Maltreatment Deaths

The Indiana Department of Child Services (DCS) assesses all deaths of children under the age of 18 that are reported as suspicious for abuse or neglect, and are perpetrated by a parent, guardian or custodian. In addition, DCS assesses all fatalities of children under the age of one. Indiana state law has two main provisions that help to ensure all child fatalities are reported to DCS. The first is IC 36-2-14-6.3, which mandates the county coroner to file an immediate report with DCS on all suspicious, unexpected, or unexplained child deaths. State law also considers all Hoosiers "mandatory reporters", by requiring that any citizen who suspects child abuse or neglect to make a report to DCS.

When DCS completes a child fatality assessment the Family Case Manager (FCM) will gather relevant data from a variety of sources, including, but not limited to, law enforcement, hospitals, pathologists, primary care physicians, schools, the state's vital statistics department and coroners. Indiana state law (IC 36-2-14-18) requires the county coroner to provide child death autopsy reports to DCS to help determine if the child died as a result of abuse or neglect. All data gathered by the Family Case Manger during the child fatality assessment is entered into ICWIS, the State's SACWIS system. In order for DCS to substantiate allegations of abuse or neglect for any child death, the alleged perpetrator must meet the statutory definition of parent, guardian, or custodian. Indiana pulls data from ICWIS on all substantiated child fatalities to submit for the NCANDS child maltreatment fatality measure.

Currently, Indiana only has a few local child death review teams. However, as of July 1, 2012, changes to state law (IC 31-33-24) will mandate local child death review teams in each of the 18 DCS regions, and expand the criteria for what types of deaths will be reviewed. The new teams will review all child deaths that are sudden, unexpected, and unexplained, investigated by DCS, or are deaths that the Coroner has ruled due to homicide, suicide, or accident. Indiana initiated these changes to state law to expand the types of child deaths reviewed, the quality of the reviews, and to help inform future prevention efforts across the State. The implementation of these local child death review teams will further ensure that all child deaths suspect for abuse and neglect will be reported to DCS.

XVIII. Child Abuse Prevention and Treatment Act State Plan Requirements

To be eligible to receive a FY 2012 CAPTA State grant, each State was required to submit a new CAPTA State Plan. States will no longer be required to submit a new CAPTA State Plan every five years, but CB will continue to require that the annual report describing the use of CAPTA funds required by Section 108(e) of CAPTA be submitted with the APSR. Below please find Indiana's annual report regarding the use of CAPTA funds.

Changes to State law or regulations that could affect the State's eligibility for the CAPTA state grant

The state of Indiana does not currently have any laws that would create complications in complying with the CAPTA regulations or require additional changes to the proposed State Plan.

Significant changes from the State's previously approved CAPTA plan in how the State proposes to use funds to support the 14 program areas

The State of Indiana has not made any significant changes from the State's previously approved CAPTA plan in how the State proposes to use funds to support the 14 program areas.

How CAPTA state grant funds were used, alone or in combination with other Federal funds to meet the purposes of the program since submission of the CAPTA state plan

In past years the State of Indiana has issued statements for each of the 14 areas even though the funds were not used in all of these areas. The grant funding received starting in 2008 has primarily been used to support family case managers and legal staffing. The State of Indiana has also helped to contribute to the Supreme Court and the CASA/GAL program. This clarifies that the grant funds were indeed used for the purpose of at least one of the 14 items, however not all items were enhanced with the grant money. Therefore for the new report the State of Indiana will be reporting only on the areas in which it is allocating CAPTA grant money.

(2). improving legal preparation and representation, including— procedures for appealing and responding to appeals of substantiated reports of child abuse or neglect; and provisions for the appointment of an individual appointed to represent a child in judicial proceedings;

The State of Indiana Department of Child Services uses CAPTA grant funding to support the 2 Administrative Law Judges (ALJ). The position provides for a due process review of decisions for individuals negatively affected by administrative decisions of the agency.

The ALJs conduct administrative appeals hearings relating to DCS substantiations in accordance with the time frames set out in statutes, rules, and/or DCS policies governing the relevant administrative appeal process and licensing requirements. Upon receipt of a request for administrative appeal hearing, the ALJ conducts a procedural review to determine whether the

case is ripe for administrative appeal. The ALJ reviews motions submitted by the parties and issues orders as appropriate. Hearings are held in various regional locations based upon the residence of the appellant and/or DCS policy. Decisions are rendered timely as set out in DCS policy. Decisions demonstrate a rational connection between the basic facts found by the ALJ and the ALJ's ultimate decision. The ALJ's decision also cites relevant laws upon which the ultimate decision is based, and relates the facts to the law.

(3).Case management- case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families;

DCS was statutorily created in July 2005 and immediately began its work to protect the children of Indiana from abuse and neglect by partnering with families and communities to provide safe, nurturing, and stable homes. The greatest barrier the Agency faced was a lack of Family Case Managers to effectively manage the caseloads of the Department. The General Assembly recognized this need and responded by authorizing the hiring of 800 new FCMs over the course of the biennium ending SFY 2008.

Pursuant to IC 31-25-2-5, enacted in the spring of 2007, DCS is statutorily required to ensure that Family Case Manager staffing levels are maintained so that each county has enough FCMs to allow caseloads to be at not more than: (1) twelve active cases relating to initial assessments, including investigations of an allegation of child abuse or neglect; or (2) seventeen children monitored and supervised in active cases relating to ongoing services. The 12/17 caseload standard is consistent with the Child Welfare League of America's standards of excellence for services for abused and neglected children and their families.

In order to maintain caseload levels, the majority of CAPTA grant funds go to hire and support Family Case Managers. Indiana tracks its outcomes through a series of practice indicators. These indicators demonstrate significant improvement in positive outcomes for children. These significant improvements in outcomes are largely linked to the amount of time family case managers are able to devote to working with families as a result of these caseload standards.

Examples of the types of improved outcomes for youth in Indiana resulting from the investment in case management staff include:

- 95.7% of children received a monthly visit by a DCS family case manager in 2011 compared to only 10.4% in 2005.
- In 2011, DCS completed a record number of adoptions- 1,787 compared to only 1,045 in 2004.
- More than 98% of children leave the Indiana child welfare system with a safe, permanent family.
- In 2006, only 18.1% of CHINS were placed in relative care compared to 39.2% in May 2012.

- When children have to be removed from the home, DCS places them with their siblings at a greater rate. In May 2012, DCS placed 74.40% of siblings together, compared with only 62.23% in March 2007.

Practice Indicator reports are updated monthly and can be viewed at:
http://www.in.gov/dcs/2811.htm

Annual Reports from the Citizen Review Panels and a copy of the State Agency's most recent response

Lake County Citizen Review Panel

The Lake County Citizen Review Panel focused on assessed level of care of foster youth and the impact on placement as its topic for review in 2011. The goal of the review was to determine if the children being under-leveled at placement lead to multiple moves, or if there little to no impact at all. Please see Attachment I for a copy of the Lake County Citizen Review Panel Report.

Preliminary DCS Response to Lake County CRP Report

DCS will look forward to seeing the results of the Lake County CRP case review. With regard to foster parent input in assessing children's needs, DCS consistently trains new and ongoing Family Case Managers to discuss routinely with foster parents the needs they are seeing with the children in their care and any changes noted in the children's functioning. Foster parents, likewise, have had numerous training opportunities and "foster parent forums" at which they were instructed that they should be in routine communication regarding the children's functioning and are entitled to receive a copy of the CANS for each child in their care once completed.

Further, a formal review process has been in place since the onset of using the CANS to assist in identifying child needs and associated per diem rates for foster parents. Within 30 days of receiving the completed CANS, foster parents may request a Review of the Category of Supervision. They also have this opportunity once every six months in conjunction with case planning. The review consists of an opportunity to have a face-to-face meeting with the Local Office Director or designee to discuss specific discrepancies they note or provide additional information they feel was not considered in the DCS assessment of the child's needs.

DCS definitely values the foster parents' input when it comes to assessing the children's functioning, which was the impetus for creating this review opportunity. The agency remains open to feedback regarding the foster parent voice in this process.

Marion County Citizen Review Panel Report and DCS Preliminary Response

The Marion County Citizen Review Panel report is not yet in final form. Enclosed as Attachment J is the most recent draft of the report. The Marion County CRP is finalizing

revisions to the report and once DCS receives the final approved report from the Marion County CRP, the agency will provide a response per the timelines outlined in CAPTA.

Wayne County Citizen Review Panel Report

The Wayne County Citizen Review Panel determined the focus of the 2012 project should be on child water safety. Beginning in January 2012 the Wayne County CRP discussed and began planning the specifics for a child water safety program with the goal to offer free swimming lessons to children who are involved with DCS and either reside in foster care/relative care or in their own homes. This decision to focus on water safety was due to the increase in child fatalities in 2011 due to drowning. Please see Attachment K for a copy of the Wayne County Citizen Review Panel 2012 report.

DCS Preliminary Response

As evidenced by the recent partnership between DCS and DNR that is alluded to within the Wayne County report, the issue of water safety and prevention of child drowning remains an issue of great importance to DCS and Director James Payne. DCS has and will continue to participate in opportunities such as the above partnership to provide public education regarding the issues of water safety for children. Marion County, Indiana's largest county, has implemented a similar water safety program through a grant opportunity they received. DCS will certainly consider ways to share the success of Marion and Wayne County's efforts and assist in exploring such opportunities in other areas of the state.
*****Please note that Indiana's three Citizen Review Panels just concluded meetings for the year during May / June 2012 and reports were submitted this month (June 2012). As such, the DCS response provided above is only a preliminary response. DCS looks forward to further reviewing these annual reports and, consistent with the timelines outlined in CAPTA section 106(c)(6), will issue a formal response to the CRPs within 6 months of the date the report was received.***

State's must submit the name, address and email for the State CAPTA coordinator.

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XIX. Chafee Foster Care Independence and Education and Training Vouchers

Program Service Description

Indiana is undergoing a change in service delivery for all Independent Living Services. Indiana has created programming specifically for older youth in foster care via the Fostering Connection Act of 2008 (Collaborative Care). Program and service delivery for the Chafee Independent Living programming as well as Collaborative Care programming is outlined in the Older Youth Services Service Standards, which are included as Attachment L. For details regarding general program service description for Older Youth Services, please see pages 7-9, for details regarding Collaborative Care program service description see pages 17-19; for details regarding Independent Living service description see pages 26-27.

Collaboration and Program Support

The Department of Child Services has partnered with numerous agencies to ensure the best outcomes and supports for our youth. Department of Education, Department of Workforce Development, Vocational Rehabilitation, Twenty-First Century Scholars, and the Bureau of Developmental Disabilities are just a few of our partners.

More specifically, the Department of Workforce Development and DCS have created a partnership to work more closely for in identifying youth that both agencies serve. The Youth Services Coordinators from DWD and the Independent Living Specialists from DCS held a meeting to cross train on services each agency provides for youth aged 16-21. Each agency has agreed to on-going communication and to meet periodically to ensure the partnership is working well and benefiting the youth both agencies serve.

The Department of Child Services has a partnership with the Twenty-First Century Scholars program, which is a program supervised by the State Student Assistance Commission of Indiana. The State Student Assistance Commission of Indiana (SSACI) is one of the top-rated state financial aid agencies in the country. SSACI accomplishes its mission with:

- Grant and Scholarship Programs for full-time and part-time college students;
- Early Intervention programs for Twenty-first Century Scholars;
- Research to better understand the needs of Hoosier students and families; and
- Technology to make the delivery of awards as simple as possible for students and colleges.

In addition to making awards, SSACI promotes awareness of Indiana financial assistance programs through its website, guidance counselor workshops, financial aid nights, college fairs, community forums and other statewide events such as College Goal Sunday.

The Twenty-first Century Scholars Program is Indiana's GEAR UP Initiative. The Twenty-first Century Scholars program began as Indiana's way of raising the educational aspirations of low and moderate-income families. The program aims to ensure that all Indiana families can afford a college education for their children. Income eligible 6th, 7th and 8th graders who enroll in the program and fulfill a pledge of good citizenship to the state are guaranteed the cost of four years

of college tuition at any participating public college or university in Indiana. If the student attends a private institution, the state will award an amount comparable to that of a public institution.

Eligibility for the Twenty-first Century Scholars Program was recently updated to include more open criteria for foster youth. To be eligible, the youth:

(1) is receiving foster care;
(2) is in grades 9 through 12; and
(3) is a resident of Indiana as determined under IC 21-11-7;

at the time the individual applies for the twenty-first century scholars program under IC 21-12-6. The goals are to help more students continue their educations, reduce the high school dropout rate, prepare students for the workforce, decrease the use of drugs and alcohol among middle and high school students, and improve individual economic productivity and the quality of life for all Indiana residents. Twenty-first Century Scholars is able to track whose youth currently enrolled in the Twenty-First Century Scholars program are in foster care in a statewide database. This information will be very helpful as the state furthers its program development with regard to outreach and making foster care youth aware of what services are available to them. Many of the youth applying for the ETV program have identified themselves as 21st Century Scholars.

In the past year, DCS and Twenty-First Century Scholarship program has strengthened our partnership. Through this partnership, both agencies have agreed to the following:
-streamline verification process of foster youth (data sharing)
-alerts on incomplete applications to decrease the amount of denials due to incomplete information
-creating verification form to be sent in with application listed on both DCS and Twenty-First website
-allow foster youth ability to apply for Scholarship online (historically was not an option)
-probation youth in foster care placement now allowed to apply for the Scholarship (historically they were not allowed)
-Twenty first Century Scholars has made it a priority to have contact with foster youth and their families. This was a part of their 2012 goals. Some local sites, will be hosting events specifically for foster youth

The Independent Living Program has also partnered with other agencies that may have services that our youths can access concurrently or in replacement of CFCIP Independent Living services. Other agencies are invited to present information to DCS workers and providers at quarterly IL meetings. These presentations are designed to bring additional information about the services that our youth may utilize now and in the future. Independent Living Specialists and the Older Youth Initiatives Manager will make themselves available to give presentations to agencies, departments, and companies that interact with our youth on a regular basis. In this way information about available services can be disseminated to the stakeholders in order to better reach our youth.

Some of the youth in foster care require more supportive services upon case dismissal. The Independent Living Program strives to work closely with the Bureau of Developmental

Disabilities Services (BDDS). Chafee providers and Family Case Managers are encouraged to make determinations through monthly interaction and Child and Family Team Meetings as to whether a referral to BDDS is appropriate for each youth. The IL Program encourages timely referrals to BDDS to ensure a smooth transition for the youth. Independent Living Services and Emancipation Goods and Services funds will be utilized in the transition process to purchase necessary goods that other services and funds may not be able to acquire. These services are meant to supplement other services that are already in place through BDDS and Medicaid.

Enhancing communication and cooperation with other child caring entities will continue to be important throughout the next year. The IL Program will continue to work in conjunction with the local Probation Departments to ensure services and provided in a timely basis for Probation youth placed with the DCS. New and enhanced cooperation will be sought with agencies that may provider alternative support systems for foster youth, including the Department of Education, Indiana School Counselors Association, WorkOne Offices, Department of Workforce Development, and the Indiana Housing and Community Development Authority.

Another partnership that has grown and strengthened over the past year is with Indiana's Connected By 25 Program.

Connected by 25 strives to address the transition challenges of emancipated youth. They work with foster and former foster children between the ages of 14 and 25. Cby25 works to assist these youth who are trying to secure a place to live, obtain a job that provides an adequate income, establish credit and save money, and develop a positive relationship with an adult mentor.

In Indianapolis, United Way of Central Indiana has taken the responsibility for the administration of Connected by 25. They are responsible for finding partners and funding for projects and programs that will help the program meet its goals.

Indianapolis is a co-investment site with the Jim Casey Youth Opportunities Initiative. The co-investment partners in Indianapolis are the Indiana Department of Child Services, Lumina Foundation, and Richard Fairbanks Foundation. There are three key strategies are the focus of through this partnership: Opportunity Passport, Youth Leadership Board, and Community Partnership Board.

Opportunity Passport

Opportunity Passport is the financial literacy piece of the Connected by 25 program. The Jim Casey Youth Opportunities Initiative provides the program structure and design through a liaison who provides hands-on assistance during implementation and the initial classes. The central focus is financial literacy. Participants must attend a series of classes designed to increase their knowledge of such financial topics as, savings accounts, credit, and investments. The other arm of the program is the Personal Banking Accounts. This matched savings account gives the participants a chance to experience saving money. The program will match up to $1000 per year that the participant places into the savings accounts as long as the money is used towards the purchase of an approved asset.

United Way of Central Indiana has partnered with National City Bank for the account management piece of the Opportunity Passport. The goal is to enroll 75 to 100 youths in the Opportunity Passport in the first year. These participants will receive the financial literacy training, but not all will open a matched savings account. Through the first round of applications 23 youth completed financial training and opened an account.

Youth Leadership Board
The Youth Engagement piece of Connected by 25 consists mainly of the Youth Leadership Board (YLB). The YLB will consist of 17 members chosen from applications from current and former foster youth. The members will receive leadership training from Youth as Resources, a youth leadership program directed by United Way.

The YLB's primary function is to be a voice for foster youth in the direction of the Connected by 25 program and its goals. The YLB will also work with the Department of Child Services to enhance programs and policies. They will present at trainings for Family Case Managers, foster parents, CASA's, etc. They will also collaborate with the Community Partnership Board to refine and enhance Connected by 25's program goals and projects. They will hold a monthly roundtable discussion. Members of the YLB will learn skills to improve their advocacy and public speaking abilities. They are expected to lead future Connected by 25 initiatives. They will also participate with the Foster Club All-Stars. Members of the YLB are chosen from Marion County and the surrounding area.

Community Partnership Board
The Community Partnership Board consists of funders of the Connected by 25 program as well as community leaders. The board is a steering committee that focuses on the composition of programs and long term planning for the program. The group will meet 10 times each year to discuss the direction, accomplishments, and opportunities for Connected by 25.

Education Success Program
Education is large piece of the future goals of Connected by 25. The fundamental program is the education area is the Education Success Program (ESP!). The United Way of Central Indiana has partnered with Indiana University Purdue University Indianapolis (IUPUI) and the Lumina Foundation to administer the program. The program will help high school students prepare for the expectations and responsibility of pursuing post-secondary education. The program will also provide support and guidance to students attending a post-secondary institution.

The goal of ESP! is to embed the program into local high schools and increase the number of youth being served through the program. ESP! will work to standardize its program so that it can be replicated in different areas of Indiana. It will also develop data gathering tools to help track the success and progress of its participants.

Connected by 25 works with the Indianapolis Private Industry Council (IPIC) to create an employment program in order to create more opportunities for current and former foster youth to acquire and maintain employment.

The Department of Child Services will continue to partner with the United Way of Central Indiana to develop the Connected by 25 into a statewide program. The DCS will provide information and support as the program branches into new regions of Indiana. The DCS will maintain a presence on the Community Partnership Board.

Indiana's specific accomplishments in the seven purpose areas:

1. Help youth transition to self-sufficiency

Transition Planning for a youth works best when a team approach is taken with the youth's involvement. The youth's Family Case Manager (FCM) or Probation Officer is responsible for putting together a Child and Family Team Meeting or transition planning case conference. This meeting should bring together all those involved in the youth's case which may include:

- Family Case Manager
- Probation Officer
- Youth's caregiver
- Youth's placement caseworker
- CASA/GAL
- Therapist
- Mentor
- Relatives
- Employer
- Other supportive adults

IL/Transition planning starts when a youth reaches 15.5 years of age. A Child and Family Team will be created with input from the youth (or the youth may elect to keep the current Family Team, if applicable) and be youth focused. This Team will convene every six months and complete a portion of the Independent Living/Transition Plan and runs concurrently with the youth's case plan. The IL/Transition Plan addresses the youth's current skills and describes what skills the youth will need to transition successfully out of the foster care system. The following topics will be discussed at each CFT meeting and goals relating to each topic will be developed as appropriate: Education, Housing, Employment, Supportive Relationships, Money Management and IL related goals. The IL/Transition Plan document also gives prompts to the youth's family case manager or probation officer regarding legal documents, vital records and other procedures/processes that a youth should have in their possession/completed at the time of case closure (such as a photo identification card, social security card, registering males for selective service, registering to vote, educational and medical records, completing credit report at 16 years, etc.).

The Child and Family Team meeting will be reconvened every 6 months that the youth is in foster care in order to ensure that the goals and plans are still appropriate for the youth. There is an additional IL/Transition Plan developed 90 days before the youth turns 18. This meeting portion of the IL/Transition Planning focuses on continued insurance coverage after the youth

turns 18, ensuring that the youth is in possession of all legal documents that will be needed once they are no longer in foster care and disseminating information related to the Advance Directives.

The transition planning process is an opportunity to support the youth in building a plan for the future as well as determining if the Collaborative Care Program is appropriate for the youth. Bringing together all those involved in the youth's case with their knowledge and resources is advantageous in helping the youth develop and carry out his/her IL/Transition Plan. Many tools are available through the DCS website and ICWIS that can be utilized during the transition planning process. An example of such a tool would be the budget worksheet, which may be used to determine if the youth has a viable plan based on possible earnings and expenses. Guidance should be provided by the youth's informal and formal supports to assist the youth in carrying out his/her decisions.

For youth attending post secondary education, the youth's IL/Transition Plan must include an educational plan, record of completion of required applications for college, SAT or ACT tests, and financial aid forms (FAFSA). It also must include and a plan to provide support during post secondary educational attendance including, but not limited to, social supports, housing, childcare and tutoring. If the youth is not attending college, a plan for vocational training should be developed with documentation of the plan included in the case plan.

Plan for 2013: The policy and associated services will continue in 2013. In addition, once the Older Youth Services are implemented a member of the Older Youth Services Team will join the Child and Family Team meeting at age 17 to discuss NYTD and Collaborative Care options (see page 17 of the Older Youth Services Service Standard for details, last full paragraph on this page).

2. Help youth receive the education, training, and services necessary to obtain employment

Identified youth will receive formal public or private education, GED services, vocational training, and other skill-related services that are unique to that individual in order for them to develop skills needed to seek employment. Service providers should ensure that appropriate youth aged 16-21 are referred to WorkOne (Department of Workforce Development, DWD) to receive any service that is related to learning "soft" skills related to finding and maintaining employment; and, to become involved in programs that provide job/trade specific learning. In most regions WorkOne will be able to provide older youth with GED classes and testing, vocational training, resume writing and job search skills. Older youth who are receiving IL services and have an Individualized Education Program (IEP) may be referred to Vocational Rehabilitation rather than WorkOne. Family case managers in conjunction with the youth's IL service provider will ensure that the youth receives vocational services and education and training that is necessary to successfully complete vocational training programs, either directly (where the service through WorkOne is not available) or by referral.

Employment is an outcome area identified in the Older Youth Services Service Standards, please see page 34-35 for details outlining Core Competencies, Youth Outcomes, and Provider Responsibilities.

Plan for 2013: The above mentioned services and partnership between DCS and DWD will continue in 2013.

3. Help youth prepare for and enter post-secondary training and educational institutions

Employment is an outcome area identified in the Older Youth Services Service Standards, please see page 31-33 for details outlining Core Competencies, Youth Outcomes, and Provider Responsibilities.

Plan for 2013: The above mentioned services will continue in 2013.

4. Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults

Research shows that outcomes are less favorable for youth who leave foster care without a stable family or close, caring adults to provide them with love, support and a safety net. Indiana Older Youth Services address this in supporting authentic youth-adult partnerships, relational permanency and supporting building positive social networks. These areas are addressed in the Older Youth Services Service Standards, see page 8-9.

In addition, Indiana has the Youth Connections Program, which serves foster youth ages 14 through 18 who express that they no longer desire to be adopted. The goal of Indiana's Youth Connections Program is to ensure that all youth aging out of foster care have a permanent relationship with at least one committed, caring adult who provides guidance and support to the youth as they make their way into adulthood. Youth Connections Program specialists work in partnership with the youth, Family Case Managers, Independent Living workers, group home staff and others to identify eligible youth, find committed, caring adults for the youth, and solidify and support those connections so that they are maintained after a youth ages out of foster care. Once a connection is made between a youth and committed, caring adult, the specialist will provide resources and supports to that relationship for 3 to 6 months, and then work with the family case manager to ensure that the relationship is supported and maintained beyond that time.

Guidance and support by a committed, caring adult may include, but is not limited to:

- A home for the holidays
- Someone for the youth to talk to about their problems
- Help finding housing, educational opportunities, and/or a job
- Assistance with money and household management
- Assistance with health issues, relationship counseling, and/or babysitting if the youth is a parent
- Advocacy, motivation, mentoring

- Emergency cash
- A place to do laundry, use a computer or phone
- A link to community resources and social activities
- Transportation, clothing, occasional meals

Plan for 2013: The above services will continue in 2013. In addition the Youth Connections Program is expanding.

5. Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18-21 years of age to complement their own efforts to achieve self-sufficiency and to assure that program participants recognize and accept their personal responsibility for preparing for and then making the transition into adulthood

Youth ages 18-20 who have not reached their twenty-first birthday and who have left foster care will be offered guidance on financial issues, assessment services, housing, health care, counseling, employment, education opportunities and other support services that are unique for the development of self-sufficiency (see Broker of Services matrix, page 31-44 for detailed core competencies/youth outcomes and provider responsibilities). Youth leaving foster care or former foster youth requesting CFCIP independent living services must participate on a voluntary basis and sign an agreement with the service provider for case management services. This agreement outlines the services to be provided, the length of time expected for the service, and the plan for the youth's contribution. The youth must participate directly in designing their program activities, accept personal responsibility for achieving independence, and have opportunities to learn from experiences. In addition, the independent living plan must include an operational plan describing how the young adult is going to assume responsibility once assistance ends. See pages 27-30 for additional details regarding services offered to youth aged 18-21. The Education and Training Voucher section of this document applied to youth in this age range also.

Plan for 2013: The above services will continue in 2013. In addition to the above services, youth will have the ability to re-entry foster care through the Collaborative Care program.

6. make available vouchers for education and training, including postsecondary education, to youth who have aged out of foster care

The Department of Child Services is committed to improving educational outcomes of foster youth by providing support in educational and post secondary training programs. The federally authorized Education and Training Voucher (ETV) program will allow Indiana to strengthen its efforts toward assisting former foster youth to complete educational goals and/or post secondary training programs. The ETV program offers transitioning youth the financial and supportive assistance that they need. Youth in the foster care system have varied capabilities and needs as they approach the age at which they are expected to become independent of the system. This program will allow those needs to be addressed in a manner that is conducive to their ability and wishes. Youth may choose to earn a bachelor's degree, a vocational certificate, or obtain training that will enable them to obtain employment to meet their financial needs.

The Education and Training Voucher (ETV) is an annual federal grant provided to states to fund youth who have aged out of the foster care system and who are enrolled in college, university and vocational training programs. Students may receive up to $5,000 a year based on their cost of attendance. They must enroll before their 21st birthday and may continue to receive support until age 23. Funds may be used for tuition, dorm fees, books, student loan repayments and qualified living expenses.

Basic requirements are as follows:

- Youth must be in foster care, adopted from foster care after age 16, or aged out of foster care.
- For most states, youth must be aged 18-20; however the age requirement varies by state.
- Youth must have a high school diploma or GED.

Youth must be accepted into or enrolled in a Title IV, accredited college or vocational/technical training program. Each state's ETV contact information is available on this website by clicking that state on the home page. Contact the individual state for detailed information on eligibility.

Plan for 2013: The above services will continue in 2013.

7. Provide services to youth who, after attaining 16 years of age, have left foster care for kinship guardianship or adoption.

Indiana has added the following to the target population for Older Youth Services Service Standards:

> Youth age 16-21 that left foster care after obtaining 16 years of age for kinship guardianship or adoption.

See Older Youth Services Service Standard for details regarding services offers, core competencies, Youth Outcomes, Provider Responsibilities.

Plan for 2013: This target population will continue to be eligible for Older Youth Services in 2013.

8. coordinate with other Federal and State programs for youth (especially transitional living programs funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974, abstinence programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies in accordance with section 477 (b)(3)(F) of the Act.

Also see Section b of this document. The Department of Child Services connects youths as appropriate to services offered through other Federal and State programs. The DCS website offers links and resources to youth who are aging out of care and need connected to these services. Links are found at: http://www.in.gov/dcs/2410.htm

In addition, the Department of Workforce Development and DCS have created a partnership to work more closely for in identifying youth that both agencies serve. DWD offers the JAG program for high school students. The Youth Services Coordinators from DWD and the Independent Living Specialists from DCS held a meeting to cross train on services each agency provides for youth aged 16-21. Each agency has agreed to on-going communication and to meet periodically to ensure the partnership is working well and benefiting the youth both agencies serve. The DCS also refers appropriate eligible youth to Vocational Rehabilitation programs.

The DCS has a good working relationship and a MOU with the Bureau of Development Disabilities.

The DCS has also worked to develop a working relationship with the Indiana Housing and Community Development Association (IHCDA). DCS has been supportive of housing that has been funded by IHCDA and the Corporation for Supportive Housing (CSH) that has focused on former foster youth. The Willard Park project was the first such project in Indiana.

Willard Park
Connected By 25 has addressed one of the most detrimental barriers facing youth who are transitioning out of foster care: housing. In partnership with Riley Area Development, Newport Indiana, Corporation for Supportive Housing, and Indiana Housing Community Development Authority, the Willard Park Revitalization project will make a total of 30 units available for youth aging out of care and those who are currently homeless. Connected By 25 and participating direct service providers provide case management services, ensuring that tenants have the resources needed to be successful. The neighborhood also includes a new resource/drop-in center, providing a computer lab, library, and office space for the independent living specialists, visiting nurses and visiting legal services, as well as many more supports to help these young people succeed.

Indiana has changed the role of the Independent Living provider to be more of a broker of resources role. This new role allows the service provider to identify all local resources that a youth aging out of the foster care system might utilize.

Plan for 2013: All of the above will continue in 2013. In addition, DCS will lend support to the additional housing projects that focus on former foster youth that work with IHCDA and CSH.

<u>e. Help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for IL, consistent with section 477(b)(3)(D) of the Act.</u>

Communication within the Department of Child Services and between other child caring agencies is essential to assist the youth in foster care achieve self-sufficient independence. Independent Living Specialists hold quarterly IL meetings in each of their covered regions of Indiana. Chafee providers are required to attend the IL meeting for any region in which they are contracted. These meetings are used to disseminate changes to the IL program, introduce new

policies and practices, gather information about successes and obstacles encountered within the region, introduce collaborative opportunities with and general information about other agencies that may be able to assist foster youths make a successful transition, and provide support to those people with direct contact with foster youth.

Through the PIP process the Department of Child Services has required every FCM and FCM Supervisor to attend one IL meeting per year. These requirements ensure that the people who work directly with the older foster youth know and understand the services available. IL Specialists also make themselves available to provide the same IL Policy Training to other groups of stakeholders, including Chafee providers, CASA's, GAL's, Probation Officers, and foster parents.

IL Specialists will make themselves available to give presentations at conferences and gatherings for groups involved with the well-being of the foster youth. These groups may include IARCCA, Prevent Child Abuse, CASA Conference, Juvenile Justice Symposium, and IFCAA. Involvement in these conferences may also include or be limited to a visitation booth or table.

The Older Youth Services Team will produce a periodic Independent Living (IL) newsletter with links and helpful information related to serving older youth in foster care. The DCS has also developed brochures that have been given to most local DCS offices, public libraries, schools and social service agencies. Foster parents will continue to be informed of the CFCIP program through their training coordinators and in-service training. Residential facilities and Licensed Child Placing Agencies will continue to be provided information through the Independent Living newsletter also. Foster parents and residential facility staff are made aware of the IL program as they work with the youth toward independence through case conferencing. To reach youth adopted after the age of 16, the state has provided the IL information to the Adoption Specialists who will give out the information to anyone who may need it. In addition, IL Specialists will broadcast informational e-mails to the IL providers, DCS employees, and other appropriate organizations when learning opportunities, grant opportunities, and statewide efforts become available.

Within the next five years the Independent Living Program will investigate reinitiating the Independent Living Youth Conferences. In the past these conferences were contracted through the RFP process and organized by the contracted provider with input from the Youth Advisory Board. The IL Youth Conferences provided breakout sessions and panel discussions designed to teach the youth attendees and the adult supervisors about the issues that older youth in foster care encounter as they transition to life outside of foster care. The youth and adults were given many opportunities to network and make new connections that could benefit all parties.

Plan for 2013: All the above will continue in 2013. In addition, members of the Older Youth Services Team will be creating and presenting information on the new Collaborative Care program to any/all interested stakeholders.

f. Trust Fund program

Indiana does not use Chafee funds in this way.

g. Activities undertaken to involve youth (up through age 20) in State agency efforts
Youth in foster care are provided IL services at age 16 and are expected to participate in the IL/Transition planning process. The youth meets with the Youth's Child and Family team which includes the youth's family case manager, and can include any of the following: CASA/GAL, therapist, IL service provider, education partner, parents, and any other person significantly involved in the youth's life. This participation allows the youth to develop a program that best suits their future needs and ability to meet those needs with guidance of the treatment team. Developmental disabilities are taken into consideration as each youth makes plans for their future. Also see section c.1 of this document for additional details on the IL/Transition Planning Process.

The DCS Youth Advisory Board underwent a restructure in 2011-2012. The youth informed DCS they wanted more of a say directing the board, setting the agenda and projects. DCS listened and collaboratively re-wrote the YAB Service Standards.

The following is from the Youth Advisory Board Service Standards:
There will be one State Youth Advisory Board (YAB). Youth from each of the 18 regions will be selected to participate on the State YAB. Interested youth must submit an application to the YAB contractor/designee and be selected to participate.

The YAB is designed to give youth ages 16 to 21 (or 23 if youth is receiving ETV funding), the opportunity to practice leadership skills and learn to be advocates for themselves and others. Enhancing partnerships between youth and adults will be a direct result of a successful board. The goal(s) of YAB are to provide an avenue whereby youth in care can inform DCS staff, placement facilities, foster parents, policy makers, and the public on the issues that impact teens and young adults in the foster care system. Fostering YAB development and youth participation will also further enhance collaboration, cultural competence and permanent connections with other youth and adults as they engage in the YAB process. This program will also assist with preparing youth as they transition from adolescence to adulthood by recognizing and accepting personal responsibility.

The Youth Advisory Board will meet at the least 9 times annually. Meetings will include the following: (1) an orientation meeting and training for new members and as a refresher of the goals of the YAB as provided by DCS, the contractor selected to facilitate the YAB, and/or national consultants; (2) a discussion of ideas related to services provided to foster youth and develop recommendations to the State Older Youth Initiatives Manager or designee; and (3) a discussion about the YAB annual work plan and ways to implement this plan. The YAB will have the option to participate in one conference per year as a Board. The conference will be of the Board's choosing. YAB youth will participate in a preconference meeting with an overnight stay to finalize plans for participation in the conference. Youth will be encouraged by DCS and supported to participate in other conferences or DCS events occurring throughout the year and their involvement may exceed the nine prescribed annual meetings.

A childcare allowance of $25 per meeting will be available for any participating YAB member

that requires child care assistance for their children. For those with multiple children, additional amounts may be approved by DCS. Financial stipends of $30 will be provided to each YAB member participating in meetings as well as hotel expenses and meals for overnight stays. The State mileage rate will be made available for transporting the youth to the meetings. A stipend of $25 and hotel expenses will be provided for the youth's caregiver/transporter for overnight stays with the youth also. The cost of the hotel rooms cannot exceed the state maximum cost per hotel room. Sign-in sheets will be maintained for each meeting. They will be completed by the youth participants and include each participant's name, contact phone number, and address. The agenda for each meeting and minutes of the previous meeting will be provided to each board member prior to a scheduled board meeting.

DCS will provide access to conference calling capability, on occasion, to enable the YAB to continue to move their Work Plan forward, to meaningfully engage YAB members in planning activities and to further connections and relationship building among members and staff.
It is expected that participation on the Youth Advisory Board will:

- Balance each members' need for support and empowerment
- Encourage youth led initiatives
- Demonstrate clear, concrete, sincere appreciation of youth contributions
- Provide preparation to assist youth in assuming roles traditionally reserved for adults, for which they have no prior experience such as advocating for needs of youth in foster care, developing a "youth in foster care" handbook, developing a speakers group to educate community organizations on the needs of youth in foster care, serve as presenters at conferences, etc.
- Encourage participation in annual Mayor's conferences, annual child welfare conferences such as: The Adoption Forum, The Juvenile Judges Symposium and other educational forums.
- Allow for consistent opportunities to give structured feedback regarding the quantity and quality of services and supports provided to them in care and after they have aged out.
- Facilitate development of personal responsibility by ensuring that the youth participate in the planning and implementation of services at the individual level.
- Initiate opportunities for youth leadership and service development
- Provide an opportunity to learn from youth.
- Improve the quality of Older Youth Services by obtaining direct input and feedback from youth members that are receiving such services.
- Assist with the opportunity to develop or change public policy to improve lives of individuals and families involved in the system.
- Provide broad consultation to state child welfare administrators in the long-term implementation of the state plans and represent the voices of foster youth across Indiana.

In addition to the YAB, youth have a voice in the Connected By 25 Youth Board, see section b, for additional details.

Youth voice was a priority in creating the Collaborative Care program. Members of the YAB, the Connected By 25 Youth Board and other current and former foster youth were consulted with at multiple stages in the planning process to give input on the programs direction. Youth

reviewed and provided feedback on policy development as well as program structure. The name Collaborative Care was devised by a former youth. She stated, "let's call it Collaborative Care, as it's a collaboration between the youth and DCS". During the planning process, there were ideas that DCS presented to the youth that DCS did not pursue due to the feedback from the youth.

Plan for 2013: All above services will continue. In addition, the YAB leadership will focus on building regional youth boards that will feed information to the state YAB. The Collaborative Care program emphasizes youth voice at every decision point. See the Older Youth Services Service Standard for additional information.

h. Extension of Medicaid

The State of Indiana offers Medicaid services to former foster youths through Subtitle C, Section 121 of P.L. 106 – 169. The category for youth aged 18-21, is identified in ICES as MA 14 (this is not funded with Chafee funding). To be eligible under this category, individuals must be 18, 19, or 20 years of age and have been a ward in foster care on their 18th birthday. This includes children who were wards of the Department of Child Services and also delinquents who were wards of the court and placed by the court under the supervision of the Department of Child Services. Income standards are based on 200% of the Federal Poverty Level and there are no resource requirements. To apply for the extended Medicaid coverage youths must complete the Medicaid Foster Care Independence Program application and submit it to the local Department of Family Resources office. The DCS Medicaid Eligibility Unit assists with ensuring this paperwork is completed and submitted in a timely manner.

Plan for 2013: Category MA14 will continue to be available for youth who age out of foster care.

i. Indiana Tribe consultation

Indiana no longer has a federally-recognized Indian tribe in our state, as the Pokagon Band of Potawatomi Indians officially moved its tribal organization to Michigan. Nonetheless, the Department of Child Services has made efforts to facilitate a tribal consultation plan.

Education and Training Voucher Program:

a. Program Service Description

The Indiana Department of Child Services (DCS) will make available funds for the Education and Training Voucher (ETV) Program through a contracted service provider as funds are made available from the federal government.

The following youth meet DCS eligibility requirements for ETV assistance:

1. A youth in foster care who is between age 17 and 18 and is not enrolled in secondary school, who has earned a General Equivalency Development (GED), Vocational Certificate, or has a high school diploma;
2. A youth who turns age 18 while placed in foster care;
3. A youth adopted or placed in guardianship from foster care after his or her 16th birthday;
4. A probation youth, adjudicated delinquent in foster care (out-of-home placement,

other than detention, ordered by the juvenile court) on his or her 18th birthday and had a case plan identifying Independent Living (IL) needs;

5. A youth participating in the ETV program on his or her 21st birthday may continue until he or she turns 23 years of age. The youth must be enrolled in a post-secondary education or training program and be making satisfactory progress toward completion of that program; and
6. Eligible youth must have been accepted into or be presently enrolled in a degree, certificate, or other program at a college, university, technical, or vocational school. If a youth is currently receiving funds and enrolled, the youth must show progress towards that degree or certificate.

Funding Available

Eligible Indiana youth may access *up to* $5,000.00 per academic year, not to exceed the cost of attendance (see Related Information), to help with the cost of post-secondary education, college, or vocational training programs. These funds are to supplement the youth's own efforts in obtaining their education.

As such, students *must* file a FAFSA for every academic year *and* must complete the school financial aid paperwork before submitting an application to the ETV program.

Eligible Indiana youth may receive ETV assistance while attending in-state and out of state schools.

Funding For ETV Will Be Made Available In the Following Manner:

1. **Tuition and fees** will be paid before any other funds are expended for a youth;
2. A **computer and printer** may be purchased, but students are limited to a single request; however, there may be exceptions for extreme cases and additional requests will be reviewed on a case-by-case basis. The current contracted service provider has determined several computer packages, allowing students to chose the laptop best suiting their needs;
3. For youth living off campus, **housing expenses** will be paid to the landlord when the youth provides a copy of the lease. <u>If the youth does not provide a lease agreement, he or she cannot be provided with funds for housing.</u> Rent checks will be made out to the landlord and sent to the youth;
4. The youth may request funds for **student health insurance** by providing the completed school insurance form to the contracted service provider's office. Payment will be sent to the insurance carrier;

   Note: Youth who turn 18 while in foster care are eligible to receive MA 14 Medicaid.

5. **Childcare expenses** can be reimbursed. The youth will need to indicate wanting assistance with this expense on the ETV application; and
6. At the beginning of each semester, funding for books and supplies may be requested by providing a dollar amount on the ETV application of the **items** needed. Funding can be provided as long as funds are available.
7. Student loans accepted through the schools' Financial Aid Office can only be paid for by ETV during the same enrollment period (i.e., semester, quarter, trimester, etc.) in which the loan was taken out . Youth must indicate this assistance on the ETV

application with a dollar amount.

8. Cell phones can be funded as a living expense through the ETV program if the applicant is not eligible for Voluntary Services. The funding amount will be reevaluated annually and capped based on the average cost of a cell phone plan including unlimited data, text, and talk, offered by most major carriers.

Students Responsibility for Receiving ETV Funding

1. A youth must fill out the renewal application every year at www.indianaetv.org as long as he or she is making satisfactory progress in school and has not reached his or her 23rd birthday;
   a. A youth must fill out an initial (full) application if they are applying for ETV funds for the first time or have transferred to a new school. Otherwise they will fill out the renewal (abbreviated) application.
   b. All youth must have a current email address as much of the program's correspondence will be via email. E-mail accounts should be obtained prior to applying for ETV funds.
   c. Youth personally receiving ETV checks must have a personal checking or savings account in order to cash the ETV checks received for services.

2. A youth must send ETV his or her official transcript at the beginning of each academic year and an unofficial transcript before the next funding period and maintain a 2.0 grade point average (GPA) each semester to remain in good standing with the program. Otherwise:
   a. If the youth's GPA is below a 2.0, he or she will be required to develop an academic progress corrective action plan and will be given one (1) semester to improve his or her GPA. However, the youth can remain funded during the first semester/term in which he or she falls below 2.0
   b. If the youth's GPA remains below a 2.0 for the following consecutive semester/term, funding for the next period will be suspended until the youth brings the semester GPA above a 2.0, and
   c. If the youth lost ETV funding because his or her GPA was too low, the youth may stay in school and pay for his or her own expenses, raise his/her GPA, and reapply for ETV funding using the renewal application unless they have transferred school; in that event they will need to reapply for ETV funds using the full application.

3. If a youth consistently drops classes, developing a history going from full-time to part-time status, the contracted service provider has the flexibility to adjust funding accordingly;
4. If a transcript is not provided, funding must be put on hold until the youth provides his or her transcript and continued eligibility can be determined;
5. Any youth who has eligibility determined initially will continue his or her eligibility throughout the program as long as the youth provides the required documentation to the contracted service provider and maintains a 2.0 GPA each semester; and
6. Any youth that was deemed eligible at age 17 will be considered "temporarily eligible" and will have eligibility re-determined at age 18 by filling out an initial ETV application.

Academic Progress Corrective Action Plan;

When a youth drops below the required semester GPA of a 2.0, the youth will be given one (1)

semester to bring his or her GPA back up to 2.0 or above to remain eligible for ETV funding. During this time, the youth will be required to communicate with ETV to identify campus resources to assist them learn:

1. Time management skill;
2. Effective study skills and how to access campus resources, including but not limited to math and writing labs, study groups, and campus academic support programs; and
3. Effective communication with professors.

The youth must submit his or her plan for improving grades to their regional ETV specialist (http://www.indianaetv.org/Contact.aspx) identifying student support services he or she will be accessing on the campus and one (1) major goal for the semester; explaining how he or she plans to use time wisely; and providing ideas about how he or she will improve study habits and test taking skills. Failure to comply, or if a youth's GPA remains below a 2.0 GPA for more than two consecutive semesters/terms may result in a loss of ETV eligibility.

Cost of Attendance

The cost of attendance is the total amount of money it will cost a student to attend a school for the fall and spring semesters. Each youth may access *up to* $5,000, not to exceed the cost of attendance. This is calculated differently at each college, university, or trade school. The cost of attendance is calculated using actual figures (not estimates) for the following:

1. Tuition/fees (hours enrolled including full time, 3/4 time, 1/2 time, or less than 1/2 time);
2. Room and Board (on campus, off campus in own apartment or shared housing, off campus with parents);
3. Books/Supplies;
4. Personal (including clothes, personal items-each university figures this differently);
5. Transportation (each university figures this differently);
6. Day care and computers are not automatically included but can be allowed. Students have to ask for this to be included;
7. Student Health Insurance (not always included); and/or
8. Expected family or youth contribution, or if the student has independent student status (foster youth).

Standard amounts regarding where the youth is living is based on self-report. If the youth needs the personal and/or transportation costs increased, the school will ask for receipts to document how much has been spent in each area to justify the additional costs. If day care, computers, or student health insurance are needed, the student must check to see if these items were included in the cost of attendance. If not, the youth can request that the items be included, which could raise the cost of attendance for the youth potentially increasing the amount of funds available.

Collaboration and Program Support

In May of 2011, DCS selected a new ETV vendor, United Way of Central Indiana's Connected By 25. Connected By 25 began providing ETV services on July 1, 2011. Information regarding the ETV program will be posted on the Indiana Department of child Services website (www.in.gov/dcs/ChafeeIndependentLiving.htm) which includes other resources as well. The ETV website (www.indianaetv.org) also hosts a resource page.

The Connected By 25 program has three ETV Specialists to assist students with post-secondary needs. These specialists live in Indiana and make regular visits to college campus across the state to meet with students and to provide education to the financial aid offices at colleges and universities that ETV youth attend. In addition, ETV youth can access support via the Connected By 25 ESP! (see section b of this document for details on ESP!).

Progress to expand or strengthen the State's postsecondary education assistance program

Indiana has tried several methods to strengthen the State's postsecondary education support to current and former foster youth:

- DCS held discussed with leadership at Ivy Tech Community College. The leadership referred us to meet with the regional leadership.
- DCS lent support to expand the Indiana Guardian Scholars program. DCS brought key stakeholders (Guardian Scholars leadership, Ivy Tech Community College-East Central Region leadership, Connected By 25 leadership) to the table to discuss ways to expand this post-secondary support program targeted towards current and former foster youth. This resulted in the Guardian Scholars program submitting a funding proposal to USA Funds Foundation, which was not funded. The leadership at this program decided to pursue other options and not partner with DCS.
- DCS continued with the above Stakeholders, minus Guardian Scholars'. However, due to a leadership change at Ivy Tech Community College-East Central region, this Stakeholders group dissolved.
- Currently, DCS is focusing efforts on lending support to Connected By 25 to expand its work across the state. Post-secondary support is a component of Connected By 25s program model. This partnership has proved to be the most successful effort in this area thus far. There are two areas in Northern Indiana that are supportive of starting a Connected By 25 program in their communities. The Connected By 25 program is now the ETV vendor, thus strengthening this programs ability to focus on current and former foster youth pursuing post-secondary education statewide.

How is ETV Administered

The Indiana ETV program is administered by an outside vendor. Selection of this vendor was the result of a Request for Proposal that went through the Indiana IDOA process. Connected by 25 was the selected vendor for the state. The vendor is responsible for creating a funding matrix to fund ETV recipients, distributing funds, creating and maintaining a website for students to apply and submit application materials and for continued support of students.

National Youth in Transition Database

Indiana is participating in the National Youth in Transition Database and successfully submitted the required reports/data for all report periods. At the time the data was submitted there were no penalties associated with Indiana's data results. In the first reporting period Indiana had 380 youth turn 17 while placed in a foster care setting. These youth were asked to complete their survey by their family case manager or probation officer. The youth have the option of completing the survey by themselves or with another adult or trusted person. The youth may

complete the survey through a web portal with a username and password that is randomly assigned to them; or, they may complete the survey by hand and mail the completed survey to Indiana's NYTD helpdesk.

To gather data regarding the served population, service providers are asked to submit a monthly report through a web portal for all youth who are over the age of 16 and received IL services from the agency submitting the report. At the time that the providers submit the report they are to select any data elements (as defined by the federal government) that describe the services that were provided to the youth in question.
Guidance and support for family case managers, probation officers and service providers are given via email, the Chafee IL News Bulletin and by telephone. There is a DCS NYTD helpdesk email box and Indiana's NYTD and Special Projects Coordinator is available to answer emails and phone calls regarding the program.

The largest barrier that the department has run into implementing the NYTD program has been engaging probation officers throughout the state to have their youth complete the survey. Indiana's juvenile probation departments are county based rather than state based and therefore the probation officers are not held accountable to state requests.

In the future, Indiana would like to look into building their NYTD program through the following actions:

- Moving the individual serving as Indiana's NYTD and Older Youth Initiatives Coordinator into administrating the Indiana's NYTD program full time.
- Increase engagement and training efforts regarding the NYTD reporting requirements statewide.
- Work towards improving the accuracy and consistency of the reporting process for the served population.
- Further engaging youth in the development and implementation of Indiana's NYTD program. Indiana's Youth Advisory Board has given feedback regarding NYTD; including developing the motto "It's Your Choice! Use Your Voice!" and Logo. Additionally, the YAB has provided input regarding how best to engage the follow-up populations to complete surveys at ages 19 and 21.
- Building a NYTD panel that would be available to troubleshoot issues that arise with the web portal and youth surveys. This group will consist of stakeholders including: family case managers/supervisors, probation officers/supervisors, foster parents, current and former foster youth, IL service providers and representatives from LCPA agencies, group homes, institutions and emergency shelters.

XVII. Statistical and Supporting Information

a. Inter-country Adoptions

For FY2012, two (2) children entered Indiana custody as a result of international adoption dissolution. One adoption disrupted due to sexual perpetration to a child victim by the adoptive

father. The adoption agency was Hand in Hand, based out of Noble County. The child found permanency with adoptive grandparents and has since aged out (case is closed). A second adoption disrupted due to the family's inability to control the child. He became a ward and was placed in residential treatment. He was recently reunited with the adoptive family and the case closed.

b. Monthly Caseworker Visits and Visits in the Home for FY 2011 as of December 18, 2011

The Federal Monthly Caseworker Visits report shows monthly timely contacts using the federal definition for timely contacts. For the purpose of this report, if the placement ends due to runaway DCS continues to count the child until case status type is closed or a subsequent placement ended. A copy of the most recent report is included as Attachment H and reflects the following:

- The number of children in out of home placement for an entire calendar month – 15,775;
- The number of children in out of home placement for each and every calendar month they were in foster care – 15,096;
- The percentage of children in foster care who were visited during *each and every* calendar month—determined by dividing the number of children who were visited *each and every* full calendar month that they were in care by the number of children in foster care for at least one entire month during the Federal Fiscal Year – 95.70%; The percentage of visits that occurred in the residence of the child—determined by dividing the Total Home Visit Months with the Total Visit Months – 91.39%.

c. Education and Training Vouchers

ETV Awards

Academic Year 2010 - 11
331 youth received ETV funds

New Voucher Recipients
This information is not available at this time.

Estimated Number of ETV Vouchers - FY 2012
Expected number of youth to receive ETV award vouchers, **411**.

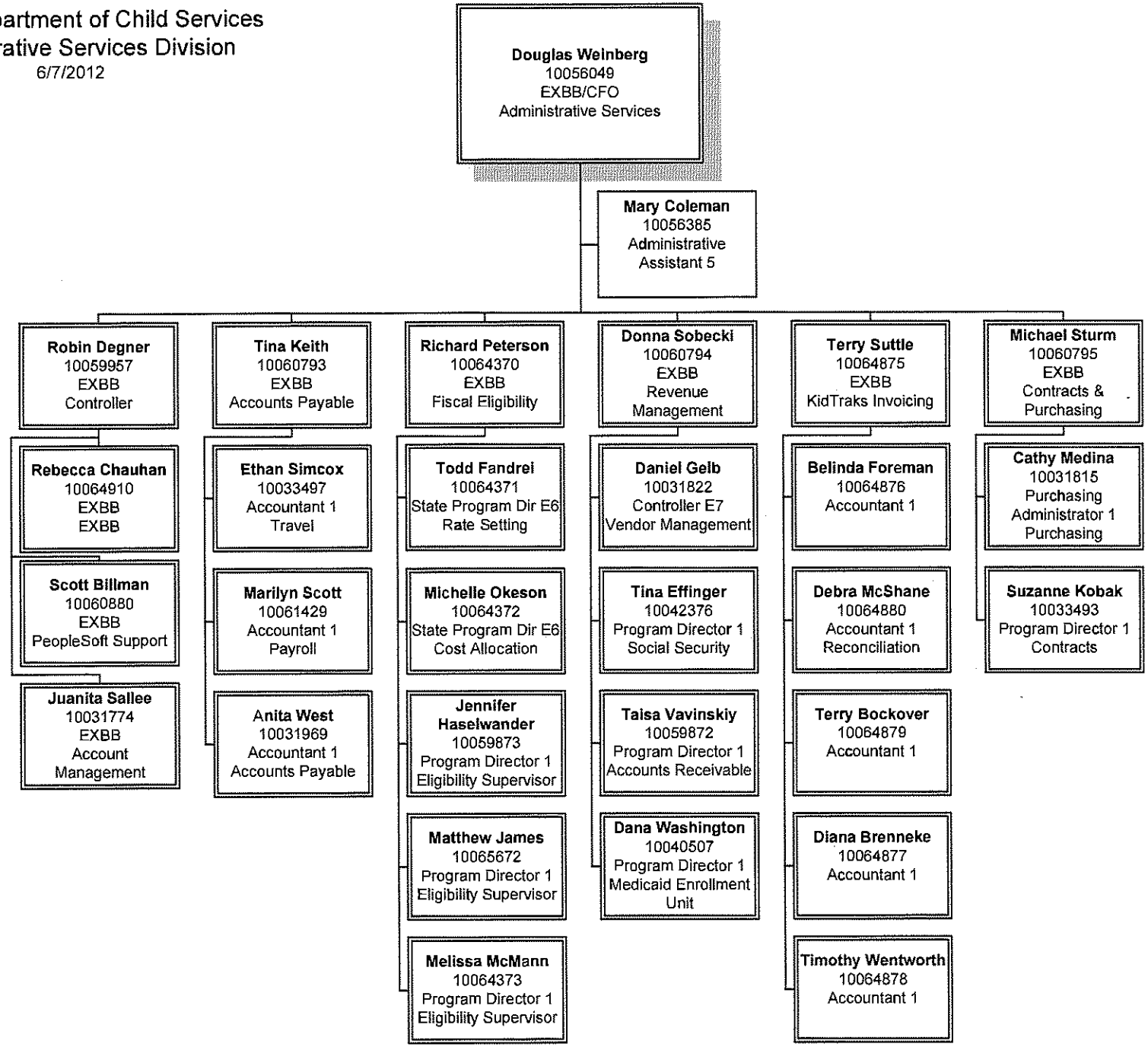
State of Indiana

Annual Progress and Services Report

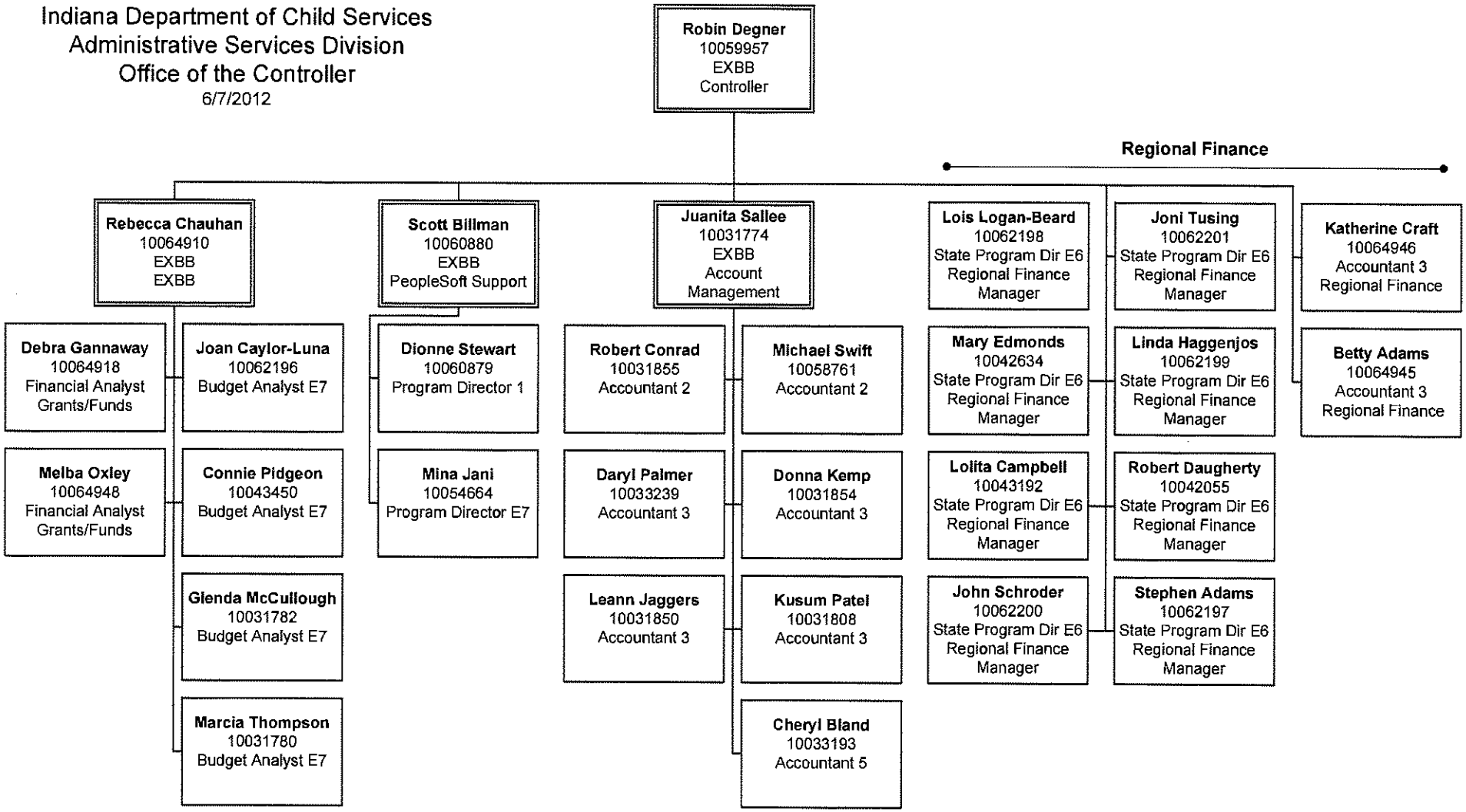
Attachment C

DCS Central Office Organizational Charts

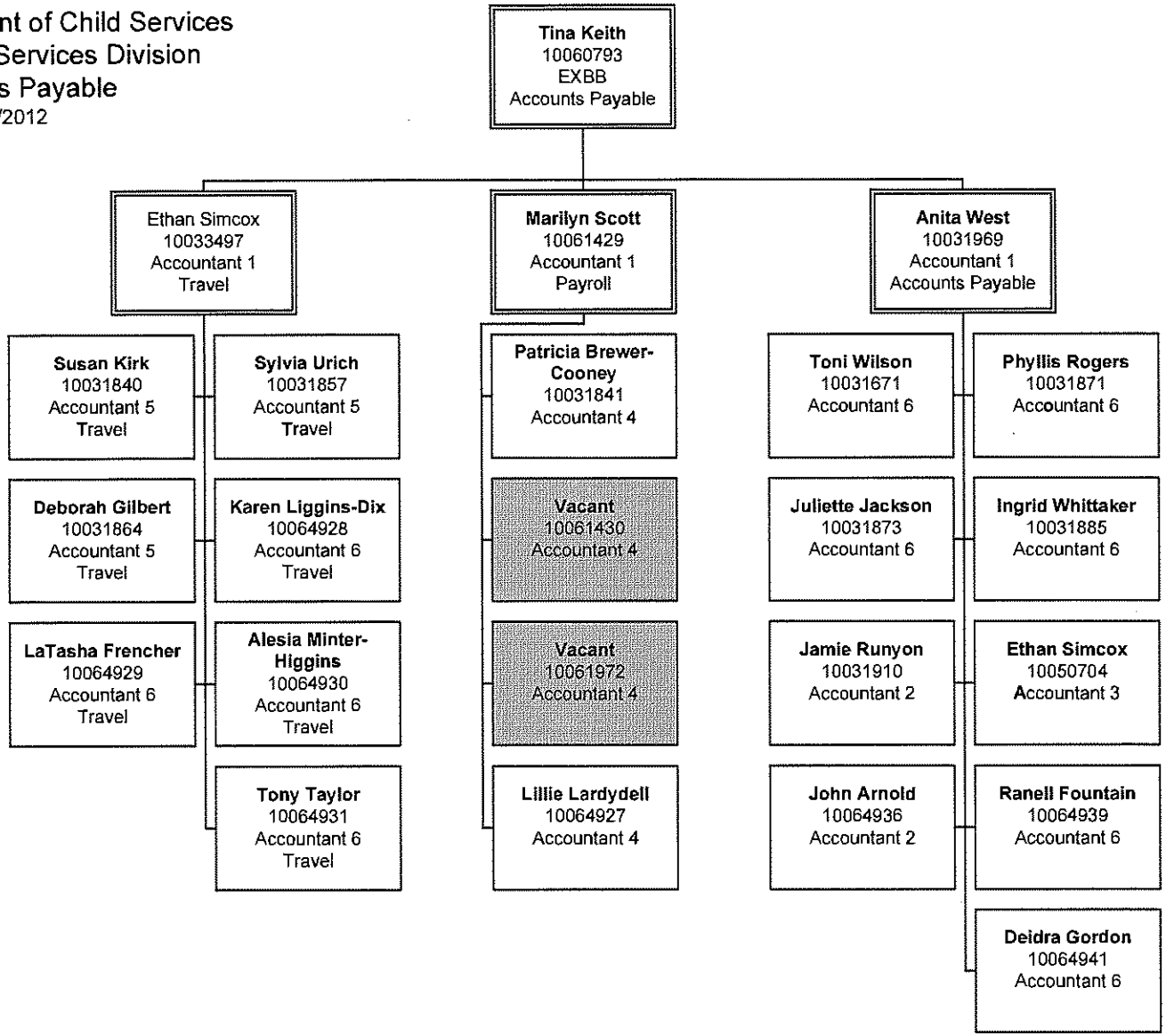
Indiana Department of Child Services
Administrative Services Division
6/7/2012



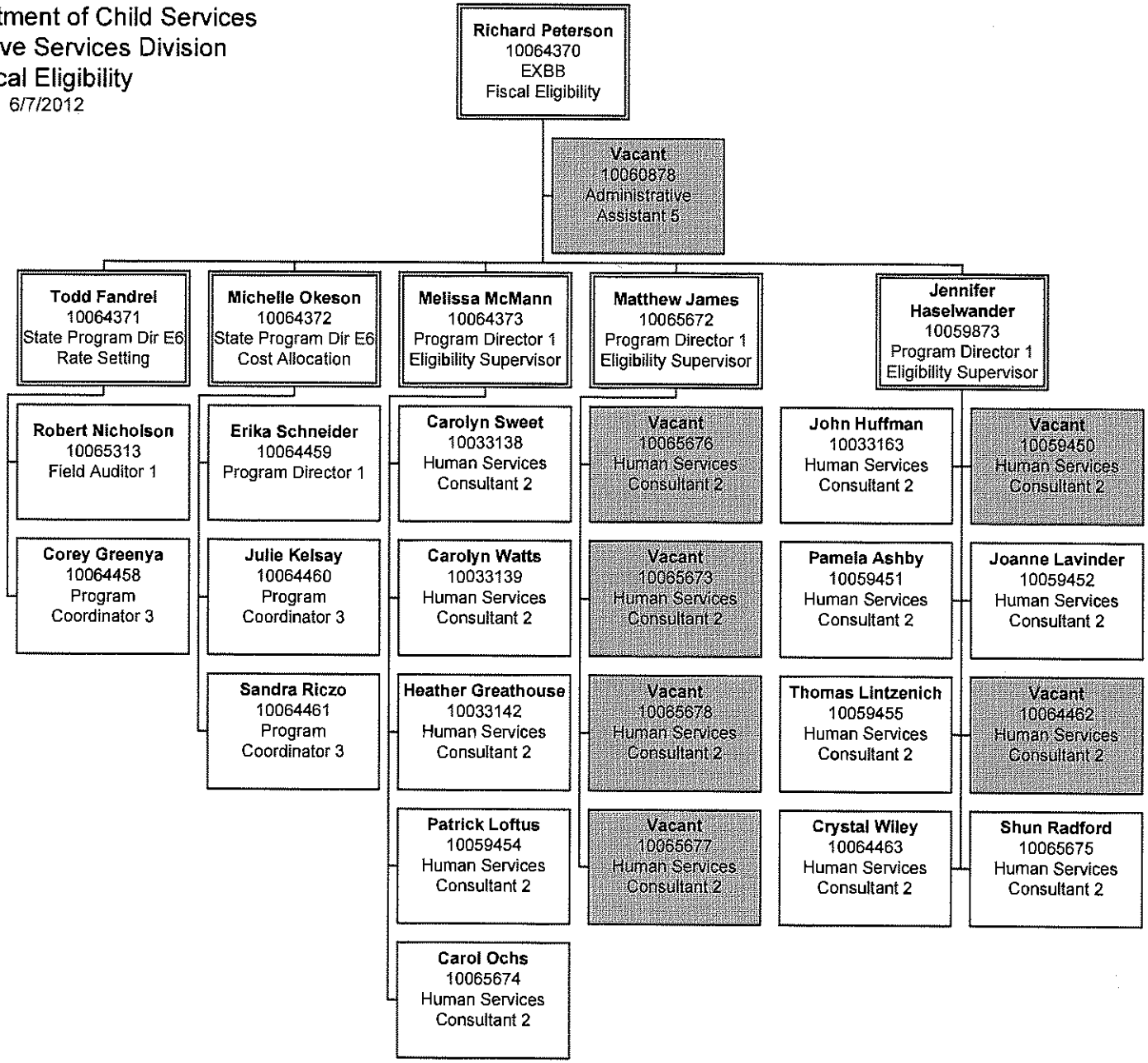
Indiana Department of Child Services
Administrative Services Division
Office of the Controller
6/7/2012



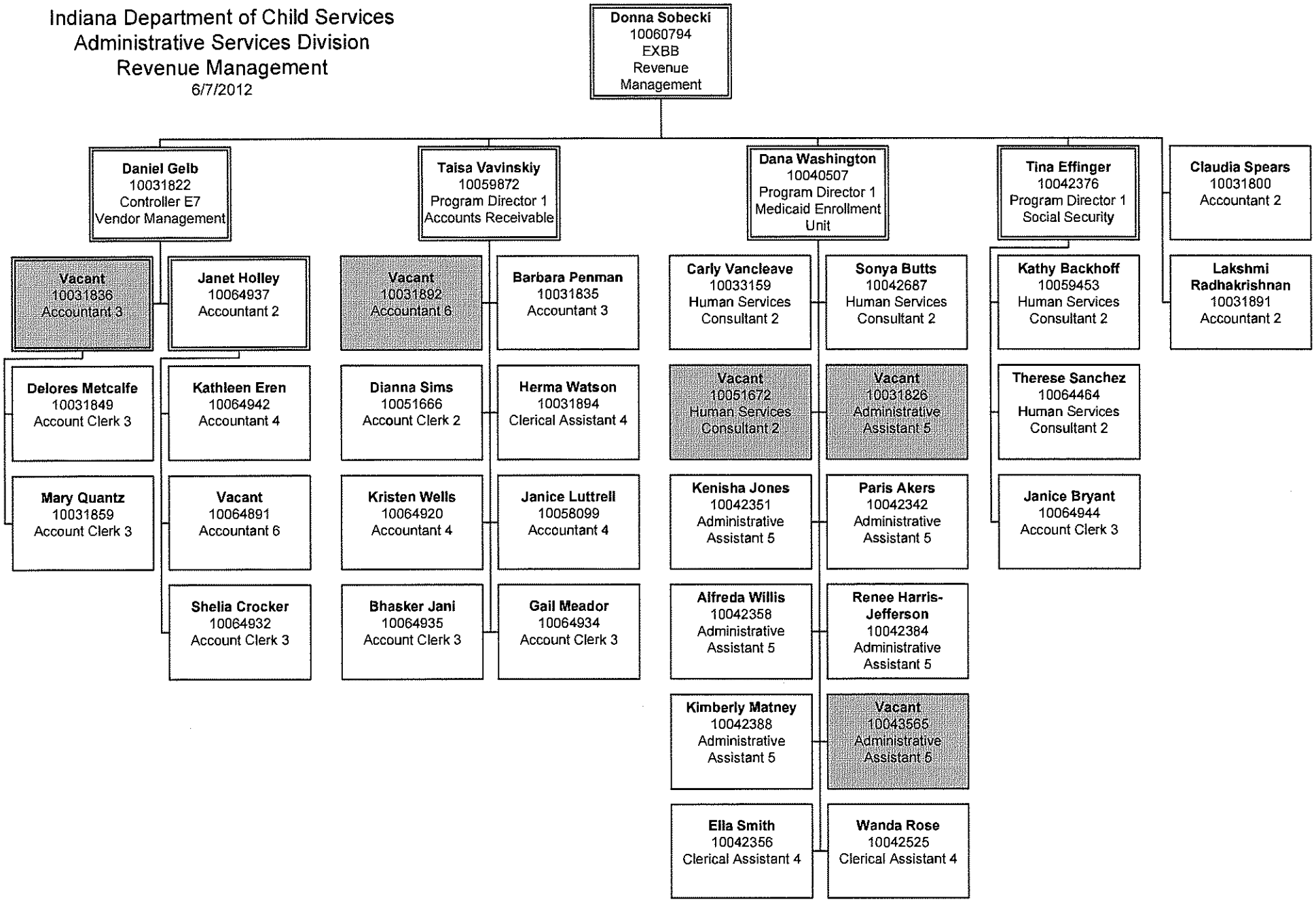
Indiana Department of Child Services
Administrative Services Division
Accounts Payable
6/7/2012



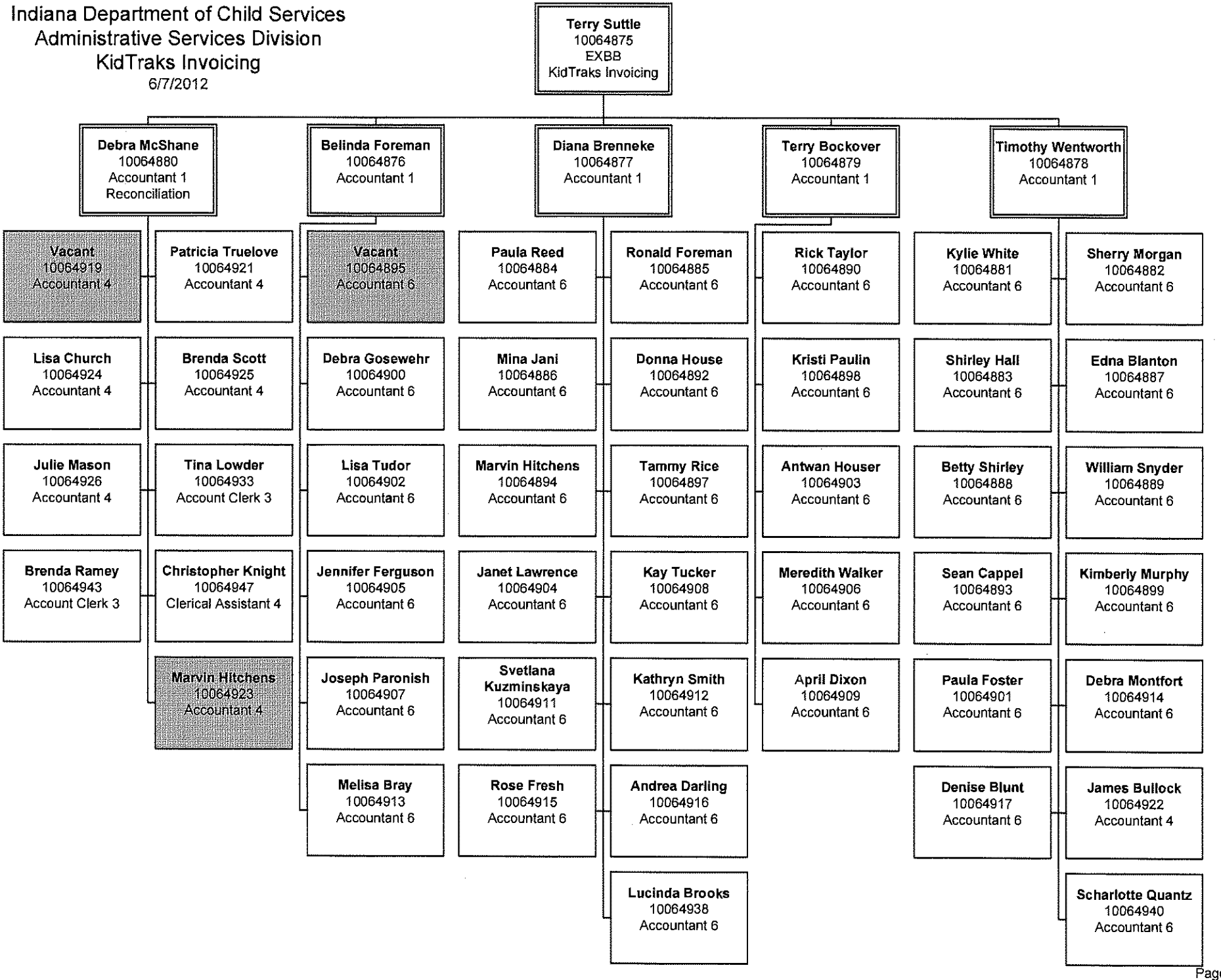
Indiana Department of Child Services
Administrative Services Division
Fiscal Eligibility
6/7/2012



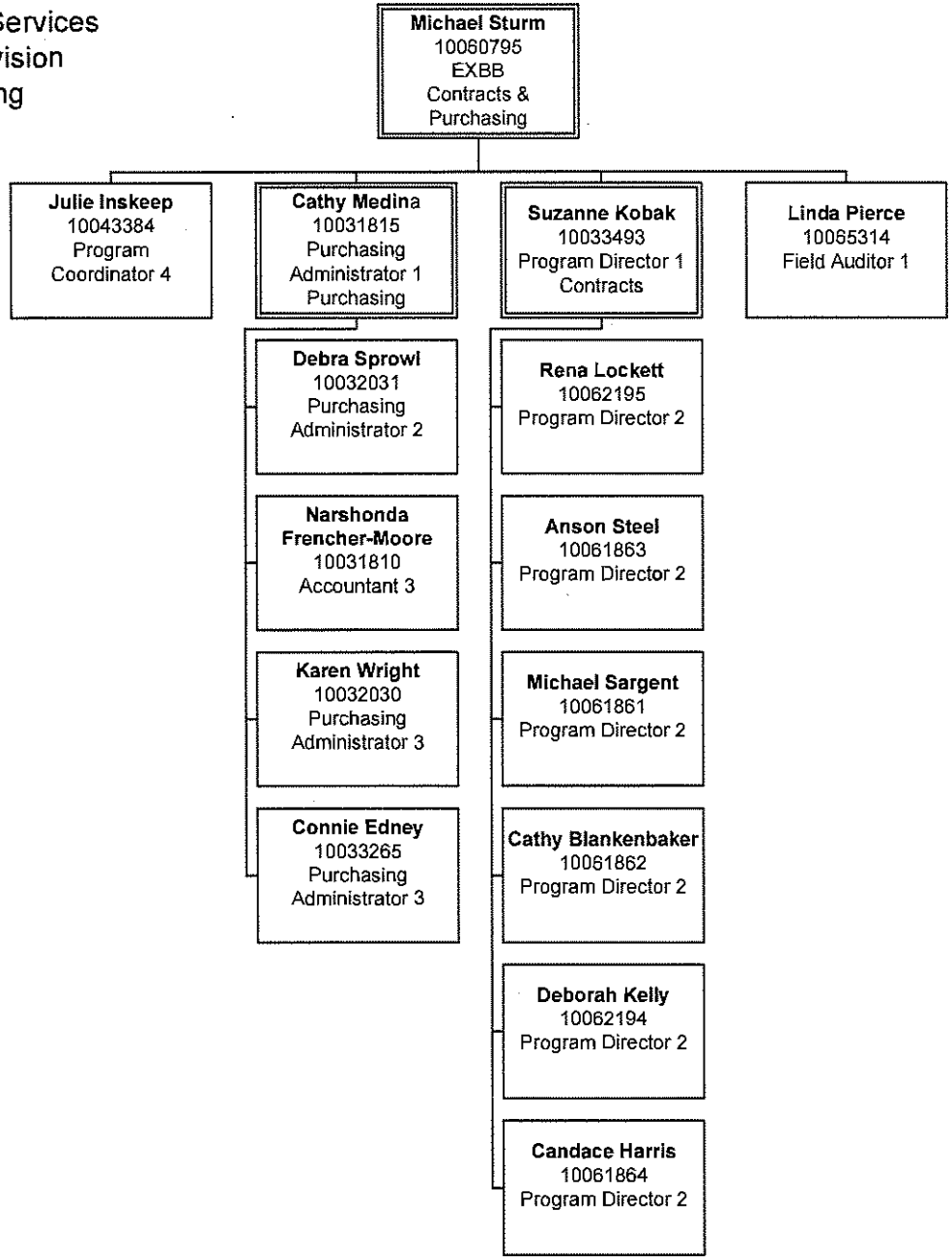
Indiana Department of Child Services
Administrative Services Division
Revenue Management
6/7/2012



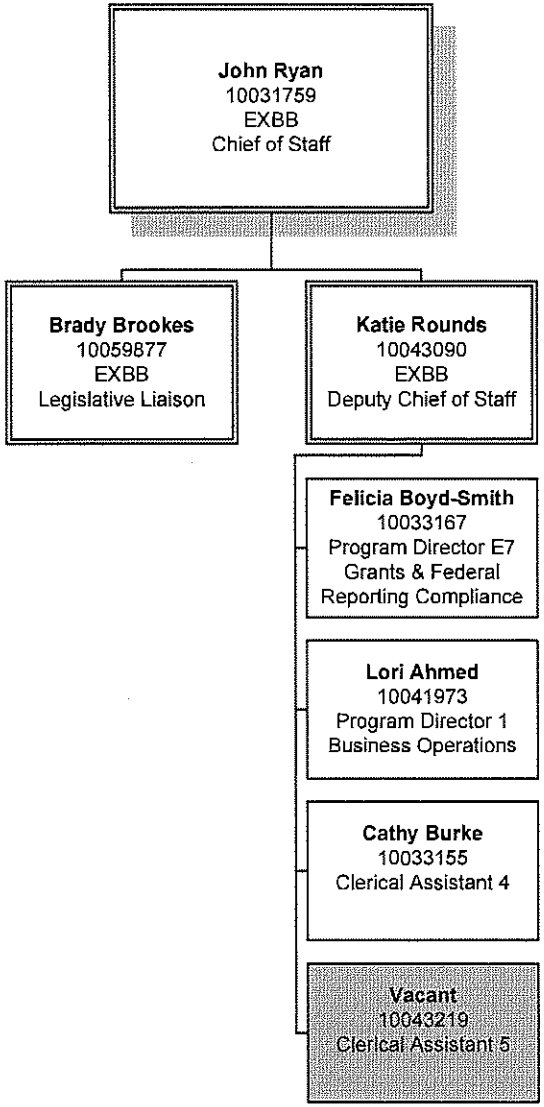
Indiana Department of Child Services
Administrative Services Division
KidTraks Invoicing
6/7/2012



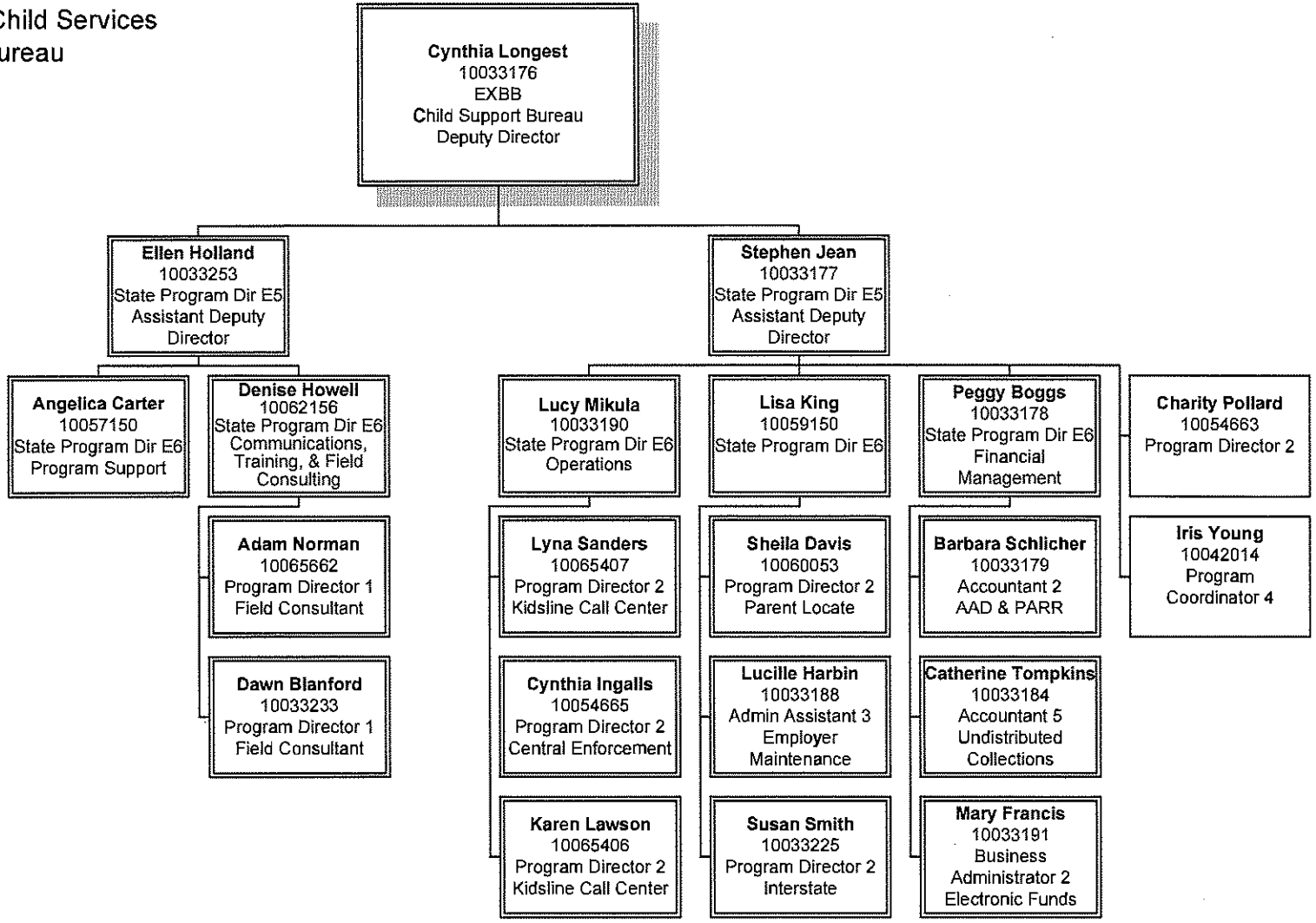
Indiana Department of Child Services
Administrative Services Division
Contracts and Purchasing
6/7/2012



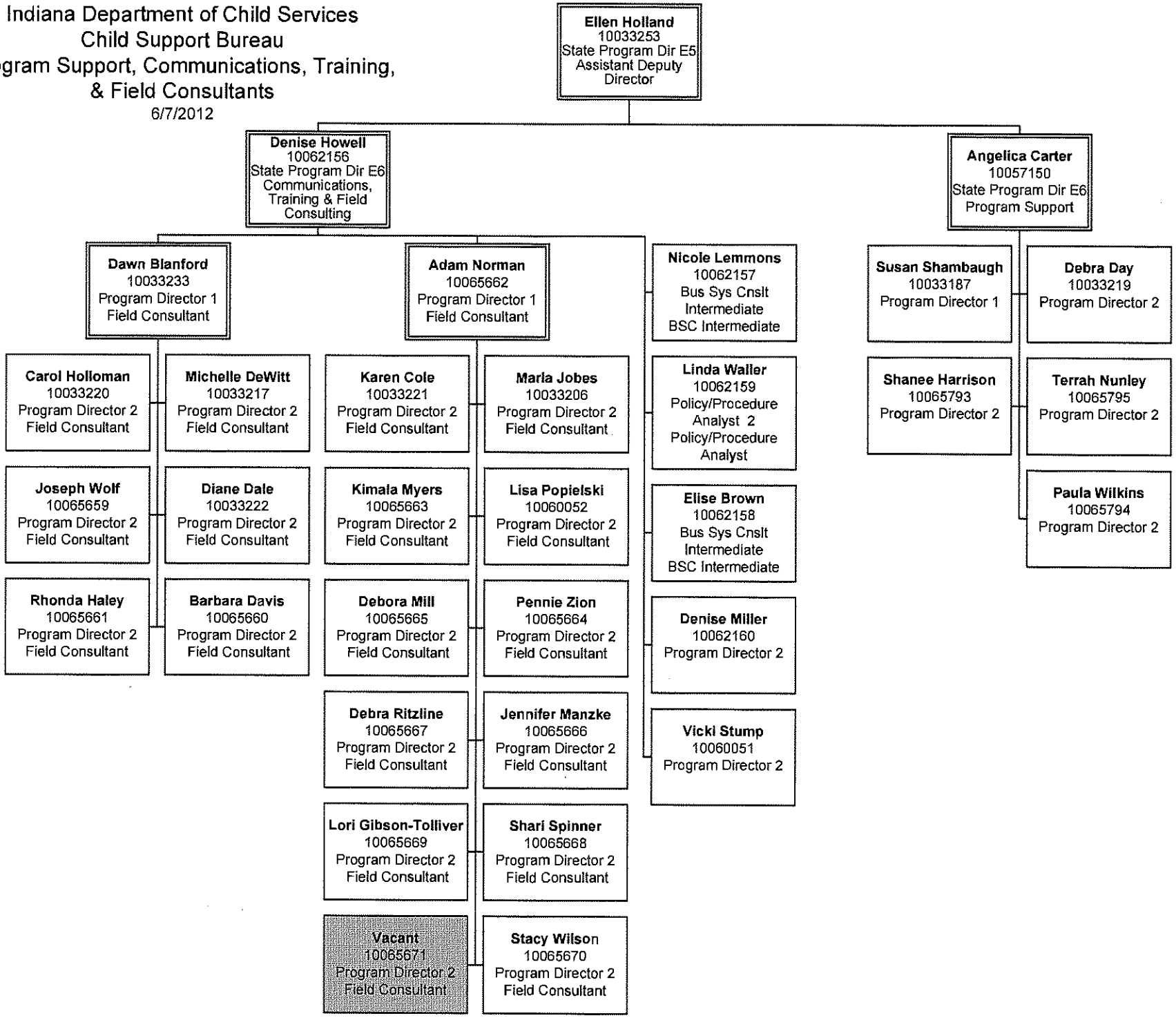
Indiana Department of Child Services
Chief of Staff
6/7/2012



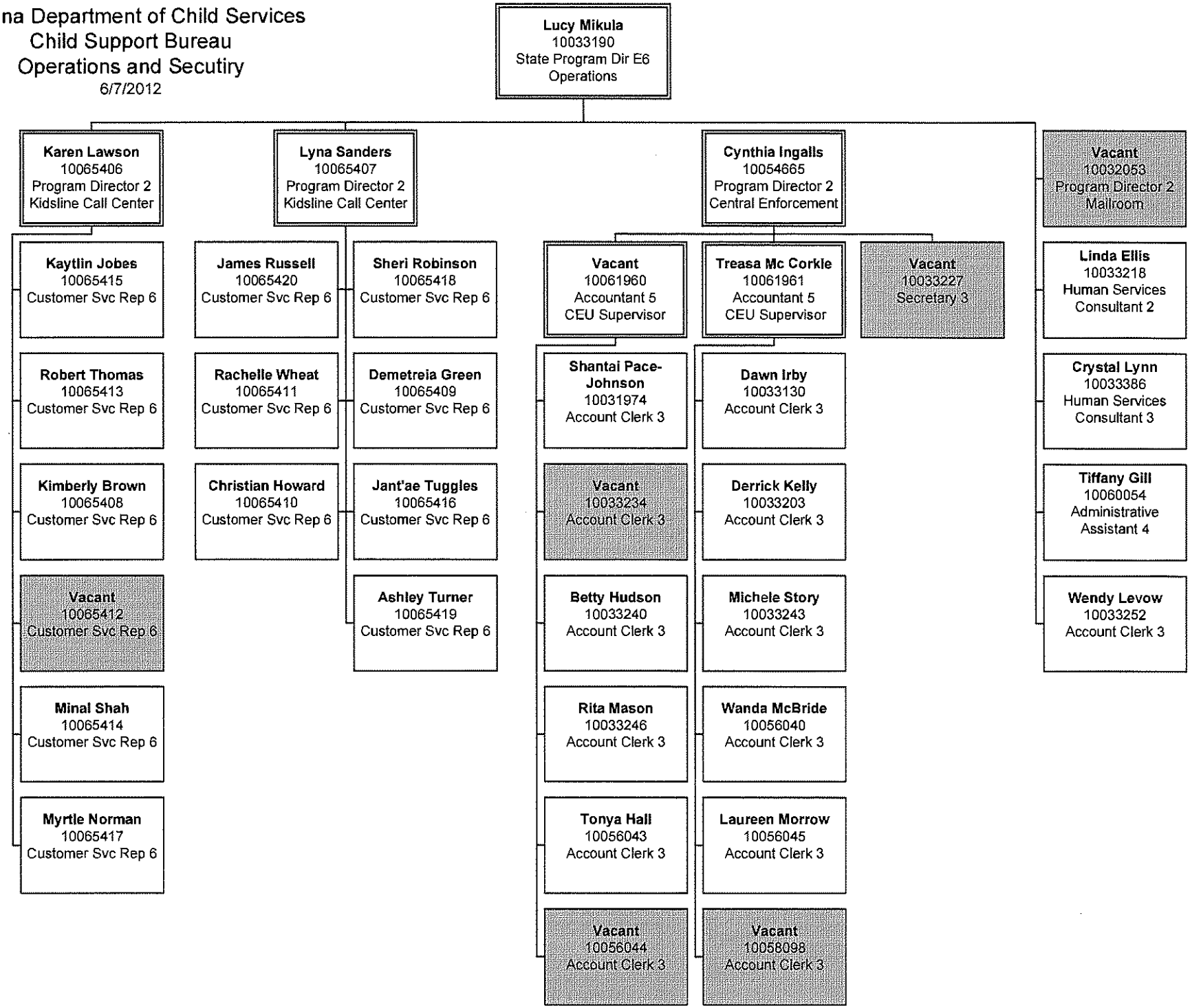
Indiana Department of Child Services
Child Support Bureau
6/7/2012



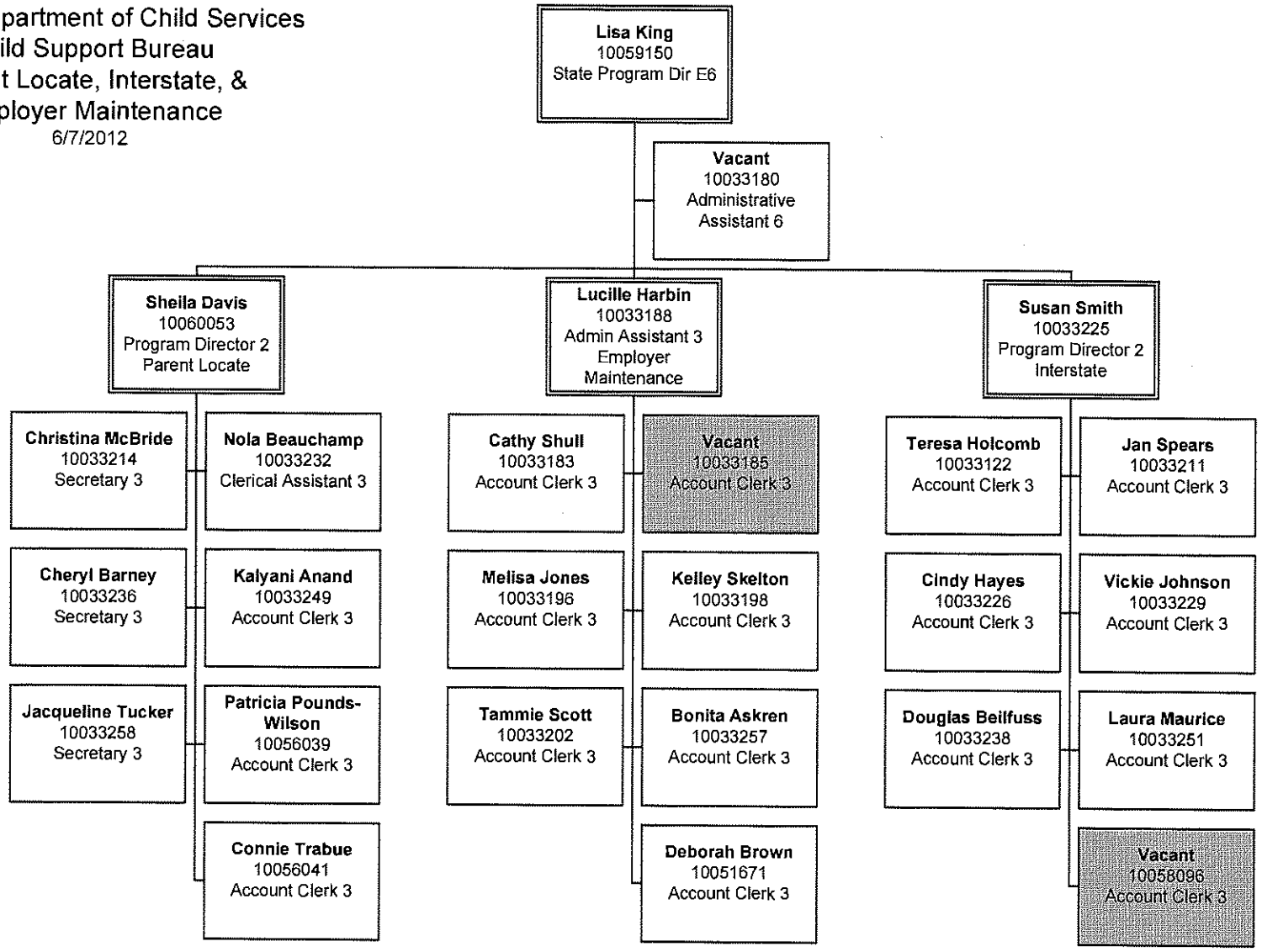
Indiana Department of Child Services
Child Support Bureau
Program Support, Communications, Training, & Field Consultants
6/7/2012



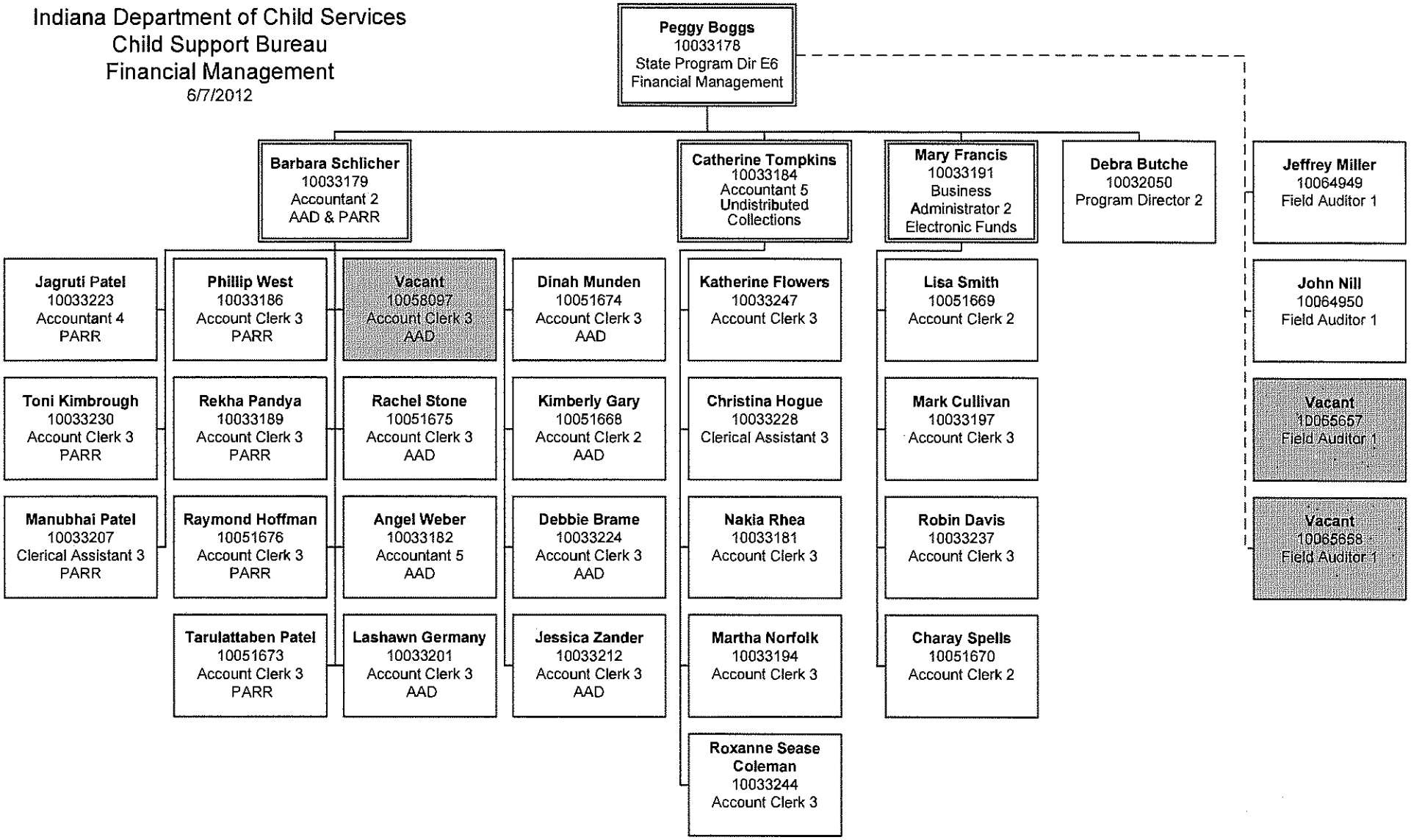
Indiana Department of Child Services
Child Support Bureau
Operations and Secutiry
6/7/2012



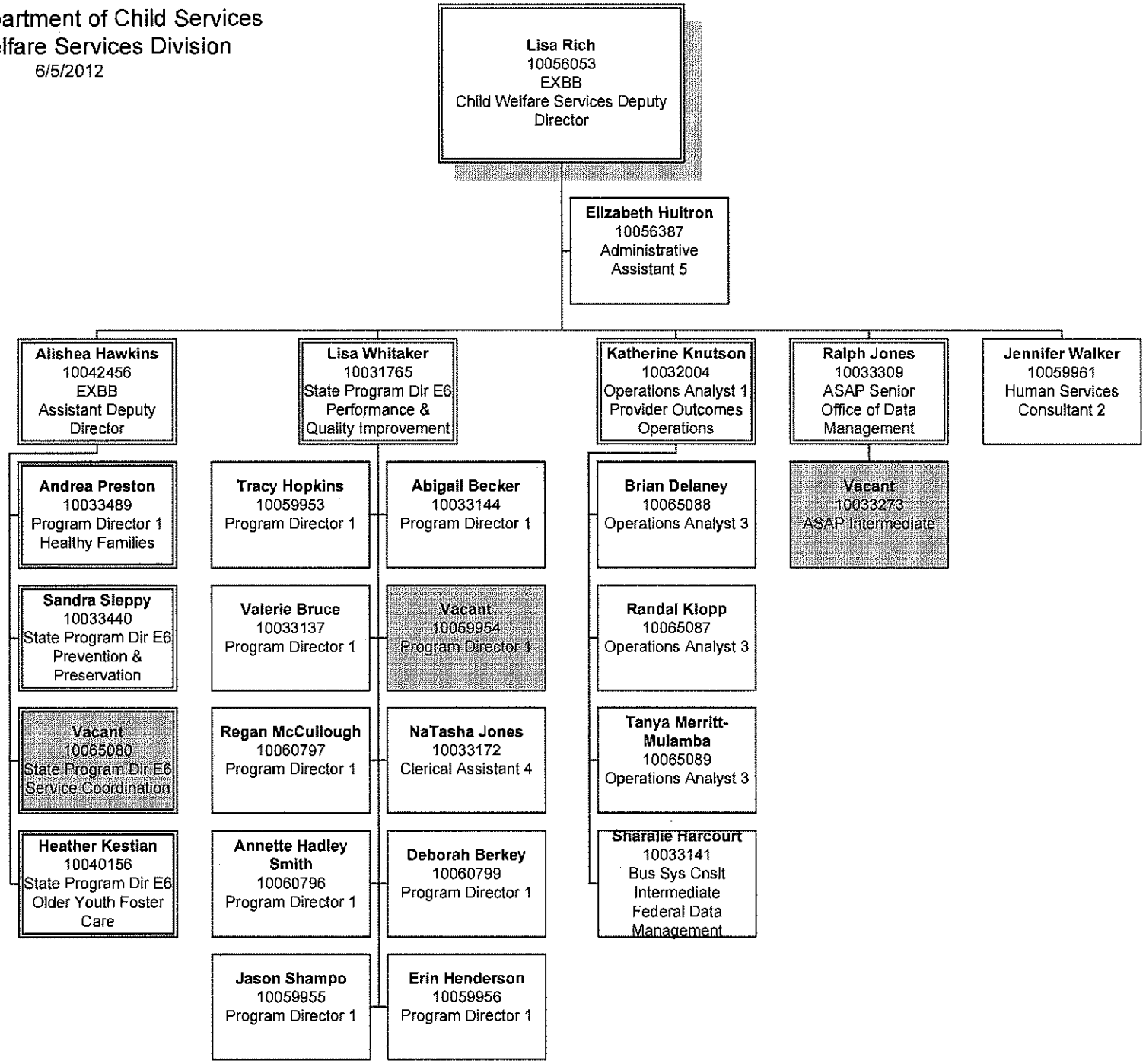
Indiana Department of Child Services
Child Support Bureau
Parent Locate, Interstate, & Employer Maintenance
6/7/2012



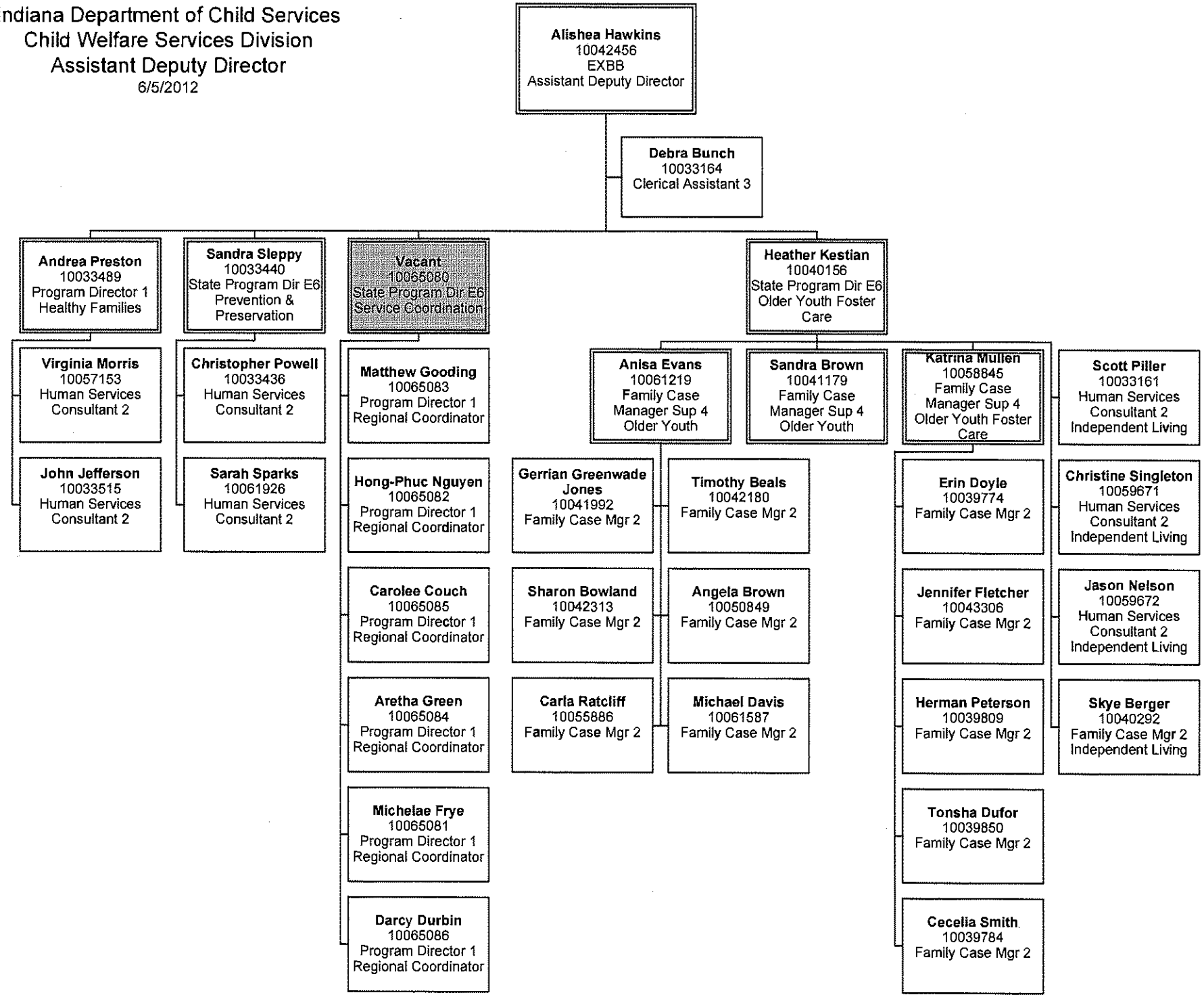
Indiana Department of Child Services
Child Support Bureau
Financial Management
6/7/2012



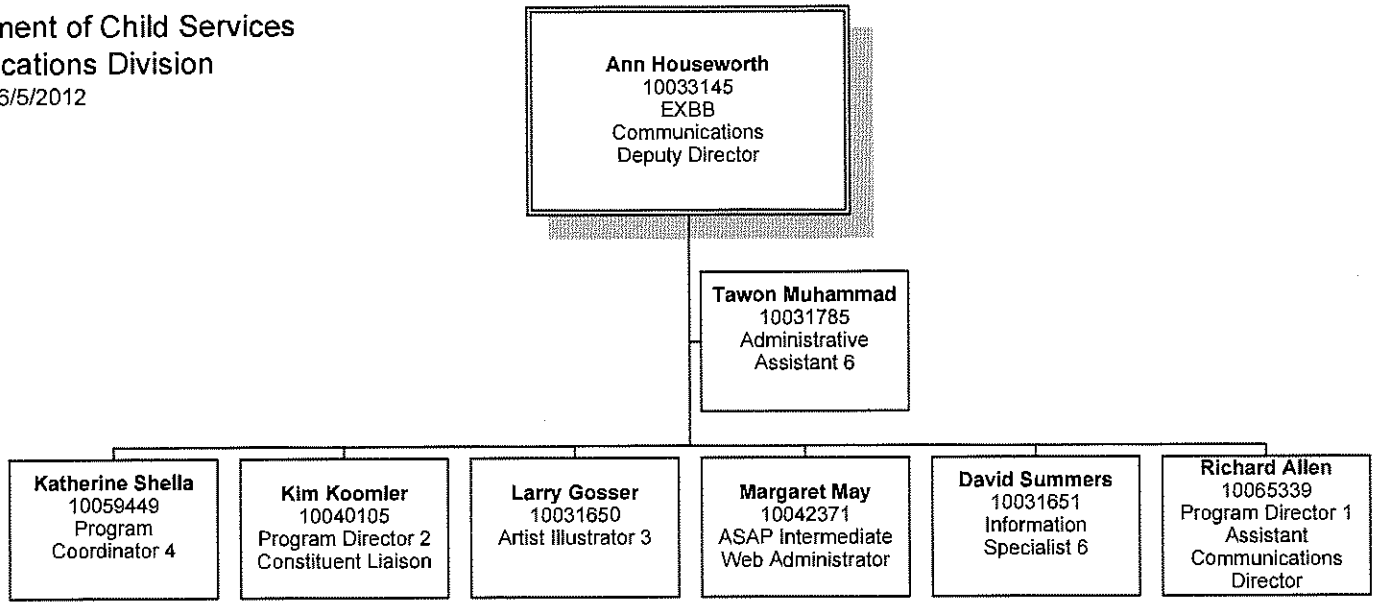
Indiana Department of Child Services
Child Welfare Services Division
6/5/2012



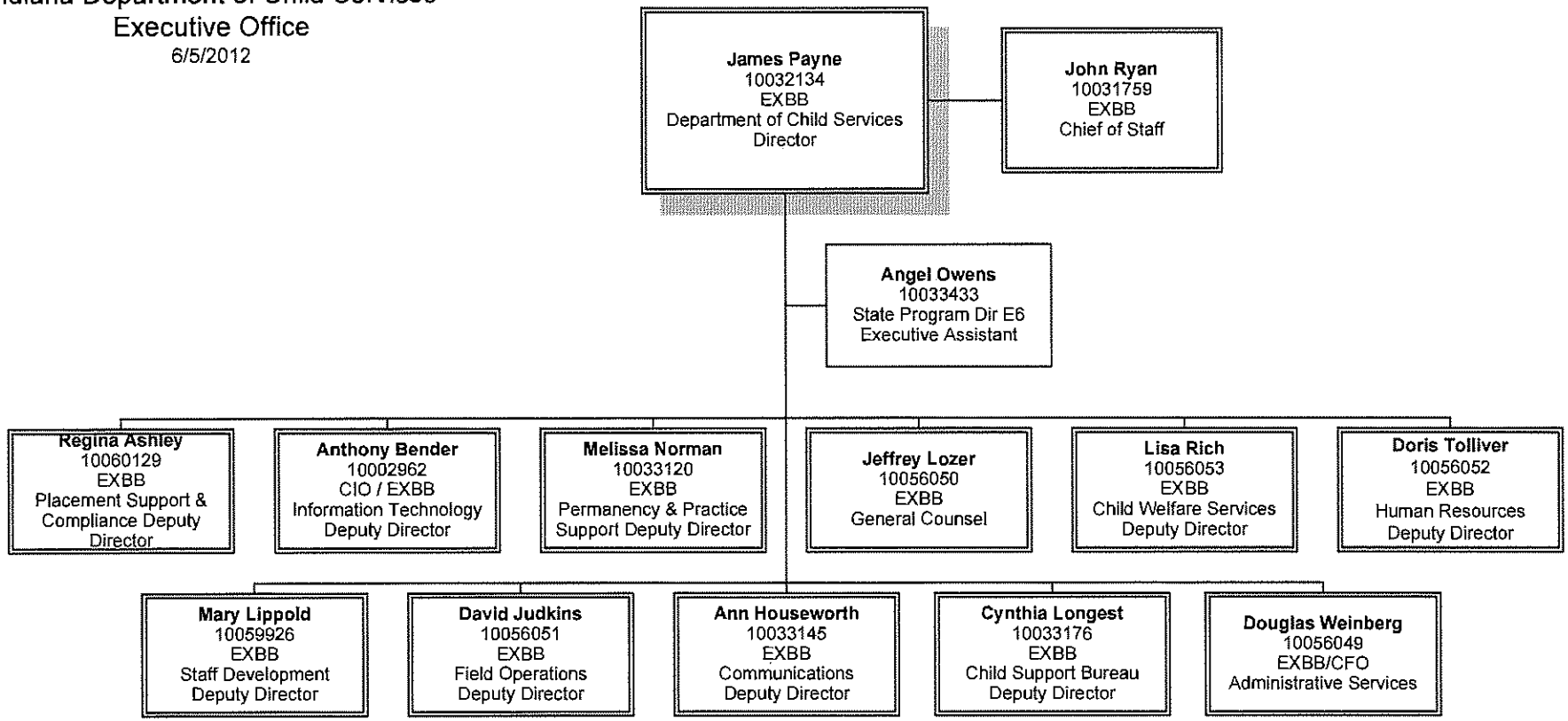
Indiana Department of Child Services
Child Welfare Services Division
Assistant Deputy Director
6/5/2012



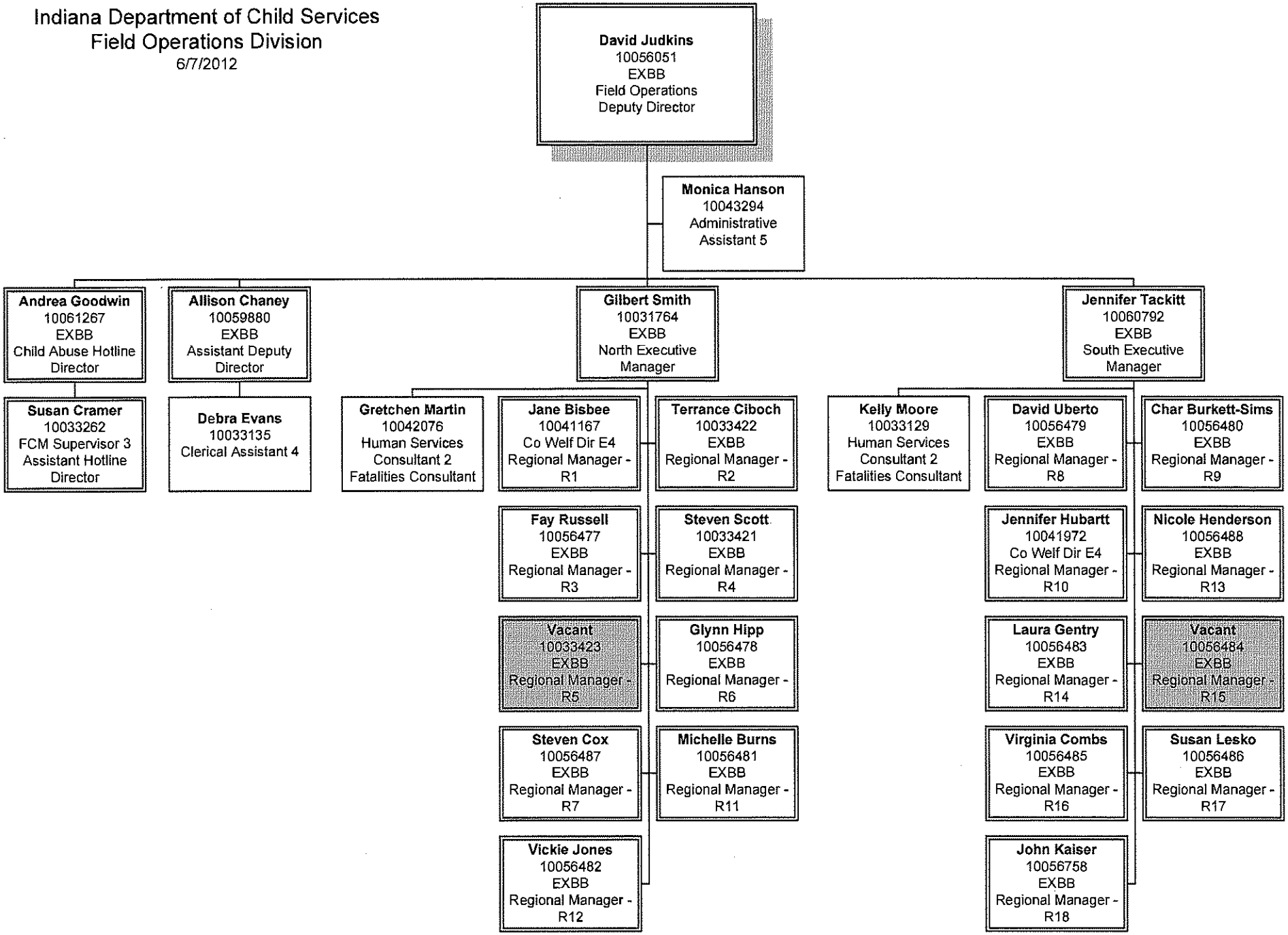
Indiana Department of Child Services
Communications Division
6/5/2012



Indiana Department of Child Services
Executive Office
6/5/2012



Indiana Department of Child Services
Field Operations Division
6/7/2012



Indiana Department of Child Services
Field Operations Division
Child Abuse & Neglect Hotline
6/7/2012

Andrea Goodwin
10061267
EXBB
Child Abuse Hotline Director

Sylvia Gonzalez-Miller
10056386
Administrative Assistant 5

Susan Cramer
10033262
FCM Supervisor 3
Assistant Hotline Director

Nathan Johnson
10040988
Family Case Manager Sup 4

- **Catherine Neary** 10033263 Family Case Mgr 2
- **Vacant** 10040203 Family Case Mgr 2
- **Matthew Chester** 10040997 Family Case Mgr 2
- **Rebecca Schaefer** 10043848 Familiy Case Mgr 2
- **Michelle Baloski** 10055869 Family Case Mgr 2
- **Lindsey Burris** 10056497 Family Case Mgr 2
- **Kelly Demaree** 10058671 Family Case Mgr 2
- **Spencer Sharp** 10061476 Family Case Mgr 2
- **Kirstee York** 10061585 Family Case Mgr 2

Gayle Green
10041005
Family Case Manager Sup 4

- **Darnita Sprowel** 10058664 Family Case Mgr 2
- **Sandra Jude** 10042534 Family Case Mgr 2
- **Vacant** 10042464 Family Case Mgr 2
- **Vacant** 10061586 Family Case Mgr 2
- **Trina Ransom** 10061590 Family Case Mgr 2
- **DeAnna Gamroth** 10039807 Family Case Mgr 2
- **Julie Deleel** 10033133 Family Case Mgr 2

Helen Jackson
10061268
Family Case Manager Sup 4

- **Alfredo Sanchez** 10039919 Family Case Mgr 2
- **Joshua Frasure** 10055879 Family Case Mgr 2
- **Candice McDaniel** 10056519 Family Case Mgr 2
- **Lena Duerr** 10058085 Family Case Mgr 2
- **Sarah Fisher** 10058727 Family Case Mgr 2
- **Sheryl Alyea** 10061454 Family Case Mgr 2
- **Tyiesha White** 10040357 Family Case Mgr 2

Jennen Coder
10061269
Family Case Manager Sup 4

- **Alexandra McKenna** 10040779 Family Case Mgr 2
- **Shaun Watkins** 10055873 Family Case Mgr 2
- **Sandra Hooper** 10058681 Family Case Mgr 2
- **Brian Andrews** 10061277 Family Case Mgr 2
- **Lisa Hudson** 10061485 Family Case Mgr 2
- **Courtney Benson** 10061657 Family Case Mgr 2
- **Kristin Nichols** 10061659 Family Case Mgr 2

Chantelle Jamison
10061270
Family Case Manager Sup 4

- **Matthew Rodriquez** 10039889 Family Case Mgr 2
- **Rebecca Haley** 10041604 Family Case Mgr 2
- **Candace Buckner** 10042479 Family Case Mgr 2
- **Markita Cunningham** 10056492 Family Case Mgr 2
- **Courtney Oney** 10056952 Family Case Mgr 2
- **Nicole Jones** 10058725 Family Case Mgr 2
- **Joseph Robertson** 10061313 Family Case Mgr 2
- **Casey McClaine** 10061398 Family Case Mgr 2
- **Darlene Bumpus** 10061631 Family Case Mgr 2

Mary Canaday
10041659
Family Case Manager Sup 4

- **Stephanie Teeter** 10040634 Family Case Mgr 2
- **Meghan Schantz** 10041238 Family Case Mgr 2
- **Kendra Parlin** 10042070 Family Case Mgr 2
- **Helen Johnston** 10055885 Family Case Mgr 2
- **Melissa Davis** 10058033 Family Case Mgr 2
- **Melanie Massey** 10061314 Family Case Mgr 2
- **Alex Lesniak** 10061397 Family Case Mgr 2
- **Lindsay Sincavage** 10061449 Family Case Mgr 2

Amy Obermeyer
10061271
Family Case Manager Sup 4

- **Chalas Underwood** 10040179 Family Case Mgr 2
- **Megan Rohrmayer** 10055884 Family Case Mgr 2
- **Darren Broady** 10056491 Family Case Mgr 2
- **Jason Jones** 10058733 Family Case Mgr 2
- **Mary Edwards** 10058772 Family Case Mgr 2
- **Ashley White** 10058812 Family Case Mgr 2
- **Natarsha Pickens** 10061382 Family Case Mgr 2
- **Lesley Klakamp** 10061390 Family Case Mgr 2
- **Antony Miocic** 10042240 Family Case Mgr 2

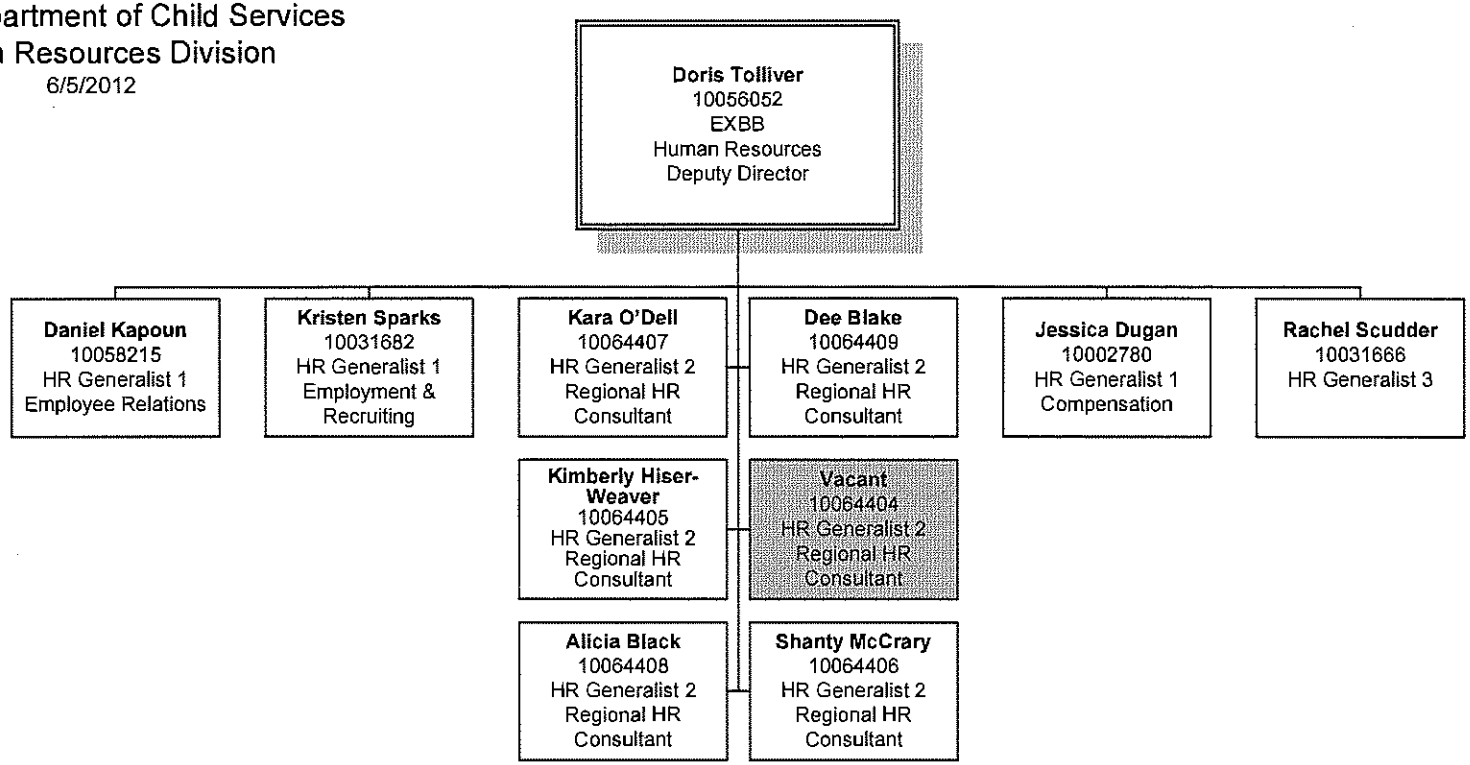
Lyndsey Zweig
10061240
Family Case Manager Sup 4

- **Angela Pierce** 10033369 Family Case Mgr 2
- **Joseph Johnson** 10042762 Family Case Mgr 2
- **Eduardo Cardenas** 10058091 Family Case Mgr 2
- **Bridget Harter** 10061357 Family Case Mgr 2
- **Holly Gamroth** 10061466 Family Case Mgr 2
- **Laura Elliott** 10061570 Family Case Mgr 2
- **Rose Ryan** 10061588 Family Case Mgr 2
- **Jennifer Steinsdoerfer** 10061651 Family Case Mgr 2

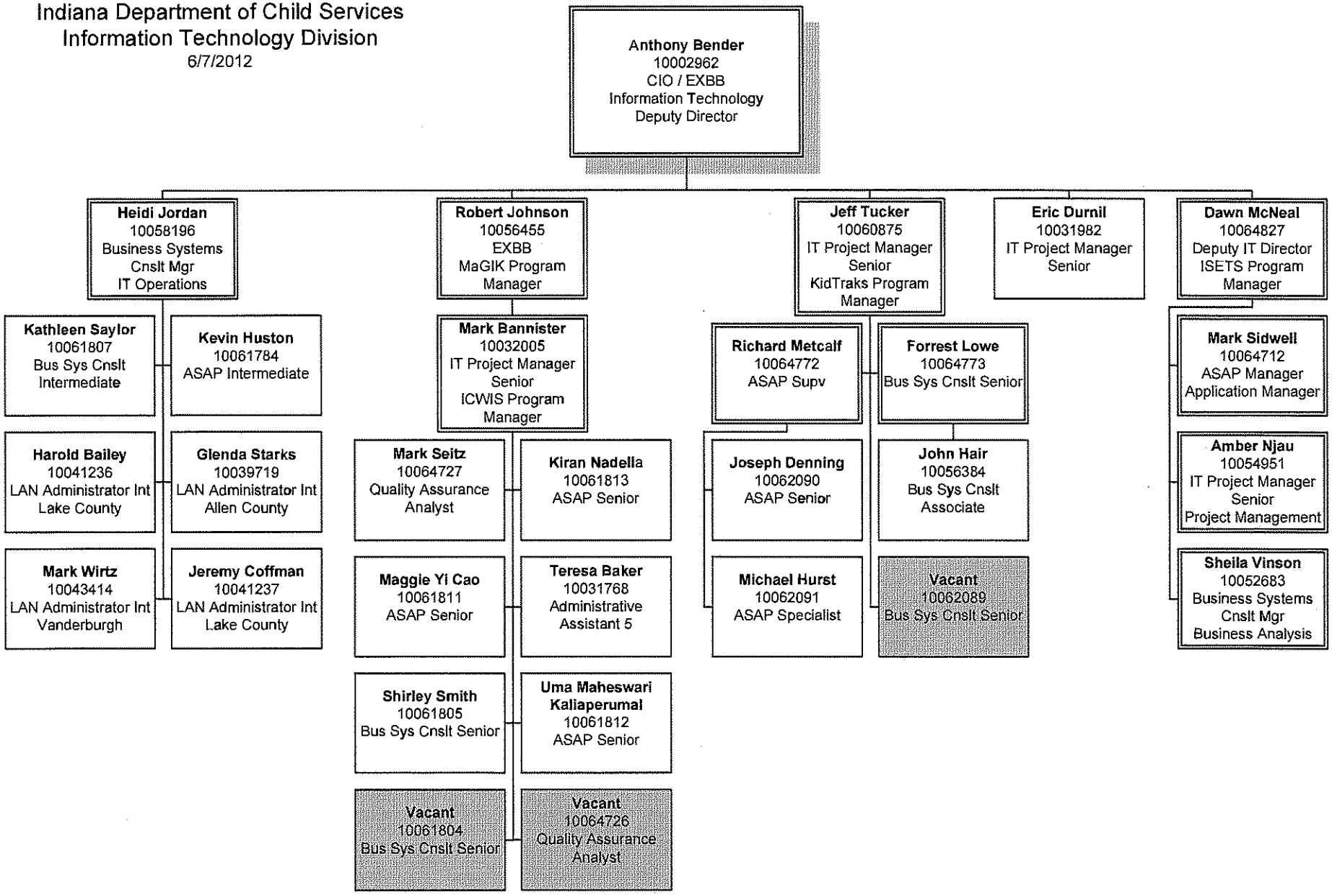
Melissa Jump
10061226
Family Case Manager Sup 4

- **Yvonne Hix** 10040057 Family Case Mgr 2
- **Michelle Haulter** 10040810 Family Case Mgr 2
- **Laura Smith** 10042175 Family Case Mgr 2
- **Kimberly Watkins** 10056495 Family Case Mgr 2
- **Shelby Gutzmer** 10058668 Family Case Mgr 2
- **Beverly McAdams** 10061315 Family Case Mgr 2
- **Christa Kaga** 10061425 Family Case Mgr 2
- **John Murphy** 10061427 Family Case Mgr 2
- **Anita Droddy** 10061655 Family Case Mgr 2

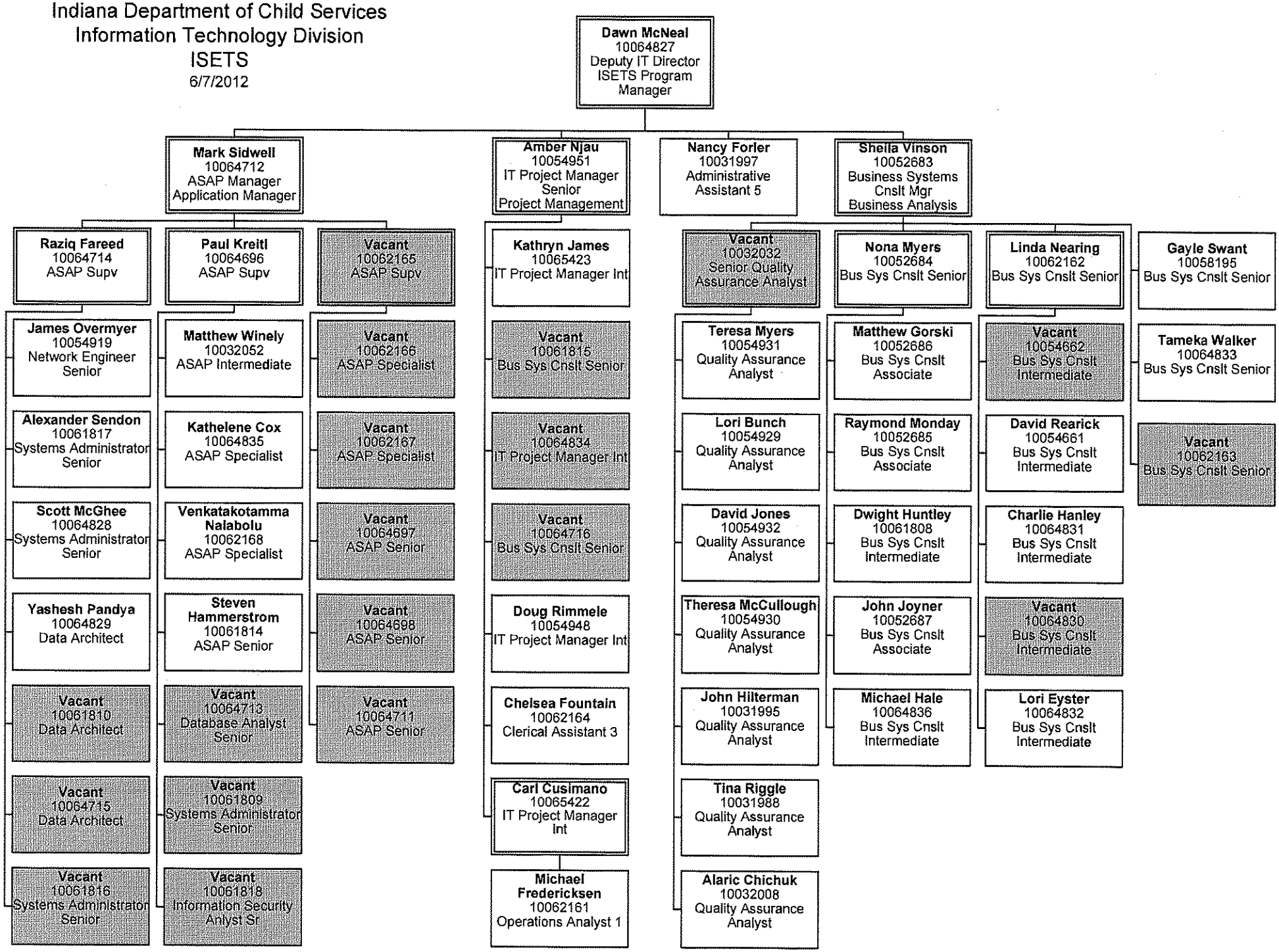
Indiana Department of Child Services
Human Resources Division
6/5/2012



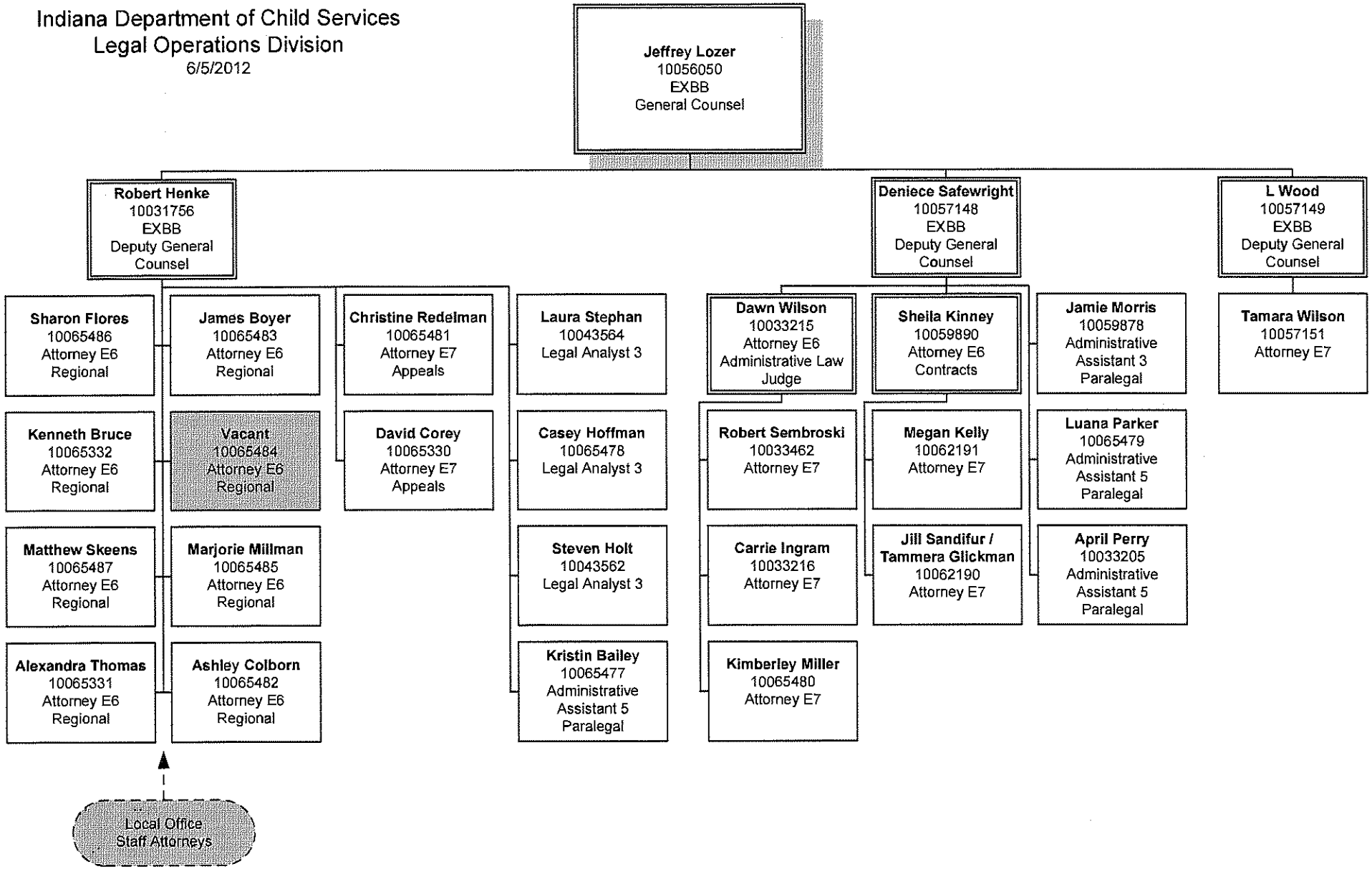
Indiana Department of Child Services
Information Technology Division
6/7/2012



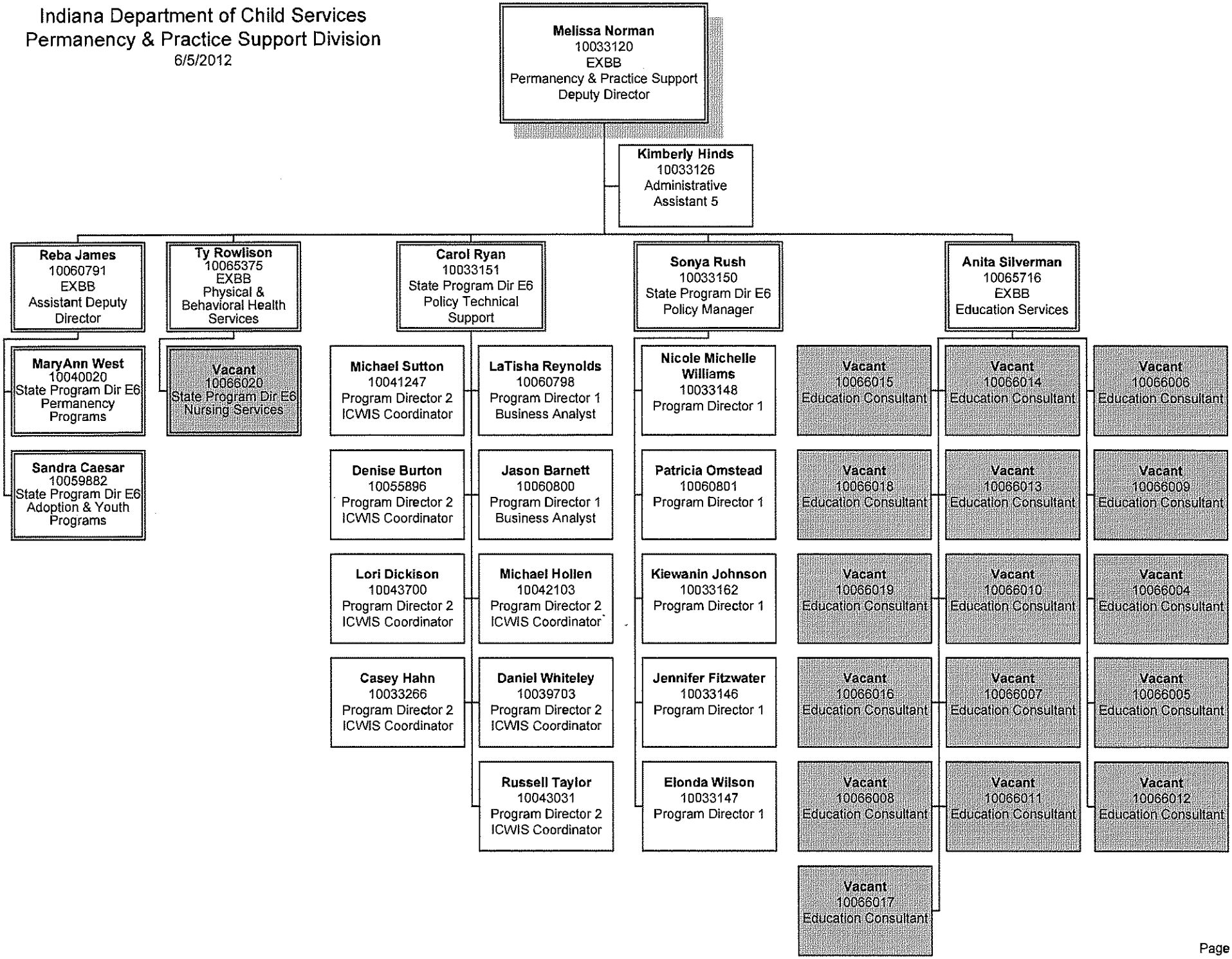
Indiana Department of Child Services
Information Technology Division
ISETS
6/7/2012



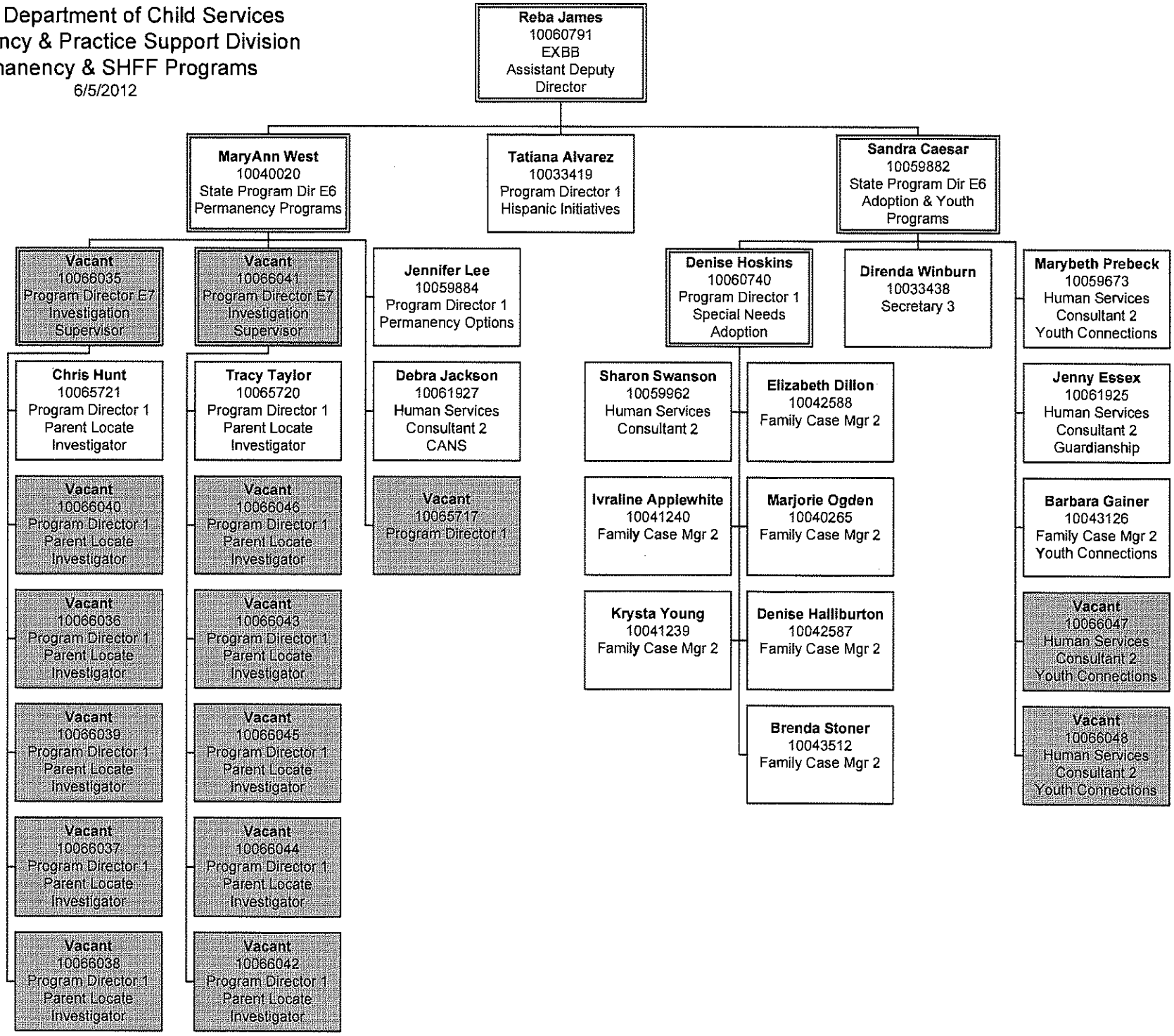
Indiana Department of Child Services
Legal Operations Division
6/5/2012



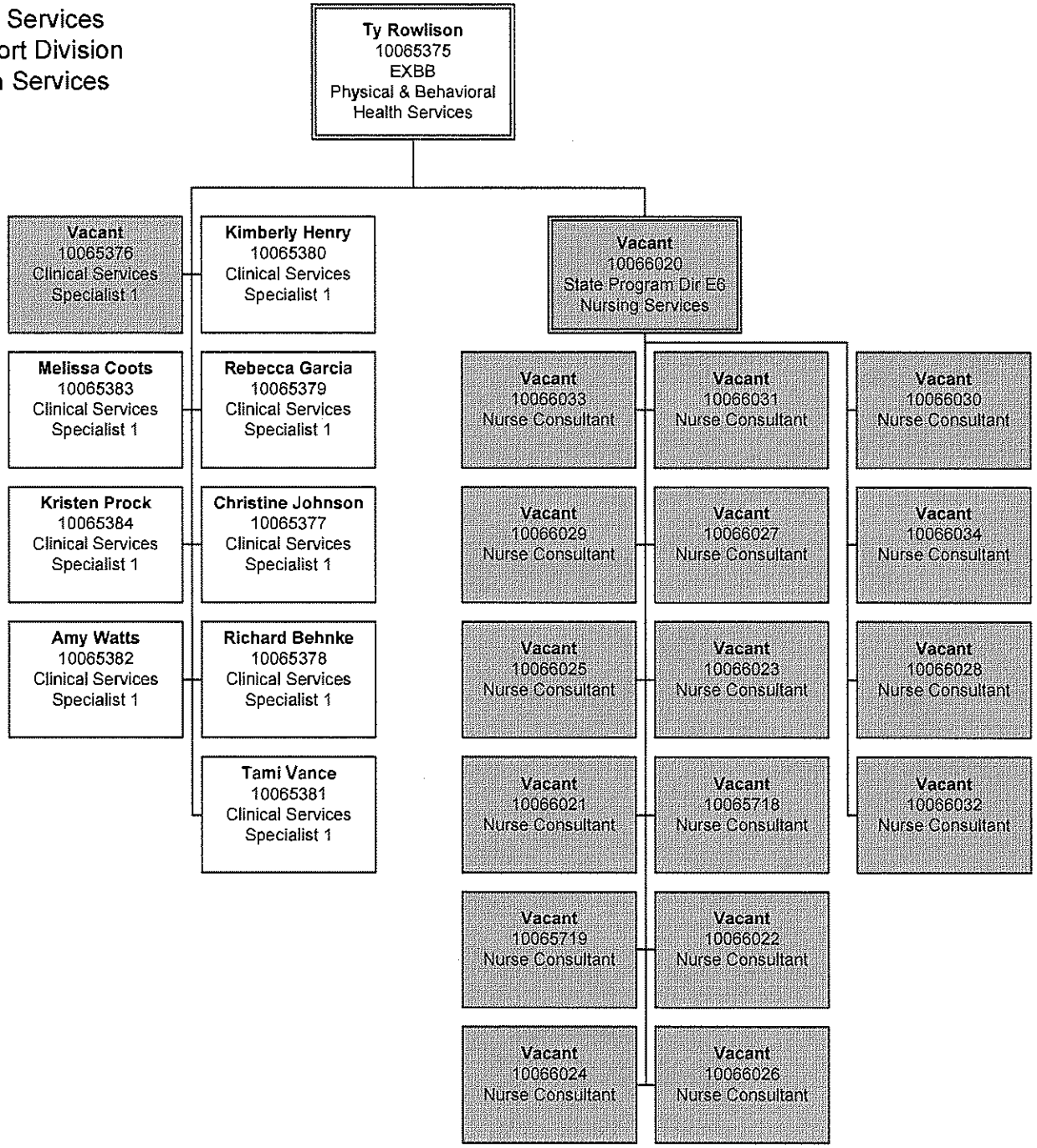
Indiana Department of Child Services
Permanency & Practice Support Division
6/5/2012



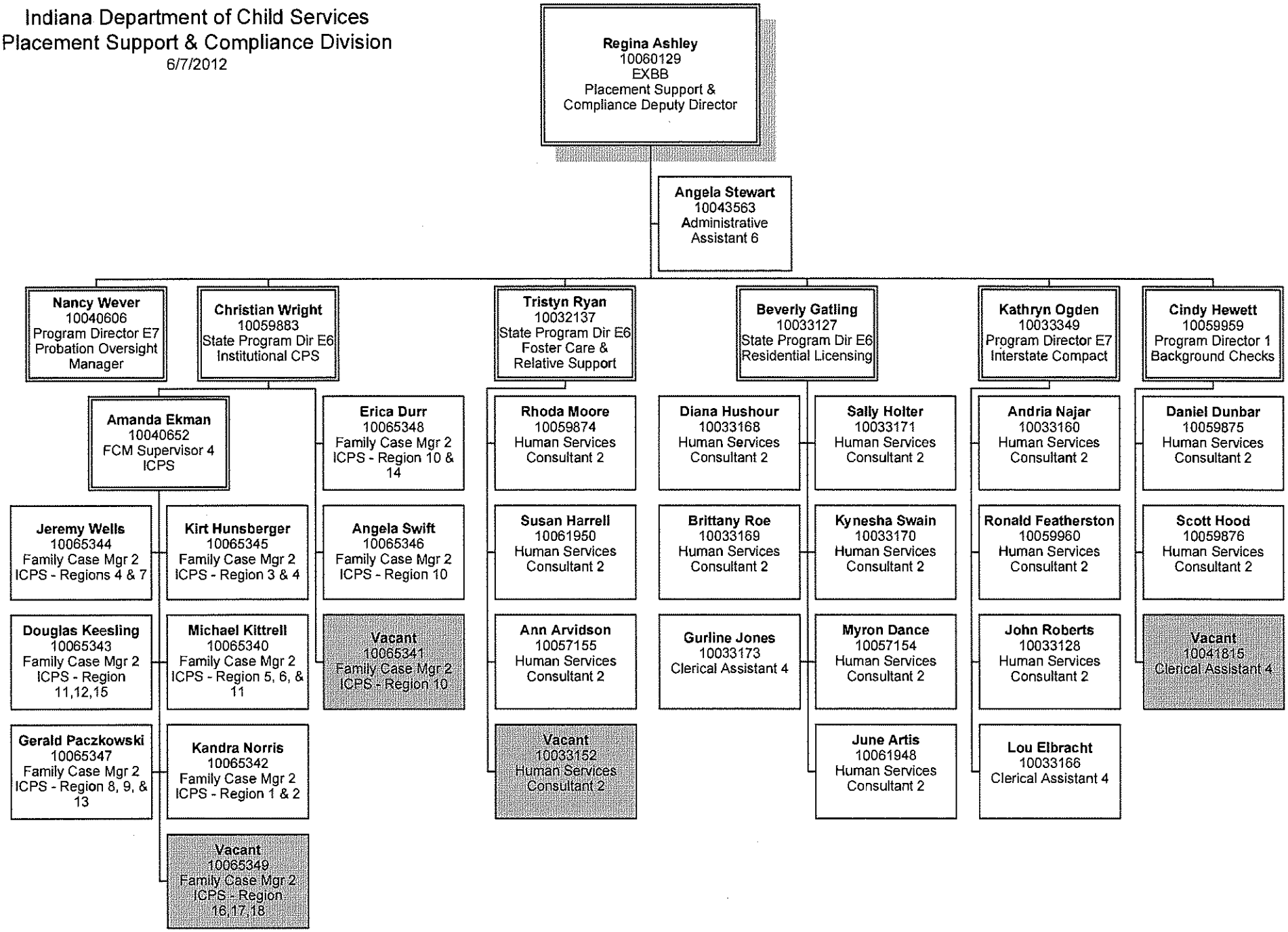
Indiana Department of Child Services
Permanency & Practice Support Division
Permanency & SHFF Programs
6/5/2012



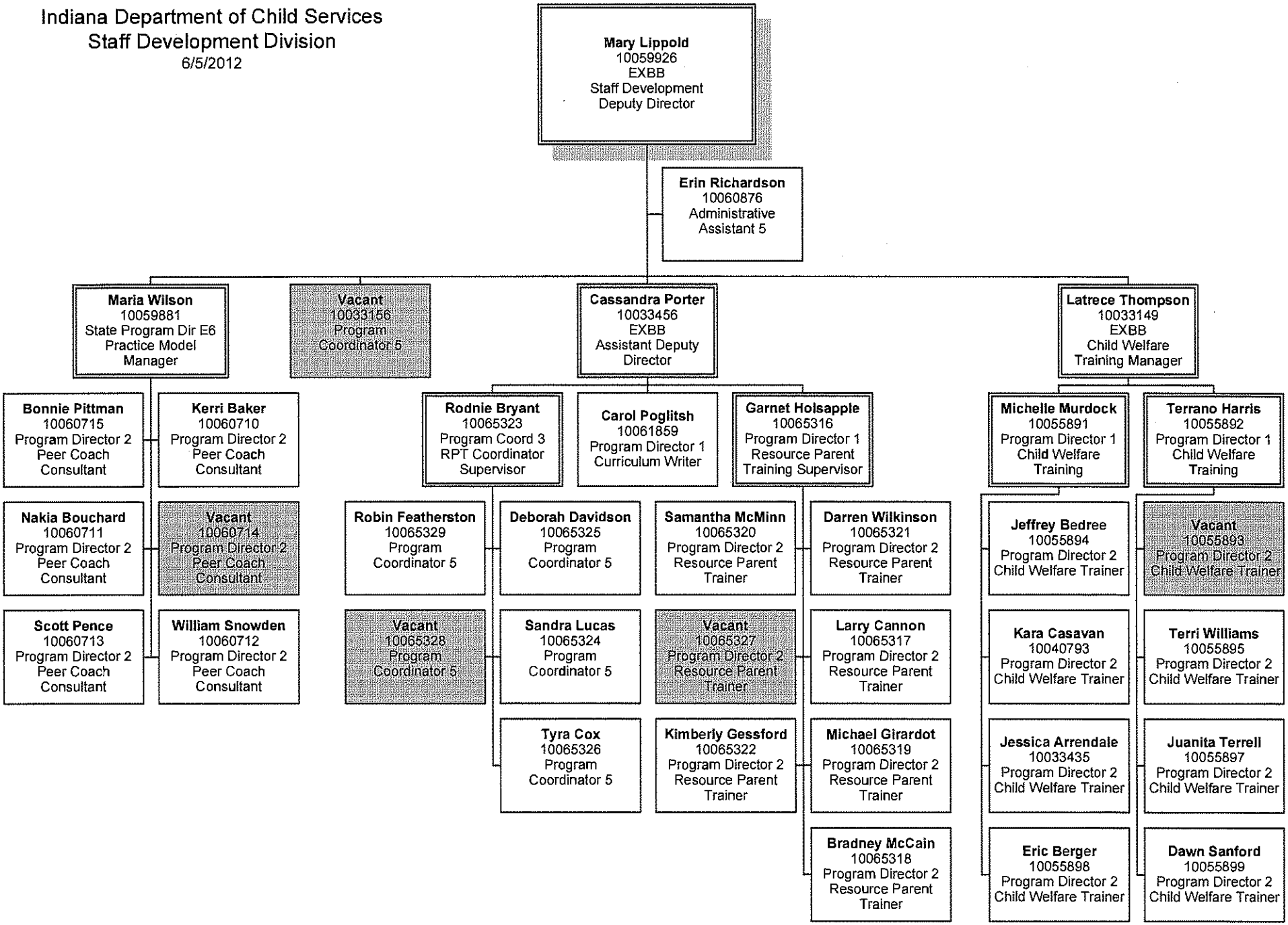
Indiana Department of Child Services
Permanency & Practice Support Division
Physical & Behavioral Health Services
6/5/2012



Indiana Department of Child Services
Placement Support & Compliance Division
6/7/2012



Indiana Department of Child Services
Staff Development Division
6/5/2012



State of Indiana

Annual Progress and Services Report

Attachment D

DCS Central Office Re-Organization Summary

Summary of DCS Central Office Re-Organization, Spring 2012

There were (7) divisions that were impacted in some capacity by the reorganization. Those include: Field Operations, Practice Support and Permanency, Services and Outcomes (formerly Programs and Services), Placement Support and Compliance (new division), Legal Operations, Information Technology, and Chief of Staff. Following are some highlights of key changes within the above divisions:

Field Operations (Deputy Director, Dave Judkins)

There were several units that were moved to other divisions, including:

- Clinical Unit
- Probation
- CANS
- Foster Care and Relative Support
- Institutional Assessment Unit, and
- Local Office Attorney

Permanency and Practice Support (Deputy Director, Melissa Norman)
Formerly "Practice Support"

The following units were moved under this division:

- Clinical Services
- Adoption Guardianship
- Hispanic Initiatives
- Special Needs Adoption Program
- CANS
- Permanency Roundtable and Permanency Options
- These new "legacy" initiatives have also been moved to this division:
- Nurse Services and
- Education Services

An Assistant Deputy Director position was added to oversee the division's efforts related to Permanency and "Safely Home Families First" initiatives.

Services and Outcomes (Deputy Director, Lisa Rich)
Formerly "Programs and Services"

An Assistant Deputy Director position was added to oversee the division's efforts related to Child Abuse and Neglect Prevention programming and services targeted to assist those families and children with involvement with Juvenile Probation or DCS.

The division also includes the Office of Data Management that was formerly under Information Technology.

Placement Support and Compliance (Deputy Director, Regina Ashley)

This is a new division that includes all of the functions that were formerly part of the Licensing unit, including Residential and Foster Care Licensing, ICPC, and Background Checks. The division also includes the following units that were formerly under Field Operations:

- Institutional Investigations unit
- Foster Care and Relative Support
- Probation

Legal Operations (Deputy Director, Jeffrey Lozer)

Legal Operations centralized the local office attorneys. Regionally-based supervising attorneys will provide mentoring, training, and practice supervision and will have the direct support from central office Deputy General Counsel to manage the administrative supervision functions that arise.

Information Technology (Deputy Director, Anthony Bender)

The IT division changes have been:

- Moving the Office of Data Management from IT to Services and Outcomes.
- Moving the field-based LAN Administrators from Field Operations to IT.

There may be some additional changes as MaGIK rolls out. However, at this time, it is difficult to anticipate what those needs may be.

Chief of Staff (Deputy Director, John Ryan)

In streamlining our resources, Katie Rounds, Deputy Chief of Staff, has taken over management of several functions that used to fall under the "Special Projects" division. Specifically, she will oversee local office contracting/issues with the assistance of a Business Operations Manager. She will also have a Grants manager who will ensure compliance of the various federal reporting requirements.

Additionally, we are in the process of similarly evaluating the Child Support Division with their current and future initiatives so that we can ensure that the division is left in a position to sustain the significant progress that has been made to locate absent parents, establish and enforce child support orders and, ultimately, increase child support collections to Indiana's kids.

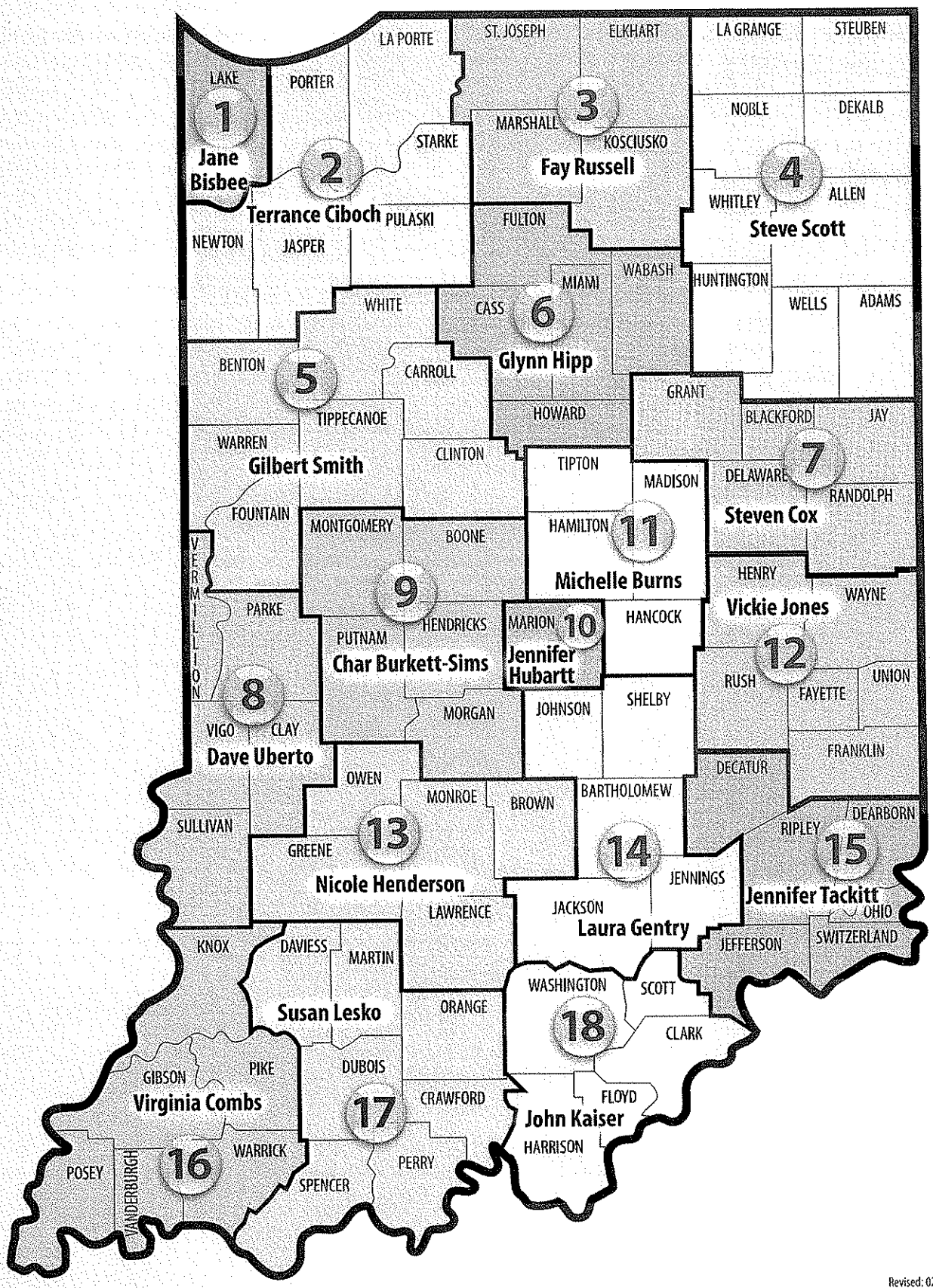
State of Indiana

Annual Progress and Services Report

Attachment A

DCS Regions Map

Indiana Department of Child Services
Regional Managers



INDIANA DEPARTMENT OF CHILD SERVICES

Revised: 02-03-09

State of Indiana

Annual Progress and Services Report

Attachment B

DCS Mission, Vision and Values

MISSION

The Indiana Department of Child Services protects children from abuse and neglect. DCS does this by partnering with families and communities to provide safe, nurturing, and stable homes.

VISION

Children thrive in safe, caring, supportive families and communities.

VALUES

- We believe every child has the right to be free from abuse and neglect.
- We believe every child has the right to appropriate care and a permanent home.
- We believe parents have the primary responsibility for the care and safety of their children.
- We believe the most desirable place for children to grow up is with their own families, when these families are able to provide safe, nurturing, and stable homes.
- We believe in personal accountability for outcomes, including one's growth and development.
- We believe every person has value, worth, and dignity.

INDIANA DEPARTMENT OF CHILD SERVICES

State of Indiana

Mitchell E. Daniels Jr., Governor—James W. Payne, Director

State of Indiana

Annual Progress and Services Report

Attachment G

Disaster Plan

[REVISED] Disaster Plan for the Indiana Department of Child Services Effective December 1, 2011

In an emergency or disaster, the Indiana Department of Child Services (DCS) is responsible for ensuring the safety and security of all children in the agency's care, to provide on-going services, and to provide for the administration of new cases. To support the DCS mission, the attached plan addresses five core areas:

1. Locating children in care;
2. Identification and handling of new child welfare cases;
3. Provision of on-going services;
4. Coordination of services and sharing information with other states; and
5. Preservation of vital records, Indiana Child Welfare Information System (ICWIS) Management Gateway for Indiana's Kids (MaGIK), Indiana Support Enforcement Tracking System (ISETS), Indiana Verification and Enforcement of Support (INVEST), KidTraks.

In the event an emergency or disaster is declared by the Governor of the State of Indiana or the State Personnel Director, the DCS Agency Director or his or her designee will activate and direct appropriate emergency protocols for the agency.

The DCS Emergency Management Team includes:

1. DCS Agency Director;
2. Chief of Staff;
3. General Counsel;
4. Chief Financial Officer;
5. Human Resources (HR) Director; and
6. All DCS Deputy Directors.

Additionally, Assistant Deputy Directors, Deputy General Counsels, Executive Managers, Regional Managers, and Local Office Directors will be on-call during a declared emergency or disaster.

The chain of command during a declared emergency or disaster shall remain the same as during regular operations. In the event communications with the DCS Emergency Management Team is not possible by Regional Managers, DCS Local Office Directors, or DCS field staff, the highest ranking person within each DCS service area will assume management of the field operations for the area until such time that communication is possible with the Emergency Management Team.

The DCS Child Support Bureau (CSB) Emergency Management Team includes:

1. Child Support Bureau Deputy Director;
2. Child Support Bureau Assistant Deputy Directors;
3. Child Support Bureau Senior Managers;
4. Child Support Bureau Supervisors;
5. ISETS/INVEST Managers; and
6. ISETS/INVEST Supervisors.

The Child Abuse and Neglect Hotline Emergency Management Team include:

1. The Hotline Director;
2. The Hotline Assistant Deputy Director;
3. A Hotline Supervisor;
4. DCS Information Security Manager;
5. DCS IT Manager; and
6. DCS Field Operations Executive Managers.

I. Operations:

In a declared emergency or disaster the following locations will function as the main operations office for DCS:

A. Central Office Operations:

DCS Central Office – Indiana Government Center South
302 West Washington Street
Room E306, MS47
Indianapolis, Indiana 46204
(317) 234-5437

In the event Central Office is not functional, the DCS Child Support Bureau/Child Abuse and Neglect Hotline offices will function as the main operations office:

132 East Washington Street, 4th Floor
Indianapolis, Indiana 46204
(317) 234-1020
Hotline: (800) 800-5556

In the event Central Office and the DCS Child Support Bureau/Child Abuse and Neglect Hotline offices are not functional, the Marion County DCS office will function as the main operations office:

4150 North Keystone Avenue
Indianapolis, Indiana 46205
(317) 968-4300

[NEW] Central office employees who may need additional support during a disaster or routine drill can fill out the voluntary self-identification form through which employees may identify their need for assistance during an emergency. The form is available on the DCS Human Resources information page.

B. Child Support Bureau Central (CSB) Office Operations:

132 East Washington Street, 4th Floor & Partial 3rd Floor (Child Support Bureau), 2nd Floor (ISETS)
Indianapolis, Indiana 46204
(317) 234-1020

In the event the CSB Central Office is not functional, the DCS Central Offices will function as the main operations office for CSB Senior Management only:

DCS Central Office – IN Government Center South
302 West Washington Street
Room E306, MS47
Indianapolis, Indiana 46204
(317) 234-5437

See attachment F for further information on Child Support Bureau

C. [NEW] Hotline Operations:

All hotline Intake Specialists (IS) are expected to take their state issued laptops home at the end of their scheduled shift daily. If an emergency is declared at the hotline facility the IS may be required to work from an alternate location. All IS are required to ensure their state issued laptops are kept in a secure area when they are taken from their work station. IS are required to bring their state issued laptop with them when they return to the hotline facility at their scheduled shift or as requested by hotline management. See attachment E for further information regarding Hotline Operations.

D. Local Office Operations:

In a declared emergency or disaster as defined in IC 10-14-3-12, DCS local offices will continue to operate during regular business hours unless the offices are impacted by the emergency or disaster, or if the DCS Local Office Director is otherwise instructed by the DCS Agency Director, the Deputy Director of Field Operations, or a member of the Emergency Management Team to relocate to another office or structure. In the event that conditions in the DCS local office would adversely impact the safety of employees or clients, or the ability of employees to perform required duties and there is no reasonable alternative site for staff to perform the work, the DCS Local Office Director should contact the HR Director to determine whether Emergency Conditions Leave may apply as soon as is practical, but no later than one (1) hour after the commencement of normal business hours, 9:00 a.m. local time.

In the event a DCS local office is not functional and an alternate location for conducting business is designated, the DCS Local Office Director must notify the DCS Deputy Director of Field Operations, Director of Communications, and DCS Human Resources Director as soon as is practical, but no later than one (1) hour after the commencement of normal business hours, 9:00 a.m. local time. The DCS Local Office Director must also ensure that notice and contact information for the alternate location are posted on the door to the DCS local office and that phones are forwarded appropriately.

II. Communications:

The following information applies to all DCS staff including Child Support Bureau, DCS contracted providers, DCS licensed resource parents, unlicensed relatives, and Licensed Child Placing Agency (LCPA) resource parents.

A. In an emergency:

1. Listen to National Oceanic and Atmospheric Administration (NOAA) Weather Radio, which broadcasts Watches and Warnings from the National Weather Service, or access information via local television news websites or the National Weather Service Webpage http://www.nws.noaa.gov;
2. Monitor local television news stations and/or websites for emergency information and updates regarding closings from fire, police, and emergency management agencies;
3. Check the DCS website for updated information regarding declared emergencies or disasters at www.in.gov/dcs . DCS staff should continue to regularly check DCS email accounts for communications updates regarding operations; and
4. Keep DCS issued cell phones turned on and/or be prepared to receive phone calls at the numbers listed as the emergency contact number in the People Soft system.

   Note: The DCS Child Abuse and Neglect Hotline will remain in operation to receive reports of Child Abuse and/or Neglect and information updates regarding children in DCS care at (1-800-800-5556). Child Abuse and Neglect Hotline staff members will utilize a script outlining the information DCS needs to ask of incoming callers in an emergency or disaster situation. This script will request information regarding children in DCS care including, but not limited to: names of children, names of caregivers, location of children, all phone numbers, and additional contact names.

B. Chain of Communications:

In a declared emergency, it is essential that all DCS staff members assist in the accounting of all children in care, address new child welfare cases, and continue to provide on-going services. To meet this need, DCS staff must follow the communications chain by contacting the appropriate individuals to determine staff availability and identify staff members who may be displaced due to the emergency or disaster. In order to maintain continuity of services to children and families, the DCS Agency Director or designee may temporarily re-assign staff to meet a need created by an emergency or disaster.

The following communications chain should be followed during an emergency. See Attachment A for additional information. Regional Managers and/or senior management staff will be responsible for distributing the Emergency Contact Information Report, which includes contact phone numbers for all staff.

1. DCS Staff: To account for all DCS staff during an emergency or disaster, staff members will follow the chain of communication outlined below. (For example, staff will contact their immediate supervisor. After the supervisor has accounted for all staff, they will then contact the next person in the communications chain.)
   a. Supervisor or if Central Office staff, then immediate supervisor
   b. DCS Local Office Director
   c. Regional Manager
   d. Executive Managers
   e. Executive Team

2. Child Support Bureau: To account for all Child Support Bureau staff during an emergency or disaster, the following chain of communication will be followed:

a. Child Support Bureau Supervisors and ISETS Supervisors
b. Child Support Bureau Senior Managers and ISETS Managers
c. Assistant Deputy Directors
d. Deputy Director of Child Support

3. Child Abuse and Neglect Hotline: To account for Hotline staff during an emergency or disaster, the following chain of communications will be followed:
   a. Hotline Supervisors
   b. Hotline Director
   c. Deputy Director of Field Operations

4. Probation Services: To account for probation youth in DCS placements, the following chain of communication will be followed:
   a. Chief Probation Officers in each county
   b. Probation Service Consultants
   c. Special Initiatives Program Director
   d. Northern/Southern Executive Manager
   e. Deputy Director of Field Operations

5. DCS Licensed Resource Parents & Unlicensed Relative Placements: Account for child(ren) in care, then utilize the following chain of command:
   a. DCS FCM
   b. DCS Supervisor
   c. DCS Local Office Director
   d. Regional Manager

   After business hours, DCS licensed resource parents should contact the DCS Child Abuse and Neglect Hotline (1-800-800-5556).

6. Licensed Child Placing Agency (LCPA) Resource Parents: Account for child(ren) in care, then utilize the following chain of command:
   a. LCPA Case Manager
   b. LCPA Supervisor
   c. LCPA Administrator

7. LCPA staff, Group Homes (GH), Child Care Institutions (CCI), and Private Secure Facilities (PSF): Account for all children in care, then utilize the following chain of command:
   a. DCS Deputy General Counsel over Licensing; or
   b. DCS Child Abuse and Neglect Hotline (1-800-800-5556)

8. Direct Service Providers: To account for location of all contracted direct service providers during an emergency/disaster
   a. Contracted Frontline Workers;
   b. Contracted Supervisors;
   c. Contracted Agency's Emergency Liaison; and

d. DCS Deputy Director of Programs and Services.

Dissemination regarding availability of services and provider updates will be done via the following communications chain:

a. DCS Deputy Director of Programs and Services;
b. DCS Deputy Director of Field Operations;
c. DCS Assistant Deputies for Field Operations;
d. DCS Northern and Southern Executive Managers for Field Operations;
e. DCS Regional Managers;
f. DCS County Office Directors; and
g. Field staff.

9. Hotline Staff: To account for Hotline staff during an emergency or disaster, the following chain of communications will be followed:
   1. Hotline Supervisors
   2. Hotline Director
   3. Deputy Director of Field Operations

10. IOT to DCS: Incorporate language from the IOT Process Document once complete

C. Media Calls:
All media calls should be directed through the DCS Director of Communications or designee: By contacting DCS at 317-234-5437.

D. Key Partners:
The DCS Emergency Management Team will serve as liaisons to the specified Key Partners during an emergency. (See Attachment A).

III. CORE AREAS:

A. Locating Children in Care

During an emergency or disaster, the first priority of DCS will be to locate all children in out-of-home care. DCS will presume children in DCS care that reside with parents (In-Home CHINS or Informal Adjustment) and/or in relative placement will be safeguarded by those individuals.

1. **Accounting for all children in care** - DCS staff, following the communications chain, will account for all children in care by following the communication chain, using the Master List of Children in Care, and checking off children as they are accounted for.

   a. Foster Parents (DCS & LCPA):
   1) After accounting for all children in their care and securing appropriate shelter, foster parents <u>must</u> contact DCS following the communications chain (see page 4),
   2) When the foster parent contacts DCS, they need to provide:
      a) Names of children in care with date of birth (DOB),
      b) Location of all children, and

c) Phone contacts for where children are located.

3) If a foster parent is relocated, they must again contact DCS within 12 hours by following the communications chain, and
4) If the foster parent changes locations again, they must contact DCS immediately.

b. *LCPA staff, Group Homes (GH), Child Care Institutions (CCI), Private Secure Facilities):*
   1) After accounting for all children and care and securing appropriate shelter, providers must contact the DCS licensing unit following the communications chain (see page 5),
   2) When the provider contacts DCS, they need to provide:
      a) Names of children in care with DOB,
      b) Location of all children, and
      c) Phone contacts for where children are located.
   3) If a provider is relocated, they must contact DCS within 12 hours by following the communications chain, and
   4) If the provider changes locations again, they must contact DCS immediately.

c. *Probation Services:*
   1) The Probation Services Consultant will contact the Chief Probation Officers in all 92 Counties for a status and location of each probation youth in DCS placement on the Master List of Children in Care for that county. A query will also be made regarding children in care who may not be recorded on this list and;
   2) Results of these contacts will be given to the Assistant Deputy Director of Field Operations, Probation Services to communicate to the Deputy Director of Field Operations.

d. *Birth Parents including Alleged Fathers:*
   If birth parents contact DCS, staff will provide the status of the child(ren) if the information is known. If the status of the child(ren) is not known, then birth parents will be told the status of all children in care will be provided as soon as reasonably possible.

2. **Master List of Children in Care** - An electronic copy of information about all children in care will be placed on the DCS Field Operations Reports Sharepoint quarterly to be accessed by: the DCS Agency Director; Deputy Director of Field Operations; Child Abuse and Neglect Hotline Director; Executive Managers; Assistant Deputy Directors of Field Operations; and Regional Managers. The Regional Managers will transfer the list to an electronic storage device (flash drive, CD-ROM, etc.) which can be accessed in the event of a disaster or emergency. The Master List of Children in Care shall include the following information listed by county:
   a. Name of children (including: Older Youth in Foster Care & JD/JS);
   b. Name of primary caregiver(s);
   c. Name of biological parent(s) if available;
   d. Name(s) of siblings in care;
   e. Address of children and primary caregiver;

f. Phone number(s) for children and primary caregiver (including cell phones, if applicable);
g. Identification of placement from another state or in another state (ICPC); and
h. FCM assigned.

3. **Master List of Licensed Facilities and Resource Parents** - An electronic copy of all Licensed Facilities and Resource Parents will be placed on the DCS Field Operations Reports Sharepoint quarterly to be accessed by: the DCS Agency Director; Deputy General Counsel for licensure; Deputy Director of Field Operations; Child Abuse and Neglect Hotline Director; Executive Managers; Assistant Deputy Directors of Field Operations; and Regional Managers. These individuals will transfer the list to an electronic storage device (flash drive, CD-ROM, etc.) which can be accessed in the event of a disaster or emergency. The Master List of Licensed Facilities and Resource Parents shall include:
   a. Name of licensed facility;
   b. Address of facility;
   c. Name of facility administrator(s);
   d. Phone information for administrator(s);
   e. E-mail information for administrator(s);
   f. Name of licensed Resource Parents;
   g. Address of licensed Resource Parents; and
   h. Phone number(s) for licensed Resource Parents.

4. **Master List of Contract Service Providers** - An electronic copy of all Contracted Service Providers will be maintained through the DCS Deputy Director of Programs and Services. The list will be updated as contracts with service providers are updated. The list will be placed on the DCS Field Operations Reports Sharepoint to be accessed by: the DCS Agency Director; Deputy Director of Field Operations; Child Abuse and Neglect Hotline Director; Executive Managers; Assistant Deputy Directors of Field Operations; and Regional Managers. These individuals will transfer the list to an electronic storage device (flash drive, CD-ROM, etc.) which can be accessed in the event of a disaster or emergency. The Master List of Contract Service Providers will include:
   a. Name of Service Provider or Transitional Housing Provider;
   b. Name of two (2) emergency liaisons for each contracted agency;
   c. Emergency phone information for liaisons;
   d. Emergency e-mail information for liaisons; and
   e. Address of facility.

B. **Child Support Bureau** -Will protect all data and facilitate child support fund collections continuously and disburse with limited interruption during an emergency. See attachment F for further information.

C. Preparation for Emergencies and/or Disasters

In order to ensure the safety of all children under the care and supervision of DCS and to continue to provide needed services, it is essential that each DCS Local Office, Contracted Provider, and Licensed Foster Parent have plans in place for what to do in the event of a disaster

or emergency situation. The Regional Manager is responsible for developing emergency response plans that are appropriate for the needs of the region. These plans include, but are not limited to: evacuation plans, alternative shelter, supplies, etc.

1. **By DCS Local Offices** – Per Indiana Department of Homeland Security requirements, each DCS local office is responsible for preparing an Emergency Response Plan including:
   a. Emergency Phone Numbers – a list of phone numbers for local law enforcement, fire departments, emergency medical services and hospitals,
   b. Employee Emergency Phone List – a list of all employees assigned to a particular local office, phone numbers and their supervisors,
   c. Accountability List – a list of employee names for accounting of each employee when they arrive at their "Safe" location during an emergency, and
   d. Evacuation Plan – instructions on how to evacuate the building and get to the safest and quickest route to a place of safety outside of the building.

   Additional information regarding how to prepare an Emergency Response Plan is available via the DCS Intranet State Links Tab (Emergency Info) or at http://www2.idoa.state.in.us/facilities/ERT%20Book/index_for_emergency_response_plan_book.htm.

2. **By Resource Parents (DCS and LCPA) and Licensed Providers (Group Home, Child Caring Institution and Private Secure Facility)** - All resource parents and licensed providers need to prepare a plan for sheltering or evacuation during an emergency or disaster.

   Requirements include, but are not limited to, the following items:
   a. All providers are required to prepare a plan for evacuating and sheltering during an emergency or disaster,
   b. All providers, other than resource parents, must have a posted plan for evacuation in case of fire and other emergencies,
   c. Resource parents must have a plan for evacuation that is easy to implement in case of fire and other emergencies,
   d. All providers are to train staff as a part of their orientation regarding sheltering or evacuation plans for the agency,
   e. All providers must conduct emergency drills,
   f. Documentation of a plan, inspections of emergency materials, and drills are addressed in annual review by the State Fire Marshall under the Indiana Department of Homeland Security for those providers that are inspected by the State Fire Marshall,
   g. All providers must have readily accessible Child Placement Information. (See Attachment C),
   h. All providers should include the following as a part of their emergency plan:
      1) First aid/Evacuation kit. (See Attachment D)

2) Three locations where they might seek refuge – including one in the area (i.e. same city or county) and one outside the area (i.e. a different city or different county).

All resource parents and licensed providers need to prepare a plan for sheltering or evacuation during an emergency or disaster. Information about emergency and disaster preparedness planning and training can be found on the following websites:

Agency	Website
Indiana Department of Homeland Security (IDHS)	http://www.in.gov/dhs/
American Red Cross	http://www.redcross.org/
Federal Emergency Management Agency (FEMA)	http://www.fema.gov/areyouready/ http://www.ready.gov/
Federal Emergency Management Agency (FEMA) Site for Children	http://www.fema.gov/kids/
Centers for Disease Control and Prevention (CDC)	http://www.bt.cdc.gov/

D. Identification and Handling of New Child Welfare Cases

In an emergency, DCS must continue to respond to any new cases of abuse and neglect. Reports of abuse and neglect will still be routed through the DCS Child Abuse and Neglect Hotline (1-800-800-5556). FCMs and all DCS staff will respond to each new allegation per DCS policies and Indiana statute.

Staff will follow the chain of communications for DCS staff to identify their location. Through the Child Abuse and Neglect Hotline, DCS will be able to respond accordingly to reports of child abuse and/or neglect. Some staff may be required to be temporarily re-assigned by the executive management team to address any staffing shortages that may have resulted from the emergency.

If ICWIS/MaGIK databases are not accessible, then the appropriate paper forms should be used. Each DCS local office should maintain a supply of printed 310's, contact logs, and a detention packet to use until computers and ICWIS/MaGIK are available. See attachment E for further information.

E. Provision of On-going Services

Facilitation of on-going services to children in care and families, as well as, addressing new child welfare cases is paramount during an emergency. To ensure the continuity of services, it is essential that DCS staff and providers remain in contact with each other during an emergency.

1. **DCS Child Welfare Staff:**

DCS staff should continue to perform all regular duties during an emergency. In cases where DCS staffs are not able to perform all duties, staff should follow the communication chain to notify appropriate members of the management team for instructions on how to proceed. The DCS Emergency Management Team may temporarily reassign DCS staff to areas in need.

2. **Child Support Bureau:**
   The Child Support Bureau will facilitate on-going services to insure child support funds continue to post and disburse with limited interruption during an emergency.

3. **Contracted Services:**
   Providers are expected to report the status of their operations and capability to deliver services per contract requirements within four (4) hours of a declared state of emergency. Should DCS staff need to contact contracted services providers, they will use the list of contracted service providers to contact them and determine their capacity to provide services during an emergency. Daily updates are to be provided to DCS during the state of emergency. Communication between emergency points of contact will continue until the declared state of emergency is dismissed. Contracted Service Providers are to report the following information to the DCS Deputy Director of Programs and Services:
   1) Status of facility or community based service delivery capacity;
   2) Status of employees, including work capacity assessment;
   3) Status of support services needed to maintain service delivery as specified per contract; and
   4) Changes in service delivery caused by the emergency and a plan to return to original services.

F. Coordination of services and sharing information with other states

1. **The Request:** When the Governor of the State of Indiana and the DCS Agency Director agree to accept dependent children from another state or jurisdiction for placement in Indiana during an emergency in another state, the Agency Director will request that the sending state first obtains custody of the children who are not already in the state's custody.

   After the sending state initiates custody, it will then initiate an expedited Interstate Compact for the Placement of Children (ICPC) process. The expedited process will consist of the sending state faxing the appropriate ICPC paperwork to the ICPC Coordinator in Indiana. DCS will place out-of-state children in approved and trained foster homes.

   If the sending state is unable to obtain custody of children due to the nature and magnitude of the emergency, the State of Indiana and DCS Agency Director may still approve accepting the children for placement when the request is made by a high-level official from the sending state. Any legal issues will be resolved at a later date.

2. **The Placement** - DCS plans to use existing foster parents who would be willing to accept children from other states during an emergency. In an emergency, DCS may

approve temporary placement of children exceeding the allowable number of children for the home. Placements exceeding an allowable number will only occur if the safety and well-being of the children already in the placement is not jeopardized. Children may be placed by DCS using contracted foster care or group care.

G. Preservation of Vital Records (ICWIS/MaGIK, KidTraks, ISETS/INVEST)

Payments to foster parents, adoptive parents, and service providers as well as providing child support payments is paramount to on-going care of children in DCS' care. Additionally, the records for all children in care are vital to DCS' ability to continue to provide services.

1. **DCS Databases** - DCS has taken steps, through the Indiana Department of Administration and in compliance with State protocols, to protect the agency's vital records. ICWIS/MaGIK, KidTraks, and ISETS/INVEST are backed-up to a secure off-site location in Bloomington, Indiana.

2. **DCS Child Abuse and Neglect Hotline** – The child abuse and neglect hotline is utilizing a centralized intake process for receiving all incoming reports of child abuse and/or neglect. See attachment E for further details.

IV. Additional Functions:

A. Protocols for supporting children in a Temporary Disaster Shelter

In the event of an emergency and disaster, it is likely that the Red Cross and/or other local community partners (i.e. local shelter, emergency personnel, etc.) will establish temporary disaster shelters for individuals who have become displaced. In the event that children are abandoned at the shelter or their parents are unable to be located by shelter staff, a report should be made to the Child Abuse and Neglect Hotline and DCS will respond accordingly. The DCS Local Office Director is responsible for working with the county's Emergency Management Team to develop plans specific to meeting the specific needs of their community.

B. Temporary Shut Down of Government

1. **DCS Field Operations**

   In the event of an announced temporary shutdown of State Government or should an emergency or declared disaster require, DCS Field Operations will establish a skeleton crew of 22 workers on-call statewide to perform only the most basic Child Protection Service (CPS) functions. The CPS worker distribution is one worker per region except Lake (2), Allen (2) and Marion (3) counties for a total of 22. Additionally, one DCS attorney will be identified in each region for a total of 18 local office legal staff.

   DCS Field Operations will use the following protocols:

   a. Regional Managers will identify a CPS worker(s) to cover the region,
   b. The CPS worker's name, cellular phone number(s), and PeopleSoft employee number are to be sent to the DCS Agency Director, Deputy Director of Field Operations, and the Assistant Deputy Directors of Field Operations prior to the shutdown,

c. Regional Managers will identify one (1) DCS attorney to cover each region for a total of 18,
d. The Regional Manager will send the DCS attorney's name, cellular phone number(s), and PeopleSoft number to the DCS General Counsel for approval,
e. After approving the on-call attorneys, the DCS General Counsel will send the names and contact information to DCS Agency Director, Deputy Director of Field Operations, and the Assistant Deputy Directors of Field Operations,
f. The Deputy Director of Field Operations will disseminate contact information for all CPS workers and DCS attorneys to employees on the skeleton crew for communication purposes. The list will also be sent to all members of the DCS Emergency Management Team, Assistant Deputy Directors of Field Operations, Northern and Southern Executive Managers for Field Operations, and Regional Managers,
g. CPS workers are to stock paper 310's and contact logs in the event that ICWIS/MaGIK are unavailable,
h. The Deputy Director of Field Operations will send CPS workers a list of foster homes and shelters with phone numbers for each region. CPS workers will also take home the IARCCA resource directory,
i. Each DCS Local Office Director or designee is to call local LEA and advise them of a possible government shutdown. The DCS Local Office Director will provide LEA with DCS staff on call and contact information,
j. In the event of a temporary government shut down or disaster, the Child Abuse and Neglect Hotline will continue to respond to CPS reports if conditions allow as determined by the Emergency Management Team. In the event the Child Abuse and Neglect Hotline is not operational due to the emergency situation, all CPS calls will be forwarded to the backup site in Bloomington, Indiana. If the Child Abuse and Neglect Hotline cannot operate at the back up site, the Hotline Director will ensure that all Hotline calls are transferred to an alternative number (another DCS local office, on-call worker cell phones, LEA),
k. Most on-going functions will be suspended. Placement disruptions in out-of-home care will be routed to the on-call worker by LEA,
l. If DCS is unable to respond timely because of the small number of CPS workers available the on-call worker must either seek help from an FCM Supervisor or Local Office Director in the impacted county or ask LEA to detain the child(ren) until placement into foster care or shelter care can be facilitated.

2. **DCS Child Support Bureau**

In the event of an announced temporary shutdown of State Government, DCS Child Support Bureau will establish a skeleton crew of 10 to 12 workers including both state employees and vendors to perform only the most basic Child Support/ISETS/INVEST functions.

DCS Child Support Bureau will use the following protocols:

a. Child Support Bureau Deputy Director, Assistant Deputy Directors, and ISETS/INVEST Managers will identify Child Support Bureau and ISETS staff to cover during the shutdown, and

b. The Child Support Bureau or ISETS/INVEST worker's name, cellular phone number(s), and PeopleSoft number are to be sent to the Emergency Management Team prior to the shutdown.

V. Attachments

A. Key Partner Contacts: -

Agency	*Phone*
Governor's Office	317-232-3515
Recognized Indian Tribes	616-782-8998
IARCCA	317-849-8497
Association of Indiana Counties (AIC)	317-684-3710
Indiana Prosecuting Attorney's Council (IPAC)	317-233-3925

B. Child Placement Information for LCPA's & Resource Parents

The Child Placement Information should remain in a secure location that is easily accessible. The placement information must be taken when evacuating and should include:

1. Names and phone numbers of the three emergency locations provided to DCS,
2. Emergency contact information for DCS,
3. Names of all children in care,
4. Birth certificate or copies,
5. Insurance or Medicaid Card,
6. Supply of medications and medical information, and
7. List of current medications.

C. First Aid or Evacuation Kit

The following are recommended items for a first aid / evacuation kit:

1. Sterile adhesive bandages in assorted sizes,
2. Sterile gauze pads (4-6),
3. Hypoallergenic adhesive tape,
4. Sterile roller bandages (3 rolls),
5. Scissors,
6. Tweezers,
7. Needle,
8. Moistened towelettes,
9. Antiseptic,
10. Thermometer,
11. Tube of petroleum jelly or other lubricant,
12. Assorted sizes of safety pins,
13. Cleansing agent or soap,
14. Latex gloves (2 pair),
15. Sunscreen,
16. Non-prescription drugs, such as:
    a. Aspirin or non-aspirin pain reliever,
    b. Anti-diarrhea medication,

c. Antacid (for stomach upset),
d. Syrup of Ipecac (use to induce vomiting, only if advised by the Poison Control Center), and
e. Laxative.

17. Current maps of the area surrounding the provider home or facility,
18. Non-electric can opener,
19. Extra batteries,
20. 72-hour supply of drinking water and non-perishable canned food, and
21. Duct tape.

D. Essential Evacuation Items

Additional recommended items to take when evacuating include:

1. A portable, battery-powered radio and extra batteries,
2. Flashlight and extra batteries,
3. First aid kit and placement information for each child in care,
4. Supply of prescription medication for each child,
5. Credit card(s) and cash,
6. Personal ID,
7. An extra set of car keys,
8. Map of the area and phone numbers of your DCS and emergency contact persons, and
9. Special needs items (i.e. baby items, spare eyeglasses).

E. [NEW] Hotline Disaster Plan Communication and Operations for Hotline Staff & Local Offices

In the event of an emergency or disaster where the Hotline location is unavailable:

Hotline Chain of Communication

1. Hotline Director will contact:
   a. Deputy Director of Field Operations
   b. DCS Security Manager
   c. DCS Chief Information Officer
   d. Director of Communications
   e. Director of Human Resources

2. Director of Communications will:

   a. Contact IDOA for a 24 hr back-up site, security badges and parking for hotline operations, and
   b. Contact Capital Police & Indiana State Police Data Center to alert them of the situation and if staff are relocated to the Indiana Government Center, to notify them of staff presence during overnight hours, and
   c. Collaborate with Deputy Director of Field Operations on communicating one message to the field, and

d. Ensure that notice and contact information for how to make reports of abuse and neglect during the emergency situation is posted on the DCS website and pre-drafted communications prompts are in place.

3. The Chief Information Officer will contact:

   a. IOT helpdesk
   b. All remaining members of the DCS Emergency Management Team (Agency Director, Chief of Staff, Deputy Chief of Staff, General Counsel, Chief Financial Officer, and all Deputy Directors) to advise of the emergency situation and report back once a final plan is put into place.

4. IOT Helpdesk will:

   a. Open a trouble ticket and assign it to IOT Telecom. IOT Telecom level 1 will do initial troubleshooting to determine if the problem is a Call Center or IP Phone related issue and route the trouble ticket to the appropriate IOT Telecom level 2 support group.
   b. IOT Telecom level 2 will evaluate the Call Center and/or IP Phone issue to determine if the problem can be resolved internally by an IOT Telecom engineer.
   c. IOT Telecom level 2 will escalate trouble ticket and open a trouble ticket with Netech for level 3 Call Center or IP Phone support for any major Call Center or IP Phone outage. IOT Telecom will then notify Heidi Jordan.
   d. For network related outages IOT Telecom level 2 will work with the IOT Network Management group.
   e. IOT Telecom will update DCS Child Abuse and Neglect Hotline supervisor and/or contacts of trouble ticket status every 30 minutes until the issue is resolved. Contacts: DCS Security Manager, Heidi Jordan or DCS MaGIK Project Executive, Bobby Johnson.
   f. IOT will work with the DCS Child Abuse and Neglect Hotline staff to test and verify Call Center and IP Phone functionality has been fully restored.
   g. If problem persists an IOT Telecom or Network engineer will dispatch to site to work through the issue.

   Note: If the Hotline Director or Deputy Director is unavailable, their designee will initiate this chain of communication.

In the event that there is an emergency or disaster declared by the Governor or SPD Director regarding DCS operations:

The Emergency Management & Hotline Team will:

Be responsible for evaluating the severity of the emergency situation and making decisions with regard to the appropriate course of action including:

a. Whether Hotline operations should be managed remotely and/or re-assigned to DCS local offices.
b. Receive, document, and track reports of Abuse and Neglect including paper 310's and screen outs.
c. Appropriate staffing levels.
d. Resuming normal operations and implementing a communication plan to notify impacted individuals.
e. Scheduling appropriate debriefing meetings and making necessary revisions to practices and procedures as appropriate.
f. Managing Operations from an Alternative Location
    1. Reassignment of Staff to Surrounding Local Offices.
    2. Activating Remote Access Sites.
g. Making determinations whether to initiate an assessment or screen out a report as well as determining the appropriate timeframe for initiation and completion of the assessment.
h. Transmitting all reports to the Hotline (via email attachment or fax) for data entry into ICWIS/MaGIK.

In the event that ICWIS or MaGIK are unavailable:

The Intake Specialist (IS) will:

a. Take all reports on the report template that is loaded on their desktop & H Drive.
b. Obtain any involvement with DCS from the Report Source as any information obtained will be useful in determining response times and making report determinations.
c. Print the report and turn it in to the supervisor on shift to be reviewed. On reports with 24 hour/1 hour responses, once the IS has entered the report they should also email a copy of that report with the subject line including 24 hour report/1 hour report and the report name to the supervisor so the report can be sent to the 24 hour distribution list for that county once the report is approved. IS will need to contact the county on-call worker just as DCS does when using ICWIS/MaGIK.

In the Event that the Hotline is unable to function in any manner:

DCS Local Offices will be expected to take intake calls and act upon them should the report call for immediate action. DCS Local Offices should email the report to the dcshotlinereports@dcs.in.gov.

F. [NEW]Child Support Bureau (CSB) and ISETS/INVEST Disaster Plan Communication and Operations

In the event of an emergency or disaster that the CSB/ISETS/INVEST location is unavailable:

CSB chain of Communication:

The Deputy Director of CSB will contact:

a. Director of Communication
b. DCS Security Manager
c. DCS Chief Information Officer
d. Director of Human Resources

The Deputy Director of Communication will:

a. Ensure that notice and contact information for how to make child support payments and inquires during the emergency situation is posted on the DCS website and pre-drafted communications prompts are in place.
b. Contact IDOA for a 24 hr back-up site, security badges and parking for CSB Senior Management operations, and
c. Collaborate with Deputy Director of Field Operations on communicating one message to the field.

The Chief Information Officer will contact:

a. IOT helpdesk
b. All remaining members of the DCS Emergency Management Team (Agency Director, Chief of Staff, Deputy Chief of Staff, General Counsel, Chief Financial Officer, and all Deputy Directors) to advise of the emergency situation and report back once a final plan is put into place.

Note: If the Deputy Director of CSB is unavailable, their designee will initiate communication.

In the event that there is an emergency or disaster declared by the Governor or SPD Director regarding DCS operations:

The Emergency Management & CSB Team will:

a. Be responsible for evaluating the severity of the emergency situation and making decisions with regard to the appropriate course of action including:
b. Whether CSB operations should be managed remotely.
c. Appropriate staffing levels (skeleton crew).
d. Resuming normal operations and implementing a communication plan to notify impacted individuals.
e. Scheduling appropriate debriefing meetings and making necessary revisions to practices and procedures as appropriate.

The ISETS/INVEST Disaster Plan Skeleton Crew & Duties contained in this Disaster Plan are only effective if the disaster is for a period of five (5) days or less. In the event that it will take longer than five (5) days, other directions will be provided by the Executive Management Team:

I5 Administrator:

a. Ensure ISETS/INVEST system is up and running in the counties & stays running
b. Mini Check Sum Completions
c. Banking files transmit
d. Tape Backup

Batch Lead:

a. Ensure batch and next day completion starts
b. Amend by-passes

Help Desk Supervisor:

a. CSR/Webmail situation updates
b. Limited county help (password resets)

Production Support-On Call:

a. Ensure all major systems are up including Support Net, License Suspension, and SharePoint application links and support any system issues that need immediate attention.

ISETS/INVEST Manager:

a. Rotational support to ISETS/INVEST disaster skeleton crew.

The ISETS/INVEST Disaster Plan Skeleton Crew & Duties contained in this Disaster Plan are only effective if the disaster is for a period of five (5) days or less. In the event that it will take longer than five (5) days, other directions will be provided by the Executive Management Team:

CSB Executive Management will:

a. Work with building staff at 132 E. Washington St. Indianapolis, IN;
b. Work with DCS/IT regarding computer and telecommunication issues;
c. Work with ISETS/INVEST;
d. Notify DCS Director of Communications

Financial Manager will:

a. Notify Indiana State Central Collection Unit (INSCCU)
b. Notify the State of Indiana Auditors Office

c. Notify DCS Financial Management
d. Notify DCS Cash Management
e. Oversee financial team work
f. Work with CSB Executive & Operations Management

Financial Team will:

a. Post incoming checks
b. Complete adjustments
c. Handle SupportNet/Electronic funds transfer (EFT) Scrubber
d. Notify Affiliated Computer Services (ACS)/Debit card vendor
e. Notify Indiana Treasurers Office
f. Notify PNC Bank
g. Approve adjustments
h. Request appropriate check pulls

Operations/Security Manager will:

a. Oversee mail operations
b. Oversee ID resets
c. Assist financial team where needed
d. Coordinate computer access for key staff
e. Work with CSB Executive & financial manager

Operations/Security team will:

a. Coordinate mail operations with Pitney Bowes
b. Open mail
c. Copy incoming checks
d. Coordinate INSCCU, Post Office, and Interdepartmental mail
e. Pull check pulls
f. Contact Governor liaison for correspondence

Program Support:

a. Handle scheduled hearings

State of Indiana

Annual Progress and Services Report

Attachment F

Supervisor to Worker Ratios

		FCM Supervisor Ratio	TOTAL POSITIONS	FCM Positions	FCM Supervisor Positions	
	Region 4 Total	**5.9**	**236**	**153**	**26**	
4	Adams	5.0	9	5	1	
4	Allen	5.6	140	95	17	
4	Dekalb	6.0	18	12	2	
4	Huntington	7.0	12	7	1	
4	Lagrange	6.0	11	6	1	
4	Noble	10.0	15	10	1	If they have 2 Sup's, ratio would drop to 5.0
4	Steuben	5.5	17	11	2	
4	Wells	4.0	8	4	1	
4	Whitley	N/A	6	3	0	
	Region 6 Total	**8.8**	**85**	**53**	**6**	
6	Cass	8.0	14	8	1	
6	Fulton	9.0	15	9	1	
6	Howard	9.0	27	18	2	
6	Miami	11.0	16	11	1	If they have 2 Sup's, ratio would drop to 5.5
6	Wabash	7.0	13	7	1	
	Region 11 Total	**6.7**	**97**	**67**	**10**	
11	Hamilton	5.7	27	17	3	
11	Hancock	11.0	16	11	1	If they have 2 Sup's, ratio would drop to 5.5
11	Madison	6.0	49	36	6	
11	Tipton	N/A	5	3	0	
	Region 16 Total	**7.9**	**172**	**118**	**15**	
16	Gibson	11.0	16	11	1	If they have 2 Sup's, ratio would drop to 5.5
16	Knox	6.3	28	19	3	
16	Pike	N/A	7	4	0	
16	Posey	7.0	10	7	1	
16	Vanderburgh	7.3	96	66	9	
16	Warrick	11.0	15	11	1	

State of Indiana

Annual Progress and Services Report

Attachment E

Race/Ethnicity, Salaries & Position Types for DCS Field Workers

Workforce Analysis

as of December 1, 2011

Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
Staff Development	Program Dir E7	00EUE7	Executives	2	1			1							1
	Program Director 1	002WM1	Professionals	3			3	3							3
	Program Director 2	002WM2	Professionals	4	2		8	10			3		7	10	20
	Program Coordinator 3	002WM3	Professionals	5							1			1	1
	Program Coordinator 5	002WM5	Professionals	6	1	1	4	6							6
	Administrative Assistant 5	002WN5	Clerical	7			1	1							1
	Clerical Assistant 4	003LD4	Clerical				1	1							1
Staff Development Total					6	1	18	25			4		7	11	36
Vendor Management	**Controller E7**	00ERB7	Executives										1	1	1
	Accountant 2	002RA2	Accounting				1	1							1
	Accountant 3	002RA3	Accounting				1	1							1
	Accountant 6	002RA6	Accounting				1	1							1
	Account Clerk 3	003JA3	Clerical		1		2	3							3
Vendor Management Total					1		5	6					1	1	7
Field Ops Regional Mgmt	*County Welfare Director E4*	00EIA4	Executives				2	2							2
	Broad Band Executive	00EXBB	Executives				9	9					7	7	16
Field Ops Regional Mgmt Total							11	11					7	7	18
Institutional Assess	*Family Case Manager 2*	002AP2	Social Svc Prof		2		2	4			1		5	6	10
Institutional Assessment Total					2		2	4			1		5	6	10
Grand Total				13	103	5	325	446	1	5	13	3	120	142	588

*Appointed Outside of the Agency

Lines of Progression illustrated by department beginnining with the highest position.

Bolded positions - Highest position(s) in the line of progression,

Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

Department of Child Services - Central Office

as of December 1, 2011

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
Practice Support Total					1		1	2							2
Preservation	**State Program Director E6**	00EUE6	Executives				1	1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				2	2							2
	Clerical Assistant 3	003LD3	Clerical				1	1							1
Preservation Total							4	4							4
Prevention	*State Program Director E6*	00EUE6	Executives				1	1							1
Prevention Total							1	1							1
Programs & Services	**Broad Band Executive**	00EXBB	Executives				1	1							1
	State Program Director E6	00EUE6	Executives			1	1	2							2
	Program Director 1	002WM1	Professionals			1		1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				1	1							1
	Operations Analyst 1	001CE1	Consult & Analysts				1	1							1
	Operations Analyst 3	001CE3	Consult & Analysts		1			1					2	2	3
	Administrative Assistant 5	002WN5	Clerical				1	1							1
Programs & Services Total					1	2	5	8					2	2	10
Quality Assurance Review	**State Program Director E5**	00EUE5	Executives		1			1							1
	Program Director 1	002WM1	Professionals		1		2	3							3
	Secretary 3	003MB3	Clerical		1			1							1
Quality Assurance Review Total					3		2	5							5
Regional Coordinators	**State Program Director E6**	00EUE6	Executives		1			1							1
	Program Director 1	002WM1	Professionals	1	1		3	5					1	1	6
Regional Coordinators Total				1	2		3	6					1	1	7
Regional Fiscal Ops	**State Program Director E6**	00EUE6	Executives		2		3	5					3	3	8
	Accountant 3	002RA3	Accounting				2	2							2
Regional Fiscal Ops Total					2		5	7					3	3	10
Social Security Benefits	**Program Director 1**	002WM1	Professionals				1	1							1
	Accountant 2	002RA2	Accounting	1				1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				2	2							2
	Account Clerk 3	003JA3	Clerical				1	1							1
Social Security Benefits Total				1			4	5							5
Special Needs Adopt Pgm	*Family Case Manager 2*	002AP2	Social Svc Prof		3		4	7							7
	Human Services Consultant 2	002AK2	Social Svc Prof				2	2							2
Special Needs Adopt Pgm Total					3		6	9							9
Spec Needs Adopt	*Program Director 1*	002WM1	Professionals				1	1							1
Special Needs Adoption Total							1	1							1
Staff Development	**Broad Band Executive**	00EXBB	Executives	1	2		1	3							3

Workforce Analysis

as of December 1, 2011

Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
ISETS IT Support	*Policy/Procedure Analyst 2*	002UH2	Consult & Analysts				1	1							1
	Administrative Assistant 5	002WN5	Clerical				1	1							1
	Clerical Assistant 3	003LD3	Clerical				1	1							1
ISETS IT Support Total					1		20	21	1	2			17	20	41
KidsTracks IT Support	**IT Project Manager Senior**	00EAU6	Consult & Analysts										1	1	1
	Appl Syst Analyst/Prog Senior	001BC1	Consult & Analysts										1	1	1
	Appl Syst Analyst/Prog Speclst	001BB1	Consult & Analysts										1	1	1
	Appl Syst Analyst/Prog Supv	006BB3	Consult & Analysts										1	1	1
	Business Systems Cnslt Assoc	001BD3	Consult & Analysts										1	1	1
KidsTracks IT Support Total													5	5	5
KidTraks Invoicing	**Broad Band Executive**	00EXBB	Executives										1	1	1
	Accountant 1	002RA1	Accounting				4	4					1	1	5
	Accountant 4	002RA4	Accounting				3	3			1		1	2	5
	Accountant 6	002RA6	Accounting	1	6		23	30			1		3	4	34
	Account Clerk 3	003JA3	Clerical				2	2							2
	Clerical Assistant 4	003LD4	Clerical										1	1	1
KidTraks Invoicing Total				1	6		32	39			2		7	9	48
Legal Operations	**Broad Band Executive**	00EXBB	Executives				2	2					2	2	4
	State Program Director E6	00EUE6	Executives		1			1							1
	Attorney E6	00EOA6	Executives				2	2					1	1	3
	Attorney E7	00EOA7	Executives				4	4					3	3	7
	Administrative Assistant 3	002WN3	Clerical				1	1							1
	Administrative Assistant 5	002WN5	Clerical				2	2							2
Legal Operations Total					1		11	12					6	6	18
Licensing	**Program Dir E7**	00EUE7	Executives		1			1							1
	Human Services Consultant 2	002AK2	Social Svc Prof		2		2	4					1	1	5
	Clerical Assistant 4	003LD4	Clerical		1			1							1
Licensing Total					4		2	6					1	1	7
Performance/ Quality Impr	**Policy Procedure Analyst E7**	00ETH7	Executives				1	1							1
	Program Director 1	002WM1	Professionals		2		5	7					1	1	8
	Clerical Assistant 4	003LD4	Clerical		1			1							1
Performance/Quality Impr Total					3		6	9					1	1	10
Policy	*Program Director 1*	002WM1	Professionals		1			1							1
Policy Total					1			1							1
Practice Support	*Broad Band Executive*	00EXBB	Executives				1	1							1
	Administrative Assistant 5	002WN5	Clerical		1			1							1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
ICWIS Policy Support	**State Program Director E6**	00EUE6	Executives				1	1							1
	Program Director 1	002WM1	Professionals		1		1	2					1	1	3
	Program Director 2	002WM2	Professionals				2	2					4	4	6
	Human Services Consultant 2	002AK2	Social Svc Prof				1	1							1
	Business Systems Cnslt Int	001BD2	Consult & Analysts				1	1							1
	Administrative Assistant 5	002WN5	Clerical				1	1							1
ICWIS Policy Support Total					1		7	8					5	5	13
Independent Living	*Family Case Manager 2*	002AP2	Social Svc Prof		1			1							1
	Human Services Consultant 2	002AK2	Social Svc Prof		1			1					2	2	3
Independent Living Total					2			2					2	2	4
Information Technology	**Broad Band Executive**	00EXBB	Executives								1			1	1
	Business Systems Cnslt Mgr	00EAL6	Consult & Analysts				1	1							1
	Business Systems Cnslt Int	001BD2	Consult & Analysts				1	1							1
	Appl Syst Analyst/Prog Senior	001BC1	Consult & Analysts										1	1	1
	Appl Syst Analyst/Prog Int	001BC2	Consult & Analysts										1	1	1
Information Technology Total							2	2			1		2	3	5
Interstate Compact	**Program Dir E7**	00EUE7	Executives				1	1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				2	2					2	2	4
	Clerical Assistant 4	003LD4	Clerical				1	1							1
Interstate Compact Total							4	4					2	2	6
ISETS IT Support	**Deputy/Asst IT Director**	00EAJ5	Executives				1	1							1
	Business Systems Cnslt Mgr	00EAL6	Consult & Analysts				1	1							1
	IT Project Manager Senior	00EAU6	Consult & Analysts				1	1					1	1	2
	IT Project Manager Int	00EAU7	Consult & Analysts				1	1					2	2	3
	Business Systems Cnslt Senior	001BD1	Consult & Analysts		1		3	4							4
	Business Systems Cnslt Int	001BD2	Consult & Analysts				3	3	1				3	4	7
	Business Systems Cnslt Assoc	001BD3	Consult & Analysts										2	2	2
	Senior Quality Assurance Anlst	001BL1	Consult & Analysts				1	1							1
	Quality Assurance Analyst	001BL2	Consult & Analysts				4	4					3	3	7
	Appl Syst Analyst/Prog Specist	001BB1	Consult & Analysts				2	2					1	1	3
	Appl Syst Analyst/Prog Int	001BC2	Consult & Analysts										1	1	1
	Appl Syst Analyst/Prog Supv	006BB3	Consult & Analysts										1	1	1
	Network Engineer Senior	001BK1	Consult & Analysts										1	1	1
	Operations Analyst 1	001CE1	Consult & Analysts										1	1	1
	Systems Administrator Senior	001BM1	Consult & Analysts							1			1	2	2
	Data Architect	001BQ1	Consult & Analysts							1				1	1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
CSB Parent Locate	*Clerical Assistant 3*	003LD3	Clerical				1	1							1
	Secretary 3	003MB3	Clerical		1		2	3							3
CSB Parent Locate Total					4		3	7							7
CSB Public Asst Research	*Accountant 4*	002RA4	Accounting	1				1							1
	Account Clerk 3	003JA3	Clerical	2	1			3					2	2	5
	Clerical Assistant 3	003LD3	Clerical							1				1	1
CSB Public Asst Research Total				3	1			4		1			2	3	7
CSB Undist Collections	**Accountant 5**	002RA5	Accounting				1	1							1
	Account Clerk 3	003JA3	Clerical		1		1	2					1	1	3
CSB Undist Collections Total					1		2	3					1	1	4
Eligibility Rate Setting	**State Program Director E6**	00EUE6	Executives										1	1	1
	Program Director 1	002WM1	Professionals				2	2							2
	Human Services Consultant 2	002AK2	Social Svc Prof		1		5	6					3	3	9
	Program Coordinator 3	002WM3	Professionals										1	1	1
	Administrative Assistant 5	002WN5	Clerical				1	1							1
Eligibility Rate Setting Total					1		8	9					5	5	14
Executive Office	***Broad Band Executive**	00EXBB	Executives										1*	1*	1*
	Broad Band Executive	00EXBB	Executives				3	3					3	3	6
	State Program Director E6	00EUE6	Executives				1	1							1
	Administrative Assistant 6	002WN6	Clerical		1			1							1
Executive Office Total					1		4	5					3	3	8
Field Operations	**Broad Band Executive**	00EXBB	Executives				2	2					2	2	4
	State Program Director E6	00EUE6	Executives		1		2	3							3
	Program Director 1	002WM1	Professionals		1			1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				4	4					1	1	5
	Administrative Assistant 5	002WN5	Clerical			1	1	2							2
	Clerical Assistant 4	003LD4	Clerical		1			1							1
Field Operations Total					3	1	9	13					3	3	16
Healthy Families	**Program Director 1**	002WM1	Professionals				1	1							1
	Human Services Consultant 2	002AK2	Social Svc Prof										1	1	1
Healthy Families Total							1	1					1	1	2
ICWIS IT Support	**IT Project Manager Senior**	00EAU6	Consult & Analysts										1	1	1
	Business Systems Cnslt Senior	001BD1	Consult & Analysts		1			1		1				1	2
	Appl Syst Analyst/Prog Senior	001BC1	Consult & Analysts	2				2		1				1	3
	Quality Assurance Analyst	001BL2	Consult & Analysts										1	1	1
ICWIS IT Support Total				2	1			3		2			2	4	7

Workforce Analysis

as of December 1, 2011

Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
CSB County Relationships	**State Program Director E6**	00EUE6	Executives				2	2							2
	Program Director 1	002WM1	Professionals				2	2							2
	Program Director 2	002WM2	Professionals				2	2							2
	Human Services Consultant 2	002AK2	Social Svc Prof				6	6							6
CSB County Relationships Total							12	12							12
CSB Elect Funds Transfer	*Business Administrator 2*	002TC2	Professionals				1	1							1
	Account Clerk 2	003JA2	Clerical		1		1	2							2
	Account Clerk 3	003JA3	Clerical				1	1					1	1	2
CSB Elect Funds Transfer Total					1		3	4					1	1	5
CSB Employer Maintenance	*Administrative Assistant 3*	002WN3	Clerical			1	1	1							1
	Account Clerk 3	003JA3	Clerical		2		3	6							6
CSB Employer Maintenance Total				1	2		4	7							7
CSB Executive Office	**Broad Band Executive**	00EXBB	Executives				1	1							1
	State Program Director E5	00EUE5	Executives				1	1					1	1	2
	Program Director 2	002WM2	Professionals				1	1							1
	Program Coordinator 4	002WM4	Professionals		1			1							1
	Administrative Assistant 4	002WN4	Clerical				1	1							1
CSB Executive Office Total					1		4	5					1	1	6
CSB Financial Management	*State Program Director E6*	00EUE6	Executives				1	1							1
	Program Director 2	002WM2	Professionals		1		1	2							2
	Accountant 2	002RA2	Accounting				1	1							1
CSB Financial Management Total					1		3	4							4
CSB Interstate Unit	*Program Director 2*	002WM2	Professionals				1	1							1
	Account Clerk 3	003JA3	Clerical		1		4	5							5
CSB Interstate Unit Total					1		5	6							6
CSB KIDSLINE Call Ctr	*Program Director 2*	002WM2	Professionals		1	1	1	2							2
	Customer Svc Rep 6	002TM6	Professionals		7		2	10			1			1	11
CSB KIDSLINE Call Ctr Total				1	8		3	12			1			1	13
CSB Mailroom	*Account Clerk 3*	003JA3	Clerical		1		1	2							2
	Clerical Assistant 3	003LD3	Clerical				1	1							1
CSB Mailroom Total					1		2	3							3
CSB Operations & Securit	**State Program Director E6**	00EUE6	Executives				1	1							1
	Human Services Consultant 2	002AK2	Social Svc Prof				1	1							1
	Human Services Consultant 3	002AK3	Social Svc Prof				1	1							1
CSB Operations & Securit Total							3	3							3
CSB Parent Loc	*Account Clerk 3*	003JA3	Clerical		3			3							3

Workforce Analysis

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Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
Background Checks Total							2	2					2	2	4
Child Abuse Hotline	**Broad Band Executive**	00EXBB	Executives				1	1							1
	Family Case Manager Sup 3	007AP3	Social Svc Prof				1	1							1
	Family Case Manager Sup 4	007AP4	Social Svc Prof		2		6	8					1	1	9
	Family Case Manager 2	002AP2	Social Svc Prof		7		45	52			1	3	7	11	63
Child Abuse Hotline Total					9		53	62			1	3	8	12	74
Clinical Services	**Broad Band Executive**	00EXBB	Executives										1	1	1
	Clinical Services Specialist 1	002AH1	Social Svc Prof				3	3							3
Clinical Services Total							3	3					1	1	4
Communications	**Broad Band Executive**	00EXBB	Executives				1	1							1
	Program Director 1	002WM1	Professionals										1	1	1
	Program Director 2	002WM2	Professionals				1	1							1
	Program Coordinator 4	002WM4	Professionals				1	1							1
	Information Specialist 6	002LA6	Professionals										1	1	1
	Appl Syst Analyst/Prog Int	001BC2	Consult & Analysts				1	1							1
	Artist Illustrator 3	002LG3	Professionals										1	1	1
	Administrative Assistant 6	002WN6	Clerical		1			1							1
Communications Total					1		4	5					3	3	8
Contracting &Purchasing	**Broad Band Executive**	00EXBB	Executives										1	1	1
	Program Director 1	002WM1	Professionals				1	1							1
	Purchasing Administrator 1	002TA1	Professionals				1	1							1
	Program Director 2	002WM2	Professionals		3		1	4			1		1	2	6
	Purchasing Administrator 2	002TA2	Professionals		1			1							1
	Purchasing Administrator 3	002TA3	Professionals				1	1							1
	Accountant 3	002RA3	Accounting		1			1							1
	Program Coordinator 4	002WM4	Professionals				1	1							1
Contracting &Purchasing Total					5		5	10			1		2	3	13
CSB Acct Adjust/Disburse	**Accountant 5**	002RA5	Accounting				1	1							1
	Account Clerk 2	003JA2	Clerical				1	1							1
	Account Clerk 3	003JA3	Clerical		3		2	5					1	1	6
CSB Acct Adjust/Disburse Total					3		4	7					1	1	8
CSB Central Enforcement	*Program Director 2*	002WM2	Professionals				1	1							1
	Accountant 5	002RA5	Accounting		1			1							1
	Account Clerk 3	003JA3	Clerical	1	3		4	8							8
	Secretary 3	003MB3	Clerical		1			1							1
CSB Central Enforcement Total				1	5		5	11							11

Workforce Analysis

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Department of Child Services - Central Office

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES AI	MALES A	MALES B	MALES H	MALES W	Male Total	Grand Total
Account Management	**Broad Band Executive**	00EXBB	Executives				1	1							1
	State Program Director E5	00EUE5	Executives				1	1							1
	Budget Analyst E7	00ERI7	Consult & Analysts				1	1							1
	Budget Analyst 1	002RH1	Consult & Analysts				1	1							1
	Accountant 2	002RA2	Accounting										2	2	2
	Accountant 3	002RA3	Accounting	1	1		2	4							4
	Accountant 5	002RA5	Accounting				1	1							1
Account Management Total				1	1		7	9					2	2	11
Accounts Payable	**Broad Band Executive**	00EXBB	Executives				1	1							1
	Accountant 1	002RA1	Accounting				3	3							3
	Accountant 2	002RA2	Accounting				1	1					1	1	2
	Accountant 3	002RA3	Accounting										1	1	1
	Accountant 4	002RA4	Accounting		1		3	4							4
	Accountant 5	002RA5	Accounting				3	3							3
	Accountant 6	002RA6	Accounting		7		1	8			2			2	10
Accounts Payable Total					8		12	20			2		2	4	24
Accounts Receivable	**Program Director 1**	002WM1	Professionals				1	1							1
	Accountant 2	002RA2	Accounting				1	1							1
	Accountant 3	002RA3	Accounting		1			1							1
	Accountant 4	002RA4	Accounting				2	2							2
	Accountant 6	002RA6	Accounting		1			1							1
	Account Clerk 2	003JA2	Clerical				1	1							1
	Clerical Assistant 4	003LD4	Clerical		1			1							1
Accounts Receivable Total					3		5	8							8
Administrative Svcs	**Broad Band Executive**	00EXBB	Executives				2	2					3	3	5
	State Program Director E6	00EUE6	Executives				1	1							1
	Program Dir E7	00EUE7	Executives	1				1							1
	Accountant 1	002RA1	Accounting				1	1							1
	Field Auditor 1	002RC1	Professionals										3	3	3
	Program Director 1	002WM1	Professionals		1		1	2							2
	Program Coordinator 3	002WM3	Professionals			1	1	2							2
	Account Clerk 3	003JA3	Clerical				1	1							1
Administrative Svcs Total				1	1	1	7	10					6	6	16
Background Checks	**Program Director 1**	002WM1	Professionals				1	1							1
	Human Services Consultant 2	002AK2	Social Svc Prof										2	2	2
	Clerical Assistant 3	003LD3	Clerical				1	1							1

Workforce Analysis

as od December 1, 2011

Department of Child Services - Region 18

Location	Job Title	Job Code	Job Group	FEMAALES			Female Total	MALES			Male Total	Grand Total
				AI	B	W		B	H	W		
Washington County	Clerical Assistant 4	003LD4	Clerical			1	1					1
Washington County Total						8	8			2	2	10
Grand Total				1	7	81	89	1	1	15	17	106

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as od December 1, 2011

Department of Child Services - Region 18

Location	Job Title	Job Code	Job Group	FEMAALES			Female Total	MALES			Male Total	Grand Total
				AI	B	W		B	H	W		
Clark County	**County Welfare Director E5**	00EIA5	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	3	4			1	1	5
	Family Case Manager 2	002AP2	Social Svc Prof		5	20	25	1		3	4	29
	Attorney E7	00EOA7	Executives			2	2					2
	Administrative Secretary 2	003MB2	Clerical			1	1					1
	Secretary 3	003MB3	Clerical			2	2					2
	Clerical Assistant 4	003LD4	Clerical			3	3					3
Clark County Total					6	31	37	1		5	6	43
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives							1*	1*	1*
Field Ops Regional Mgmt Total												
Floyd County	**County Welfare Director E6**	00EIA6	Executives						1		1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	1			1			1	1	2
	Family Case Manager 2	002AP2	Social Svc Prof			10	10			2	2	12
	Attorney E7	00EOA7	Executives			1	1					1
	Secretary 3	003MB3	Clerical			1	1					1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Floyd County Total				1		13	14		1	3	4	18
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof			4	4					4
Foster Care Services Total						4	4					4
Harrison County	**County Welfare Director E6**	00EIA6	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs							1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof		1	4	5			2	2	7
	Clerical Assistant 3	003LD3	Clerical			1	1					1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Harrison County Total					1	6	7			4	4	11
Scott County	**County Welfare Director E6**	00EIA6	Executives			1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2					2
	Family Case Manager 2	002AP2	Social Svc Prof			13	13			1	1	14
	Attorney E7	00EOA7	Executives			1	1					1
	Secretary 3	003MB3	Clerical			1	1					1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Scott County Total						19	19			1	1	20
Washington County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs	1		2	2					2
	Family Case Manager 2	002AP2	Social Svc Prof	2		4	4			1	1	5
	Attorney E7	00EOA7	Executives							1	1	1
	Clerical Assistant 3	003LD3	Clerical			1	1					1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 17

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Spencer County	Family Case Manager 2	002AP2	Social Svc Prof	2	3	3	1	1	4
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Spencer County Total					5	5	1	1	6
Grand Total				1	50	51	5	5	56

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 17

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Crawford County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		4	4	1	1	5
	Clerical Assistant 3	003LD3	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Crawford County Total					7	7	1	1	8
Daviess County	**County Welfare Director E6**	00EIA6	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	1	6	7			7
	Attorney E7	00EOA7	Executives		1	1			1
	Clerical Assistant 3	003LD3	Clerical		1	1			1
	Secretary 3	003MB3	Clerical		1	1			1
Daviess County Total				1	11	12			12
Dubois County	*Attorney E7*	00EOA7	Executives	1	1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	2	3	3	1	1	4
	Administrative Secretary 2	003MB2	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Dubois County Total					6	6	1	1	7
Field Ops Regional Mgmt	**Broad Band Executive*	00EXBB	Executives		1*	1*			1*
Field Ops Regional Mgmt Total									
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		3	3			3
Foster Care Services Total					3	3			3
Martin County	**County Welfare Director E7**	00EIA7	Executives		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		3	3			3
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Martin County Total					5	5			5
Orange County	**County Welfare Director E7**	00EIA7	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		3	3			3
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Orange County Total					6	6			6
Perry County	**County Welfare Director E7**	00EIA7	Executives		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		5	5	1	1	6
	Attorney E7	00EOA7	Executives				1	1	1
	Clerical Assistant 3	003LD3	Clerical		1	1			1
Perry County Total					7	7	2	2	9
Spencer County	**County Welfare Director E7**	00EIA7	Executives	1	1	1			1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 16

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES H	FEMALES NHOPI	FEMALES W	Female Total	MALES B	MALES H	MALES W	Male Total	Grand Total
Warrick County	**County Welfare Director E6**	00EIA6	Executives				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof				8	8			2	2	10
	Clerical Assistant 4	003LD4	Clerical				1	1					1
Warrick County Total							11	11			2	2	13
Grand Total				6	1	1	117	125	3	1	16	20	145

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 16

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES H	FEMALES NHOPI	FEMALES W	Female Total	MALES B	MALES H	MALES W	Male Total	Grand Total
Field Ops Reg Mgmt	*Broad Band Executive*	00EXBB	Executives				1*	1*					1*
Field Ops Regional Mgmt Total													
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof				6	6					6
Foster Care Services Total							6	6					6
Gibson County	**County Welfare Director E6**	00EIA6	Executives				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof				6	6	1		2	3	9
	Attorney E7	00EOA7	Executives							1		1	1
	Clerical Assistant 4	003LD4	Clerical				2	2					2
Gibson County Total							10	10	1	1	2	4	14
Knox County	**County Welfare Director E6**	00EIA6	Executives				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				2	2			1	1	3
	Family Case Manager 2	002AP2	Social Svc Prof				14	14			1	1	15
	Attorney E7	00EOA7	Executives				1	1					1
	Administrative Secretary 2	003MB2	Clerical				1	1					1
	Secretary 3	003MB3	Clerical				1	1					1
Knox County Total							20	20			2	2	22
Pike County	*Family Case Manager 2*	002AP2	Social Svc Prof				2	2			1	1	3
	Clerical Assistant 4	003LD4	Clerical				2	2					2
Pike County Total							4	4			1	1	5
Posey County	**County Welfare Director E7**	00EIA7	Executives				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof	1		1	4	6					6
	Clerical Assistant 4	003LD4	Clerical				1	1					1
Posey County Total				1		1	7	9					9
Vanderburgh County	**County Welfare Director E5**	00EIA5	Executives				1	1					1
	Family Case Manager Sup 3	007AP3	Mgrs & Supvrs				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	1			7	8					8
	Family Case Manager 2	002AP2	Social Svc Prof	3	1		39	43	2		7	9	52
	Attorney E7	00EOA7	Executives				3	3			1	1	4
	LAN Administrator Int	001BJ2	Professionals								1	1	1
	Administrative Assistant 6	002WN6	Clerical				1	1					1
	Administrative Secretary 2	003MB2	Clerical				1	1					1
	Secretary 3	003MB3	Clerical				3	3					3
	Clerical Assistant 4	003LD4	Clerical	1			3	4					4
Vanderburgh County Total				5	1		59	65	2		9	11	76

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 15

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES W	Female Total	MALES AI	MALES W	Male Total	Grand Total
Switzerland County	Family Case Manager 2	002AP2	Social Svc Prof		2	2				2
	Clerical Assistant 4	003LD4	Clerical					1	1	1
Switzerland County Total					2	2		2	2	4
Grand Total				1	59	60	1	8	9	69

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 15

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES W	Female Total	MALES AI	MALES W	Male Total	Grand Total
Dearborn County	**County Welfare Director E6**	00EIA6	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	1	1	2				2
	Family Case Manager 2	002AP2	Social Svc Prof		9	9		2	2	11
	Attorney E7	00EOA7	Executives					1	1	1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Secretary 3	003MB3	Clerical		1	1				1
Dearborn County Total				1	13	14		3	3	17
Decatur County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		5	5		2	2	7
	Attorney E7	00EOA7	Executives		1	1				1
	Administrative Secretary 2	003MB2	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Decatur County Total					11	11		2	2	13
Field Ops Regional Mgmt	**Broad Band Executive*	00EXBB	Executives		1	1				1
Field Ops Regional Mgmt Total					1	1				1
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		3	3				3
Foster Care Services Total					3	3				3
Jefferson County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs		2	2				2
	Family Case Manager 2	002AP2	Social Svc Prof		9	9	1		1	10
	Attorney E7	00EOA7	Executives		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Jefferson County Total					15	15	1		1	16
Ohio County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
Ohio County Total					3	3				3
Ripley County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		5	5		1	1	6
	Attorney E7	00EOA7	Executives		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Ripley County Total					11	11		1	1	12
Switzerland County	**County Welfare Director E7**	00EIA7	Executives					1	1	1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 14

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Shelby County Total						12	12	2	2	14
Grand Total				1	1	97	99	16	16	115

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 14

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Bartholomew County	**County Welfare Director E5**	00EIA5	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			3	3			3
	Family Case Manager 2	002AP2	Social Svc Prof	1	1	16	18	1	1	19
	Attorney E7	00EOA7	Executives					1	1	1
	Administrative Secretary 2	003MB2	Clerical			1	1			1
	Clerical Assistant 3	003LD3	Clerical			2	2			2
Bartholomew County Total				1	1	23	25	2	2	27
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives			1	1			1
Field Ops Regional Mgmt Total						1	1			1
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof			5	5			5
Foster Care Services Total						5	5			5
Jackson County	**County Welfare Director E7**	00EIA7	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof			9	9	2	2	11
	Attorney E7	00EOA7	Executives			1	1			1
	Clerical Assistant 4	003LD4	Clerical			3	3			3
Jackson County Total						16	16	2	2	18
Jennings County	**County Welfare Director E7**	00EIA7	Executives			1	1	1	1	2
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof			12	12	3	3	15
	Attorney E7	00EOA7	Executives			1	1			1
	Clerical Assistant 3	003LD3	Clerical			1	1			1
	Clerical Assistant 4	003LD4	Clerical			2	2			2
Jennings County Total						19	19	4	4	23
Johnson County	**County Welfare Director E6**	00EIA6	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof			15	15	5	5	20
	Attorney E7	00EOA7	Executives			1	1			1
	Secretary 3	003MB3	Clerical			1	1	1	1	2
	Clerical Assistant 4	003LD4	Clerical			1	1			1
Johnson County Total						21	21	6	6	27
Shelby County	**County Welfare Director E7**	00EIA7	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof			9	9	1	1	10
	Attorney E7	00EOA7	Executives					1	1	1
	Secretary 3	003MB3	Clerical			1	1			1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 13

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 13

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Brown County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		2	2		1	1	3
Brown County Total					3	3		1	1	4
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives		1*	1*				1*
Field Ops Regional Mgmt Total										
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		4	4				4
Foster Care Services Total					4	4				4
Greene County	**County Welfare Director E7**	00EIA7	Executives					1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		6	6		1	1	7
	Attorney E7	00EOA7	Executives		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Greene County Total					10	10		2	2	12
Lawrence County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		4	4		1	1	5
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Lawrence County Total					8	8		1	1	9
Monroe County	**County Welfare Director E5**	00EIA5	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		3	3		1	1	4
	Family Case Manager 2	002AP2	Social Svc Prof	1	19	20	1	2	3	23
	Attorney E7	00EOA7	Executives		1	1		1	1	2
	Administrative Secretary 2	003MB2	Clerical		1	1				1
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Monroe County Total				1	28	29	1	4	5	34
Owen County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs					1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof		5	5		1	1	6
	Attorney E7	00EOA7	Executives					1	1	1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Owen County Total					8	8		3	3	11
Grand Total				1	61	62	1	11	12	74

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 12

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Wayne County	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		2	2				2
	Family Case Manager 2	002AP2	Social Svc Prof	1	9	10	1	1	2	12
	Attorney E7	00EOA7	Executives					1	1	1
	Administrative Assistant 5	002WN5	Professionals		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Wayne County Total				1	15	16	1	2	3	19
Grand Total				2	56	58	1	10	11	69

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 12

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Fayette County	**County Welfare Director E5**	00EIA5	Executives					1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof	1	5	6				6
	Attorney E7	00EOA7	Executives					1	1	1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Fayette County Total				1	8	9		2	2	11
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives		1*	1*				1*
Field Ops Regional Mgmt Total										
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		3	3				3
Foster Care Services Total					3	3				3
Franklin County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		4	4				4
	Attorney E7	00EOA7	Executives					1	1	1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Franklin County Total					7	7		1	1	8
Henry County	**County Welfare Director E6**	00EIA6	Executives					1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		2	2				2
	Family Case Manager 2	002AP2	Social Svc Prof		9	9		2	2	11
	Attorney E7	00EOA7	Executives		1	1				1
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Henry County Total					15	15		3	3	18
Rush County	**County Welfare Director E7**	00EIA7	Executives					1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		1	1				1
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Rush County Total					4	4		1	1	5
Union County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		1	1		1	1	2
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Union County Total					4	4		1	1	5
Wayne County	**County Welfare Director E5**	00EIA5	Executives		1	1				1

Workforce Analysis

as of December 2011

Department of Child Services - Region 11

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Field Ops Regional Mgmt	**Broad Band Executive*	00EXBB	Executives		1*	1*				1*
Field Ops Regional Mgmt Total										
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		4	4				4
Foster Care Services Total					4	4				4
Hamilton County	**County Welfare Director E6**	00EIA6	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		2	2		1	1	3
	Family Case Manager 2	002AP2	Social Svc Prof	1	12	13		3	3	16
	Attorney E7	00EOA7	Executives					1	1	1
	Account Clerk 3	003JA3	Clerical		1	1				1
	Clerical Assistant 3	003LD3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Hamilton County Total				1	18	19		5	5	24
Hancock County	**County Welfare Director E6**	00EIA6	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs					1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof		7	7		1	1	8
	Attorney E7	00EOA7	Executives		1	1				1
Hancock County Total					9	9		2	2	11
Madison County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs		4	4		1	1	5
	Family Case Manager 2	002AP2	Social Svc Prof	1	23	24	1	7	8	32
	Attorney E7	00EOA7	Executives		2	2				2
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		2	2				2
Madison County Total				1	32	33	1	8	9	42
Tipton County	**County Welfare Director E7**	00EIA7	Executives					1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof		2	2		1	1	3
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Tipton County Total					3	3		2	2	5
Grand Total				2	66	68	1	17	18	86

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 10

Department	Job Title	Job Code	Job Group	FEMALES AI	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES A	MALES B	MALES W	Male Total	Grand Total
Field Ops Reg Mgmt	*County Welfare Director E4	00EIA4	Executives					1*	1*					1*
Field Ops Regional Mgmt Total														
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		1	3	1	6	11					11
Foster Care Services Total					1	3	1	6	11					11
Marion County	**State Program Director E6**	00EUE6	Executives					1	1					1
	Family Case Manager Sup 3	007AP3	Mgrs & Supvrs			2		2	4			2	2	6
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			12	1	19	32	1	5	6	12	44
	Family Case Manager 2	002AP2	Social Svc Prof	1	2	116	6	106	231		13	26	39	270
	Human Services Consultant 2	002AK2	Social Svc Prof			1		2	3					3
	Attorney E6	00EOA6	Executives					1	1					1
	Attorney E7	00EOA7	Executives			2		13	15			3	3	18
	Administrative Assistant 1	002WN1	Professionals									1	1	1
	Administrative Assistant 5	002WN5	Professionals			1		3	4			1	1	5
	Administrative Assistant 6	002WN6	Clerical			1			1					1
	Administrative Secretary 2	003MB2	Clerical			1			1					1
	Secretary 3	003MB3	Clerical			2		1	3					3
	Clerical Assistant 3	003LD3	Clerical			1		2	3					3
	Clerical Assistant 4	003LD4	Clerical		1	17		4	22			3	3	25
Marion County Total				1	3	156	7	154	321	1	18	42	61	382
Medicaid Eligibility	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs			1			1					1
	Family Case Manager 2	002AP2	Social Svc Prof			1			1					1
	Administrative Assistant 5	002WN5	Professionals			4		1	5					5
	Clerical Assistant 4	003LD4	Clerical			1		1	2					2
Medicaid Eligibility Total						7		2	9					9
Grand Total				1	4	166	8	162	341	1	18	42	61	402

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 9

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Grand Total				1	4	52	57	11	11	68

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 9

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Boone County	**County Welfare Director E7**	00EIA7	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		1	2	3	2	2	5
	Attorney E7	00EOA7	Executives			1	1			1
	Clerical Assistant 3	003LD3	Clerical			1	1			1
Boone County Total					1	6	7	2	2	9
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives			1*	1*			1*
Field Ops Regional Mgmt Total										
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof			4	4	1	1	5
Foster Care Services Total						4	4	1	1	5
Hendricks County	**County Welfare Director E6**	00EIA6	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof	1	2	3	6	2	2	8
	Administrative Secretary 2	003MB2	Clerical			1	1			1
	Secretary 3	003MB3	Clerical			1	1			1
	Clerical Assistant 4	003LD4	Clerical			1	1			1
Hendricks County Total				1	2	9	12	2	2	14
Montgomery County	**County Welfare Director E6**	00EIA6	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof			10	10	1	1	11
	Attorney E7	00EOA7	Executives			1	1			1
	Clerical Assistant 3	003LD3	Clerical					1	1	1
	Clerical Assistant 4	003LD4	Clerical			2	2			2
Montgomery County Total						16	16	2	2	18
Morgan County	**County Welfare Director E6**	00EIA6	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			1	1	1	1	2
	Family Case Manager 2	002AP2	Social Svc Prof			6	6	1	1	7
	Attorney E7	00EOA7	Executives					1	1	1
	Secretary 3	003MB3	Clerical			1	1			1
	Clerical Assistant 4	003LD4	Clerical			1	1			1
Morgan County Total						10	10	3	3	13
Putnam County	**County Welfare Director E7**	00EIA7	Executives			1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		1	4	5	1	1	6
	Clerical Assistant 4	003LD4	Clerical			1	1			1
Putnam County Total					1	7	8	1	1	9

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 8

Location	Job Title	Job Code	Job Group	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Clay County	**County Welfare Director E5**	00EIA5	Executives	1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	3	3			3
	Attorney E7	00EOA7	Executives	1	1			1
	Clerical Assistant 4	003LD4	Clerical	2	2			2
Clay County Total				7	7			7
Field Ops Regional Mgmt	**Broad Band Executive*	00EXBB	Executives			1*	1*	1*
Field Ops Regional Mgmt Total								
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof	3	3			3
Foster Care Services Total				3	3			3
Parke County	**County Welfare Director E7**	00EIA7	Executives	1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	2	2			2
	Attorney E7	00EOA7	Executives	1	1			1
	Clerical Assistant 4	003LD4	Clerical	1	1			1
Parke County Total				5	5			5
Sullivan County	**County Welfare Director E7**	00EIA7	Executives			1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof	4	4	1	1	5
	Clerical Assistant 3	003LD3	Clerical	1	1			1
Sullivan County Total				5	5	2	2	7
Vermillion County	**County Welfare Director E7**	00EIA7	Executives	1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	3	3	1	1	4
	Clerical Assistant 4	003LD4	Clerical	2	2			2
Vermillion County Total				6	6	1	1	7
Vigo County	**County Welfare Director E5**	00EIA5	Executives	1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	3	3			3
	Family Case Manager 2	002AP2	Social Svc Prof	18	18	6	6	24
	Attorney E7	00EOA7	Executives	1	1			1
	Administrative Secretary 2	003MB2	Clerical	1	1			1
	Secretary 3	003MB3	Clerical	1	1			1
	Clerical Assistant 4	003LD4	Clerical	2	2			2
Vigo County Total				27	27	6	6	33
Grand Total				53	53	9	9	62

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 7

				FEMALES				Female	MALES			Male	Grand
Locaation	Job Title	Job Code	Job Group	AI	B	H	W	Total	B	H	W	Total	Total

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 7

Locaation	Job Title	Job Code	Job Group	FEMALES AI	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES H	MALES W	Male Total	Grand Total
Blackford County	**County Welfare Director E7**	00EIA7	Executives				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof				3	3					3
	Clerical Assistant 3	003LD3	Clerical				1	1					1
Blackford County Total							5	5					5
Delaware County	**County Welfare Director E5**	00EIA5	Executives				1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	1	1		3	5					5
	Family Case Manager 2	002AP2	Social Svc Prof		2		16	18	1		4	5	23
	Attorney E7	00EOA7	Executives								2	2	2
	Administrative Secretary 2	003MB2	Clerical				1	1					1
	Secretary 3	003MB3	Clerical		1		1	2					2
	Clerical Assistant 4	003LD4	Clerical				3	3		1		1	4
Delaware County Total				1	4		25	30	1	1	6	8	38
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives								1	1	1
Field Ops Regional Mgmt Total											1	1	1
Foster Care Services	Family Case Manager 2	002AP2	Social Svc Prof		1		1	2			1	1	3
Foster Care Services Total					1		1	2			1	1	3
Grant County	**County Welfare Director E5**	00EIA5	Executives								1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1		1	2			1	1	3
	Family Case Manager 2	002AP2	Social Svc Prof		1	1	11	13		1	2	3	16
	Attorney E7	00EOA7	Executives				1	1					1
	Secretary 3	003MB3	Clerical				2	2					2
	Clerical Assistant 4	003LD4	Clerical				1	1					1
Grant County Total					2	1	16	19		1	4	5	24
Jay County	**County Welfare Director E7**	00EIA7	**Executives**				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof				5	5					5
	Attorney E7	00EOA7	Executives								1	1	1
	Clerical Assistant 3	003LD3	Clerical				1	1					1
	Clerical Assistant 4	003LD4	Clerical				1	1					1
Jay County Total							8	8			1	1	9
Randolph County	**County Welfare Director E6**	00EIA6	Executives				1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof				4	4			1	1	5
	Clerical Assistant 4	003LD4	Clerical				1	1					1
Randolph County Total							6	6			1	1	7
Grand Total				1	7	1	61	70	1	2	14	17	87

Workforce Analysis

Department of Child Services - Region 6

as of December 1, 2011

Location	Job Title	Job Code	Job Group	FEMALES H	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Wabash County	Family Case Manager 2	002AP2	Social Svc Prof		5	5	2	2	7
	Attorney E7	00EOA7	Executives				1	1	1
	Secretary 3	003MB3	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		2	2			2
Wabash County Total					10	10	3	3	13
Grand Total				2	70	72	9	9	81

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 6

Location	Job Title	Job Code	Job Group	FEMALES H	FEMALES W	Female Total	MALES W	Male Total	Grand Total
Cass County	**County Welfare Director E6**	00EIA6	Executives				1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	1	7	8			8
	Attorney E7	00EOA7	Executives		1	1			1
	Secretary 3	003MB3	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Cass County Total				1	11	12	1	1	13
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives				1*	1*	1*
Field Ops Regional Mgmt Total									
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		3	3			3
Foster Care Services Total					3	3			3
Fulton County	**County Welfare Director E7**	00EIA7	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof		6	6	1	1	7
	Attorney E7	00EOA7	Executives				1	1	1
	Secretary 3	003MB3	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Fulton County Total					10	10	2	2	12
Howard County	**County Welfare Director E5**	00EIA5	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		2	2			2
	Family Case Manager 2	002AP2	Social Svc Prof		15	15	2	2	17
	Attorney E7	00EOA7	Executives		1	1			1
	Administrative Secretary 2	003MB2	Clerical		1	1			1
	Secretary 3	003MB3	Clerical		1	1			1
	Clerical Assistant 3	003LD3	Clerical		1	1			1
	Clerical Assistant 4	003LD4	Clerical		1	1			1
Howard County Total					23	23	2	2	25
Miami County	**County Welfare Director E6**	00EIA6	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1
	Family Case Manager 2	002AP2	Social Svc Prof	1	8	9	1	1	10
	Attorney E7	00EOA7	Executives		1	1			1
	Account Clerk 3	003JA3	Clerical		1	1			1
	Secretary 3	003MB3	Clerical		1	1			1
Miami County Total				1	13	14	1	1	15
Wabash County	**County Welfare Director E6**	00EIA6	Executives		1	1			1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1			1

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 5

Location	Job Title	Job Code	Job Group	H	W	Female Total	MALES B	MALES W	Male Total	Grand Total
White County	**County Welfare Director E5**	00EIA5	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		3	3				3
	Clerical Assistant 4	003LD4	Clerical		2	2				2
White County Total					7	7				7
Grand Total				2	80	82	1	8	9	91

*Appointed outside of the agency.

Lines of Progression illustrated by department beginnining with the highest position.

Bolded positions - Highest position(s) in the line of progression,

Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 5

Location	Job Title	Job Code	Job Group			Female	MALES		Male Total	Grand
				H	W	Total	B	W		Total
Benton County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		2	2				2
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Benton County Total					4	4				4
Carroll County	County Welfare Director E7	00EIA7	Executives		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof	1	2	3		1	1	4
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Carroll County Total				1	4	5		1	1	6
Clinton County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		8	8				8
	Attorney E7	00EOA7	Executives					1	1	1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Clinton County Total					11	11		1	1	12
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives					1*	1*	1*
Field Ops Regional Mgmt Total										
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		4	4		1	1	5
Foster Care Services Total					4	4		1	1	5
Fountain County	**Family Case Manager Sup 4**	007AP4	Mgrs & Supvrs		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		4	4				4
	Attorney E7	00EOA7	Executives		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Fountain County Total					7	7				7
Tippecanoe County	**County Welfare Director E5**	00EIA5	Executives		1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		4	4	1	1	2	6
	Family Case Manager 2	002AP2	Social Svc Prof	1	26	27		3	3	30
	Attorney E7	00EOA7	Executives		2	2		1	1	3
	Administrative Secretary 2	003MB2	Clerical		1	1				1
	Secretary 3	003MB3	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		4	4				4
Tippecanoe County Total				1	39	40	1	5	6	46
Warren County	**County Welfare Director E7**	00EIA7	Executives		1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof		1	1				1
	Administrative Secretary 2	003MB2	Clerical		1	1				1
	Clerical Assistant 4	003LD4	Clerical		1	1				1
Warren County Total					4	4				4

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 4

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Lagrange County	Family Case Manager 2	002AP2	Social Svc Prof				3	3		2	2	5
	Attorney E7	00EOA7	Executives							1	1	1
	Clerical Assistant 3	003LD3	Clerical							1	1	1
	Clerical Assistant 4	003LD4	Clerical				1	1				1
Lagrange County Total							6	6		4	4	10
Noble County	**County Welfare Director E7**	00EIA7	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				7	7		1	1	8
	Attorney E7	00EOA7	Executives				1	1				1
	Clerical Assistant 3	003LD3	Clerical				2	2				2
	Clerical Assistant 4	003LD4	Clerical				1	1				1
Noble County Total							12	12		2	2	14
Steuben County	**County Welfare Director E5**	00EIA5	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1		1	1	2
	Family Case Manager 2	002AP2	Social Svc Prof				10	10				10
	Attorney E7	00EOA7	Executives				1	1				1
Steuben County Total							12	12		2	2	14
Wells County	**County Welfare Director E7**	00EIA7	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				3	3		1	1	4
	Attorney E7	00EOA7	Executives				1	1				1
Wells County Total							6	6		1	1	7
Whitley County	**County Welfare Director E7**	00EIA7	Executives							1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof				2	2		1	1	3
	Account Clerk 3	003JA3	Clerical				1	1				1
Whitley County Total							3	3		2	2	5
Grand Total				2	41	5	125	173	7	36	43	216

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 4

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Adams County	**County Welfare Director E7**	00EIA7	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs							1	1	1
	Family Case Manager 2	002AP2	Social Svc Prof				5	5		1	1	6
	Clerical Assistant 4	003LD4	Clerical				1	1				1
Adams County Total							7	7		2	2	9
Allen County	**County Welfare Director E5**	00EIA5	Executives				1	1				1
	State Program Director E5	00EUE5	Executives				1	1				1
	Family Case Manager Sup 3	007AP3	Mgrs & Supvrs		1			1		1	1	2
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		5		8	13		2	2	15
	Family Case Manager 2	002AP2	Social Svc Prof	1	24	4	30	59	7	11	18	77
	Attorney E7	00EOA7	Executives	1			2	3		2	2	5
	LAN Administrator Int	001BJ2	Professionals		1			1				1
	Security Officer 4	005AB4	Professionals							1	1	1
	Administrative Secretary 2	003MB2	Clerical		1		2	3				3
	Secretary 3	003MB3	Clerical		2		1	3				3
	Clerical Assistant 4	003LD4	Clerical		3		4	7				7
	Stores Clerk 4	003PA4	Clerical							1	1	1
Allen County Total				2	37	4	49	92	7	18	25	117
Dekalb County	**County Welfare Director E6**	00EIA6	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				2	2				2
	Family Case Manager 2	002AP2	Social Svc Prof				11	11		1	1	12
	Attorney E7	00EOA7	Executives				1	1				1
	Clerical Assistant 4	003LD4	Clerical				2	2				2
Dekalb County Total							16	16		2	2	18
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives							1*	1*	1*
Field Ops Regional Mgmt Total												
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		4		6	10		1	1	11
Foster Care Services Total					4		6	10		1	1	11
Huntington County	**County Welfare Director E6**	00EIA6	Executives			1		1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				4	4		2	2	6
	Secretary 3	003MB3	Clerical				1	1				1
	Clerical Assistant 4	003LD4	Clerical				2	2				2
Huntington County Total						1	8	9		2	2	11
Lagrange County	**County Welfare Director E7**	00EIA7	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Deparrtment of Child Services -- Region 3

Location	Job Title	Job Code	Job Group	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES H	MALES W	Male Total	Grand Total
Elkhart County	**County Welfare Director E5**	00EIA5	Executives							1	1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1	4	5	1			1	6
	Family Case Manager 2	002AP2	Social Svc Prof	4		22	26		1	4	5	31
	Attorney E7	00EOA7	Executives			1	1		1		1	2
	Administrative Secretary 2	003MB2	Clerical			1	1					1
	Clerical Assistant 3	003LD3	Clerical			1	1					1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Elkhart County Total				4	1	30	35	1	2	5	8	43
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives			1*	1*					1*
Field Ops Regional Mgmt Total												
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof	2		5	7					7
Foster Care Services Total				2		5	7					7
Kosciusko County	**County Welfare Director E6**	00EIA6	Executives			1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs			1	1					1
	Family Case Manager 2	002AP2	Social Svc Prof			8	8					8
	Attorney E7	00EOA7	Executives							1	1	1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Kosciusko County Total						11	11			1	1	12
Marshall County	**County Welfare Director E6**	00EIA6	Executives					1			1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	1		1	2					2
	Family Case Manager 2	002AP2	Social Svc Prof			5	5			2	2	7
	Attorney E7	00EOA7	Executives							1	1	1
	Clerical Assistant 4	003LD4	Clerical			1	1					1
Marshall County Total				1		7	8	1		3	4	12
St Joseph County	**County Welfare Director E5**	00EIA5	Executives			1	1					1
	Family Case Manager Sup 3	007AP3	Mgrs & Supvrs			1	1					1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs	3		4	7	1		2	3	10
	Family Case Manager 2	002AP2	Social Svc Prof	12	1	34	47		1	12	13	60
	Attorney E7	00EOA7	Executives			2	2			1	1	3
	Clerk Sup 6	008LD6	Clerical	1			1					1
	Administrative Secretary 2	003MB2	Clerical			1	1					1
	Secretary 3	003MB3	Clerical			1	1					1
	Clerical Assistant 4	003LD4	Clerical	2		3	5					5
St Joseph County Total				18	1	47	66	1	1	15	17	83
Grand Total				25	2	100	127	3	3	24	30	157

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 2

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Starke County	Family Case Manager 2	002AP2	Social Svc Prof				3	3		1	1	4
	Clerical Assistant 4	003LD4	Clerical				2	2				2
Starke County Total							6	6		1	1	7
Grand Total				1	3	3	63	70	3	12	15	85

*Appointed outside of the agency.
Lines of Progression illustrated by department beginnining with the highest position.
Bolded positions - Highest position(s) in the line of progression,
Positions in Italics - Positions with no line of progression within the department.

Workforce Analysis

as of December 1, 2011

Department of Child Services - Region 2

Location	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	MALES B	MALES W	Male Total	Grand Total
Field Ops Reg Mgmt	**Broad Band Executive*	00EXBB	Executives							1*	1*	1*
Field Ops Regional Mgmt Total												
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof				3	3	1		1	4
Foster Care Services Total							3	3	1		1	4
Jasper County	**County Welfare Director E7**	00EIA7	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				2	2		2	2	4
	Attorney E7	00EOA7	Executives				1	1				1
	Clerical Assistant 4	003LD4	Clerical				1	1				1
Jasper County Total							6	6		2	2	8
Laporte County	**County Welfare Director E5**	00EIA5	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		1			1		2	2	3
	Family Case Manager 2	002AP2	Social Svc Prof		1		11	12	1	2	3	15
	Attorney E7	00EOA7	Executives			1	1	2				2
	Administrative Secretary 2	003MB2	Clerical				2	2				2
	Secretary 3	003MB3	Clerical				1	1				1
	Clerical Assistant 4	003LD4	Clerical		1		3	4				4
Laporte County Total					3	1	19	23	1	4	5	28
Newton County	**County Welfare Director E7**	00EIA7	Executives						1		1	1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				4	4				4
	Clerical Assistant 4	003LD4	Clerical				2	2				2
Newton County Total							7	7	1		1	8
Porter County	**County Welfare Director E5**	00EIA5	Executives				1	1				1
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs				2	2		1	1	3
	Family Case Manager 2	002AP2	Social Svc Prof	1		1	10	12		3	3	15
	Attorney E7	00EOA7	Executives				1	1		1	1	2
	Secretary 3	003MB3	Clerical				1	1				1
	Clerical Assistant 3	003LD3	Clerical				1	1				1
	Clerical Assistant 4	003LD4	Clerical			1	2	3				3
Porter County Total				1		2	18	21		5	5	26
Pulaski County	**County Welfare Director E6**	00EIA6	Executives				1	1				1
	Family Case Manager 2	002AP2	Social Svc Prof				2	2				2
	Clerical Assistant 3	003LD3	Clerical				1	1				1
Pulaski County Total							4	4				4
Starke County	**County Welfare Director E7**	00EIA7	Executives				1	1				1

Workforce Analysis

Dept. of Child Services - Region 1

as of December 1, 2011

Department	Job Title	Job Code	Job Group	FEMALES A	FEMALES B	FEMALES H	FEMALES W	Female Total	B	H	W	Male Total	Grand Total
Field Ops Reg Mgmt	**County Welfare Director E4*	00EIA4	Executives				1*	1*					1*
DCS - Field Ops Regional Mgmt Total													
Foster Care Services	*Family Case Manager 2*	002AP2	Social Svc Prof		4		3	7			1	1	8
DCS - Foster Care Services Total					4		3	7			1	1	8
DCS - Lake County	**State Program Director E5**	00EUE5	Executives				1	1					1
	State Program Director E6	00EUE6	Executives								1	1	1
	Attorney E6	00EOA6	Executives			1		1		1		1	2
	Attorney E7	00EOA7	Executives	1	1	1	3	6		2		2	8
	Family Case Manager Sup 3	007AP3	Mgrs & Supvrs		1		1	2	2			2	4
	Family Case Manager Sup 4	007AP4	Mgrs & Supvrs		13	2	6	21	2			2	23
	Family Case Manager 2	002AP2	Social Svc Prof	1	76	15	43	135	12	2	4	18	153
	LAN Administrator Int	001BJ2	Professionals								2	2	2
	Administrative Assistant 5	002WN5	Professionals		1		1	2					2
	Administrative Assistant 6	002WN6	Clerical			1		1					1
	Clerk Sup 6	008LD6	Clerical			1		1					1
	Administrative Secretary 2	003MB2	Clerical		1			1					1
	Secretary 3	003MB3	Clerical		4	1		5					5
	Clerical Assistant 3	003LD3	Clerical		4		1	5					5
	Clerical Assistant 4	003LD4	Clerical		8	5	2	15	1			1	16
DCS - Lake County Total				2	109	27	58	196	17	5	7	29	225
Grand Total				2	113	27	61	203	17	5	8	30	233

*Appointed outside of the agency.

Lines of Progression illustrated by department beginnining with the highest position.

Bolded positions - Highest position(s) in the line of progression,

Positions in Italics - Positions with no line of progression within the department.

Department of Child Services
Local Office Staff Summary
4/27/2012

	Clerical Ratio	FCM Supervisor Ratio	TOTAL HEADCOUNT	TOTAL POSITIONS	FCM Headcount	FCM Positions	FCM Supervisor Headcount	FCM Supervisor Positions	Clerical Headcount	Clerical Positions
Statewide Total	**6.1**	**6.4**	**2,206**	**2,369**	**1,457**	**1,554**	**236**	**241**	**289**	**334**
Region 1 Total	**6.3**	**5.9**	**229**	**241**	**155**	**164**	**28**	**28**	**31**	**33**
Lake	6.3	5.9	229	241	155	164	28	28	31	33
Region 2 Total	**3.9**	**6.4**	**86**	**89**	**50**	**51**	**7**	**8**	**17**	**18**
Jasper	7.0	4.0	8	8	4	4	1	1	1	1
Laporte	3.7	6.3	30	33	18	19	2	3	6	7
Newton	2.5	3.0	7	7	3	3	1	1	2	2
Porter	4.6	5.7	28	28	17	17	3	3	5	5
Pulaski	3.0	N/A	4	4	2	2	0	0	1	1
Starke	3.5	N/A	9	9	6	6	0	0	2	2
Region 3 Total	**8.9**	**5.9**	**154**	**169**	**109**	**117**	**18**	**20**	**13**	**17**
Elkhart	9.2	6.0	46	51	34	36	6	6	3	5
Kosciusko	12.0	9.0	11	13	7	9	1	1	1	1
Marshall	5.0	5.5	16	18	11	11	2	2	1	3
St Joseph	9.9	5.5	81	87	57	61	9	11	8	8
Region 4 Total	**5.9**	**5.9**	**219**	**236**	**148**	**153**	**26**	**26**	**25**	**34**
Adams	3.5	5.0	8	9	5	5	1	1	1	2
Allen	6.8	5.6	133	140	92	95	17	17	14	18
Dekalb	8.0	6.0	18	18	12	12	2	2	2	2
Huntington	3.0	7.0	11	12	6	7	1	1	3	3
Lagrange	4.5	6.0	10	11	6	6	1	1	2	2
Noble	4.0	10.0	13	15	9	10	1	1	2	3
Steuben	7.5	5.5	14	17	11	11	2	2	0	2
Wells	7.0	4.0	7	8	4	4	1	1	0	1
Whitley	5.0	N/A	5	6	3	3	0	0	1	1
Region 5 Total	**5.1**	**6.8**	**90**	**98**	**57**	**61**	**9**	**9**	**13**	**16**
Benton	4.0	N/A	5	5	3	3	0	0	1	1
Carroll	2.5	N/A	5	7	3	3	0	0	1	2
Clinton	5.5	8.0	12	13	8	8	1	1	1	2
Fountain	7.0	5.0	7	8	4	5	1	1	1	1
Tippecanoe	7.7	6.0	49	52	33	36	6	6	6	6
Warren	1.5	N/A	5	5	2	2	0	0	2	2
White	3.0	4.0	7	8	4	4	1	1	1	2
Region 6 Total	**5.1**	**8.8**	**82**	**85**	**52**	**53**	**6**	**6**	**12**	**14**
Cass	6.0	8.0	14	14	8	8	1	1	2	2
Fulton	4.0	9.0	13	15	9	9	1	1	1	3
Howard	5.8	9.0	26	27	17	18	2	2	4	4
Miami	7.0	11.0	16	16	11	11	1	1	2	2
Wabash	3.3	7.0	13	13	7	7	1	1	3	3
Region 7 Total	**5.4**	**7.1**	**87**	**89**	**56**	**57**	**8**	**8**	**13**	**14**
Blackford	4.0	N/A	5	5	3	3	0	0	1	1
Delaware	5.3	5.4	42	44	26	27	5	5	6	7
Grant	7.3	5.7	25	25	17	17	3	3	3	3
Jay	3.0	N/A	8	8	5	5	0	0	2	2
Randolph	6.0	N/A	7	7	5	5	0	0	1	1

Department of Child Services
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	Clerical Ratio	FCM Supervisor Ratio	TOTAL HEADCOUNT	TOTAL POSITIONS	FCM Headcount	FCM Positions	FCM Supervisor Headcount	FCM Supervisor Positions	Clerical Headcount	Clerical Positions
Region 8 Total	**5.1**	**14.7**	**65**	**67**	**43**	**44**	**3**	**3**	**10**	**11**
Clay	3.0	N/A	8	8	3	3	0	0	2	2
Parke	4.0	N/A	5	5	2	2	0	0	1	1
Sullivan	3.0	N/A	6	8	4	5	0	0	1	2
Vermillion	3.0	N/A	8	8	5	5	0	0	2	2
Vigo	8.5	9.7	38	38	29	29	3	3	4	4
Region 9 Total	**5.3**	**5.9**	**69**	**76**	**43**	**47**	**8**	**8**	**10**	**12**
Boone	4.5	6.0	10	11	6	6	1	1	1	2
Hendricks	5.3	6.0	16	19	9	12	2	2	3	3
Montgomery	5.0	5.5	17	18	11	11	2	2	3	3
Morgan	7.5	5.5	16	17	10	11	2	2	2	2
Putnam	4.5	7.0	10	11	7	7	1	1	1	2
Region 10 Total	**7.6**	**5.9**	**394**	**423**	**268**	**295**	**50**	**50**	**47**	**49**
Marion	7.6	5.9	394	423	268	295	50	50	47	49
Region 11 Total	**7.8**	**6.7**	**81**	**97**	**57**	**67**	**9**	**10**	**7**	**11**
Hamilton	5.8	5.7	23	27	14	17	3	3	3	4
Hancock	7.0	11.0	11	16	8	11	1	1	1	2
Madison	11.3	6.0	43	49	33	36	5	6	2	4
Tipton	4.0	N/A	4	5	2	3	0	0	1	1
Region 12 Total	**4.6**	**4.8**	**74**	**79**	**42**	**43**	**9**	**9**	**13**	**14**
Fayette	5.0	7.0	12	12	7	7	1	1	2	2
Franklin	8.0	4.0	8	9	4	4	1	1	1	1
Henry	5.0	5.5	18	18	11	11	2	2	3	3
Rush	2.7	2.0	10	11	4	4	2	2	2	3
Union	3.5	5.0	8	9	5	5	1	1	2	2
Wayne	5.7	6.0	18	20	11	12	2	2	3	3
Region 13 Total	**5.3**	**7.1**	**76**	**82**	**47**	**50**	**7**	**7**	**11**	**13**
Brown	6.0	N/A	7	7	4	4	0	0	1	1
Greene	2.8	8.0	12	15	7	8	1	1	2	4
Lawrence	6.5	9.0	15	15	9	9	1	1	2	2
Monroe	7.5	5.8	32	34	22	23	4	4	4	4
Owen	4.5	6.0	10	11	5	6	1	1	2	2
Region 14 Total	**7.5**	**7.5**	**115**	**119**	**79**	**82**	**11**	**11**	**13**	**14**
Bartholomew	6.3	6.7	27	29	19	20	3	3	3	4
Jackson	5.7	6.0	20	20	12	12	2	2	3	3
Jennings	7.3	8.5	25	25	17	17	2	2	3	3
Johnson	9.7	8.0	30	32	22	24	3	3	3	3
Shelby	12.0	9.0	13	13	9	9	1	1	1	1
Region 15 Total	**4.7**	**6.1**	**70**	**74**	**40**	**43**	**7**	**7**	**13**	**13**
Dearborn	7.5	5.5	16	17	10	11	2	2	2	2
Decatur	4.0	9.0	13	15	7	9	1	1	3	3
Jefferson	5.0	5.5	18	18	11	11	2	2	3	3
Ohio	3.0	N/A	4	4	2	2	0	0	1	1
Ripley	4.0	3.5	15	15	7	7	2	2	3	3
Switzerland	4.0	N/A	4	5	3	3	0	0	1	1

Department of Child Services
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	Clerical Ratio	FCM Supervisor Ratio	TOTAL HEADCOUNT	TOTAL POSITIONS	FCM Headcount	FCM Positions	FCM Supervisor Headcount	FCM Supervisor Positions	Clerical Headcount	Clerical Positions
Region 16 Total	6.5	7.9	153	172	107	118	14	15	17	23
Gibson	7.0	11.0	16	16	11	11	1	1	2	2
Knox	6.0	6.3	24	28	19	19	2	3	1	4
Pike	2.5	N/A	7	7	4	4	0	0	2	2
Posey	9.0	7.0	10	10	7	7	1	1	1	1
Vanderburgh	7.0	7.3	84	96	58	66	9	9	9	12
Warrick	6.5	11.0	12	15	8	11	1	1	2	2
Region 17 Total	4.5	9.0	59	60	36	36	4	4	10	11
Crawford	3.0	5.0	8	8	5	5	1	1	2	2
Daviess	4.5	6.0	11	11	6	6	1	1	2	2
Dubois	4.0	N/A	10	10	6	6	0	0	2	2
Martin	2.5	N/A	6	7	4	4	0	0	1	2
Orange	6.0	4.0	7	7	4	4	1	1	1	1
Perry	10.0	7.0	11	11	7	7	1	1	1	1
Spencer	5.0	N/A	6	6	4	4	0	0	1	1
Region 18 Total	5.6	6.1	103	113	68	73	12	12	14	17
Clark	5.6	6.0	42	46	28	30	5	5	6	7
Floyd	5.7	6.5	18	20	12	13	2	2	2	3
Harrison	5.0	8.0	10	12	7	8	1	1	2	2
Scott	6.7	8.0	22	23	16	16	2	2	2	3
Washington	5.0	3.0	11	12	5	6	2	2	2	2
		N/A	0	0	0	0	0	0	0	0

NOTE:

- "Clerical Ratio" is calculated as: *[(Total Positions - Clerical Positions) ÷ Clerical Positions]*
- "FCM Supervisor Ratio" is calculated as: *[FCM Positions ÷ FCM Supervisor Positions]*

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Executive Office	Broad Band Executive	00EXBB	103020.06	1	M	F	Other	#REF!
DCS - Executive Office	Broad Band Executive	00EXBB	112522.02	1	M	F	Other	#REF!
DCS - Executive Office	Broad Band Executive	00EXBB	73058.18	1	M	F	Other	#REF!
DCS - Executive Office	Broad Band Executive	00EXBB	130000	1	M	F	Other	#REF!
DCS - Executive Office	Program Director E7						#N/A	#REF!
DCS - Executive Office	St Prog Dir E6	00EUE6	52582.14	1	F	F	Other	#REF!
DCS - Executive Office	Program Director 1	002WM1	37206	1	F	F	#N/A	#REF!
DCS - Executive Office	Broad Band Executive	00EXBB	71503.38	1	F	F	Other	#REF!
DCS - Executive Office	Cler Asst 5						#N/A	#REF!
DCS - Executive Office	Broad Band Executive	00EXBB	44467.02	1	F	F	Other	#REF!
DCS - Administrative Svcs	Governor's Summer Intern						#N/A	#REF!
DCS - Administrative Svcs	Program Dir E7	00EUE7	49637.38	4	F	F	#N/A	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	107060.2	1	M	F	Other	#REF!
DCS - Administrative Svcs	Administrative Assistant 5	002WN5	23764		F	F	Clerical	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	70074.16	1	F	F	Other	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	69837.04	1	F	F	Other	#REF!
DCS - Administrative Svcs	Program Director 1	002WM1	37705.98	2	F	F	#N/A	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	63440.26	1	M	F	Other	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	100360.26	1	M	F	Other	#REF!
DCS - Administrative Svcs	State Program Director E6	00EUE6	45435	1	F	F	Other	#REF!
DCS - Administrative Svcs	Program Director 1	002WM1	39700.18	1	F	F	#N/A	#REF!
DCS - Administrative Svcs	Program Coordinator 3	002WM3	31318.56	1	F	F	#N/A	#REF!
DCS - Administrative Svcs	Program Coordinator 3	002WM3	36295.48	3	F	F	#N/A	#REF!
DCS - Administrative Svcs	Broad Band Executive	00EXBB	50000.08	1	F	F	Other	#REF!
DCS - Administrative Svcs	Financial Analyst	002RJ1	37950.12	1	F	F	#N/A	#REF!
DCS - Administrative Svcs	Financial Analyst	002RJ1	38460.24	2	F	F	#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1	002RC1	39474.5	1	M	F	#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1	002RC1	37950.12	1	M	F	#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1	002RC1	37950.12	1	M	F	#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1	002RC1	37206	1	F	F	#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1						#N/A	#REF!
DCS - Administrative Svcs	Field Auditor 1						#N/A	#REF!
DCS - Legal Operations	Broad Band Executive	00EXBB	74995.18	1	M	F	Other	#REF!
DCS - Legal Operations	Administrative Assistant 5	002WN5	23764	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Legal Operations	Attorney E6	00EOA6	56522.18	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	45431.1	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	54032.706	1	M	F	Attorney	#REF!
DCS - Legal Operations	Legal Analyst 3	001VA3	29620.5	1	M	P	#N/A	#REF!
DCS - Legal Operations	Legal Analyst 3	001VA3	29620.5	1	F	P	#N/A	#REF!
DCS - Legal Operations	Broad Band Executive	00EXBB	96416.58	1	M	F	Other	#REF!
DCS - Legal Operations	Broad Band Executive	00EXBB	74713.08	1	F	F	Other	#REF!
DCS - Legal Operations	Broad Band Executive	00EXBB	74713.08	1	M	F	Other	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Legal Operations	Administrative Assistant 3	002WN3	29614	1	F	F	#N/A	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	54282.02	1	F	F	Attorney	#REF!
DCS - Legal Operations	Broad Band Executive	00EXBB	80030.08	1	F	F	Other	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	27067.04	1	F	P	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	20884.5	1	F	P	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	47622.38	1	M	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	62165.74	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	60712.6	1	M	F	Attorney	#REF!
DCS - Legal Operations	Administrative Assistant 5	002WN5	23764	1	F	F	Clerical	#REF!
DCS - Legal Operations	Legal Analyst 3						#N/A	#REF!
DCS - Legal Operations	Administrative Assistant 5	002WN5	23764		F	F	Clerical	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	53805.44	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E7	00EOA7	40950		F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	46084.22	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	59514	1	M	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	57019.82	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	60931	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	49475.14	1	F	F	Attorney	#REF!
DCS - Legal Operations	Attorney E6	00EOA6	52810.68	1	M	F	Attorney	#REF!
DCS - Practice Support	Broad Band Executive	00EXBB	86390.2	1	F	F	Other	#REF!
DCS - Practice Support	Admv Ast 5	002WN5	27081.34	2	F	F	Clerical	#REF!
DCS - Permanency/Practice Supp	Governor's Summer Intern						#N/A	#REF!
DCS - Permanency/Practice Supp	Program Director 1	002WM1	37206	1	F	F	#N/A	#REF!
DCS - Permanency/Practice Supp	Program Director 1	002WM1	37206	2	M	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Programs & Services	Operations Analyst 1	001CE1	51657.06	1	F	F	#N/A	#REF!
DCS - Child Welfare Services	Business Systems Cnslt Int	001BD2	56585.88	1	F	F	#N/A	#REF!
DCS - Child Welfare Services	Cler Asst 3	003LD3	23637.9	1	F	F	Clerical	#REF!
DCS - Child Welfare Services	Appl Syst Analyst/Prog Int						#N/A	#REF!
DCS - Child Welfare Services	Appl Syst Analyst/Prog Senior	001BC1	64297.48	1	M	F	#N/A	#REF!
DCS - Child Welfare Services	Program Dir 1	002WM1	46410	3	F	F	#N/A	#REF!
DCS - Child Welfare Services	Hu Svc Cnslt 2	002AK2	38880.14	1	M	F	Other	#REF!
DCS - Child Welfare Services	St Prog Dir E6						#N/A	#REF!
DCS - Programs & Services	Broad Band Executive	00EXBB	81090.1	1	F	F	Other	#REF!
DCS - Child Welfare Services	Administrative Assistant 5	002WN5	23764	3	F	F	Clerical	#REF!
DCS - Child Welfare Services	State Program Director E6	00EUE6	46002.58	3	F	F	Other	#REF!
DCS - Child Welfare Services	Human Services Consultant 2	002AK2	38521.34	1	F	F	Other	#REF!
DCS - Programs & Services	Operations Analyst 3	001CE3	42047.2	1	M	F	#N/A	#REF!
DCS - Programs & Services	Operations Analyst 3	001CE3	42258.58	1	M	F	#N/A	#REF!
DCS - Programs & Services	Operations Analyst 3	001CE3	41238.6	2	F	F	#N/A	#REF!
DCS - CSB Acct Adjust/Disburse	Accountant 5	002RA5	25976.08	1	F	F	#N/A	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 3	003JA3	26446.42	2	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 3	003JA3	22656.4	1	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 3	003JA3	32735.82	2	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 2	003JA2	26753.74	1	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 3	003JA3	21460.92	1	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clk 3	003JA3	21039.98	2	F	F	Clerical	#REF!
DCS - CSB Acct Adjust/Disburse	Account Clerk 3						#N/A	#REF!
DCS - CSB Undist Collections	Account Clk 3	003JA3	22963.46	2	F	F	Clerical	#REF!
DCS - CSB Undist Collections	Accountant 5	002RA5	24239.28	1	F	F	#N/A	#REF!
DCS - CSB Undist Collections	Account Clk 3	003JA3	20950.8	1	F	F	Clerical	#REF!
DCS - CSB Undist Collections	Account Clk 3	003JA3	20540	1	M	F	Clerical	#REF!
DCS - CSB Undist Collections	Account Clk 3	003JA3	20540	1	F	F	Clerical	#REF!
DCS - CSB Elect Funds Transfer	Bus Admr 2	002TC2	41663.44	1	F	F	#N/A	#REF!
DCS - CSB Elect Funds Transfer	Account Clk 3	003JA3	20540	1	M	F	Clerical	#REF!
DCS - CSB Elect Funds Transfer	Account Clerk 3						#N/A	#REF!
DCS - CSB Elect Funds Transfer	Account Clk 2	003JA2	26755.82	1	F	F	Clerical	#REF!
DCS - CSB Elect Funds Transfer	Account Clk 2	003JA2	31711.42	2	F	F	Clerical	#REF!
DCS - CSB Executive Office	Broad Band Executive	00EXBB	94340.22	1	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - CSB Executive Office	St Prog Dir E5	00EUE5	78830.18	1	M	F	Attorney	#REF!
DCS - CSB Executive Office	State Program Director E5	00EUE5	72436.26	1	F	F	Attorney	#REF!
DCS - CSB Executive Office	Program Coor 4	002WM4	39312	2	F	F	#N/A	#REF!
DCS - CSB Executive Office	Program Director 2	002WM2	37048.44	1	F	F	Other	#REF!
DCS - CSB Executive Office	Administrative Assistant 4	002WN4	31656.3	1	F	F	#N/A	#REF!
DCS - CSB Financial Management	Program Dir 2	002WM2	37555.44	1	F	F	Other	#REF!
DCS - CSB Financial Management	State Program Director E6	00EUE6	63600.94	1	F	F	Other	#REF!
DCS - CSB Financial Management	Accountant 2	002RA2	36114	1	F	F	#N/A	#REF!
DCS - CSB Financial Management	Program Director 2	002WM2	33892.56	2	F	F	Other	#REF!
DCS - CSB Public Asst Research	Account Clk 3						#N/A	#REF!
DCS - CSB Public Asst Research	Account Clk 3	003JA3	27573.26	1	M	F	Clerical	#REF!
DCS - CSB Public Asst Research	Account Clk 3	003JA3	27983.02	4	F	F	Clerical	#REF!
DCS - CSB Public Asst Research	Cler Asst 3	003LD3	32735.82	4	M	F	Clerical	#REF!
DCS - CSB Public Asst Research	Accountant 4	002RA4	36853.7	4	F	F	#N/A	#REF!
DCS - CSB Public Asst Research	Account Clk 3	003JA3	20950.8	2	F	F	Clerical	#REF!
DCS - CSB Public Asst Research	Account Clk 3	003JA3	32715.28	4	F	F	Clerical	#REF!
DCS - CSB Public Asst Research	Account Clk 3	003JA3	24284	1	M	F	Clerical	#REF!
DCS - CSB Parent Locate	Secretary 3	003MB3	21361.6	1	F	F	Clerical	#REF!
DCS - CSB Parent Locate	Cler Asst 3	003LD3	29617.9	1	F	F	Clerical	#REF!
DCS - CSB Parent Locate	Secretary 3	003MB3	32735.82	1	F	F	Clerical	#REF!
DCS - CSB Parent Locate	Account Clk 3	003JA3	20540	2	F	F	Clerical	#REF!
DCS - CSB Parent Locate	Secretary 3	003MB3	28759.64	2	F	F	Clerical	#REF!
DCS - CSB Parent Locate	Account Clk 3	003JA3	22513.14	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	22238.06	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	20950.8	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	20540	2	M	F	Clerical	#REF!
DCS - CSB Central Enforcement	Secretary 3						#N/A	#REF!
DCS - CSB Central Enforcement	Account Clerk 3						#N/A	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	27573.26	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3						#N/A	#REF!
DCS - CSB Central Enforcement	Account Clerk 3	003JA3	27962.22	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Program Dir 2	002WM2	40479.66	1	F	F	Other	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	20950.8		F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	21460.92	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - CSB Central Enforcement	Account Clk 3	003JA3	23343.84	2	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clk 3	003JA3	20540	1	F	F	Clerical	#REF!
DCS - CSB Central Enforcement	Account Clerk 3						#N/A	#REF!
DCS - CSB Central Enforcement	Accountant 5						#N/A	#REF!
DCS - CSB Central Enforcement	Accountant 5	002RA5	24679.72	1	F	F	#N/A	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	22870.9	1	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Admv Ast 3	002WN3	35424.74	1	F	F	#N/A	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	23413.78	2	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	22850.1	1	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	20540	4	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	27000.48	1	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Account Clk 3	003JA3	20950.8	2	F	F	Clerical	#REF!
DCS - CSB Employer Maintenance	Account Clk 3						#N/A	#REF!
DCS - CSB Interstate Unit	Account Clk 3	003JA3	26098.28	2	F	F	Clerical	#REF!
DCS - CSB Interstate Unit	Account Clerk 3	003JA3	21460.92	1	F	F	Clerical	#REF!
DCS - CSB Interstate Unit	Program Director 2	002WM2	38183.6	1	F	F	Other	#REF!
DCS - CSB Interstate Unit	Account Clk 3	003JA3	22103.12	1	F	F	Clerical	#REF!
DCS - CSB Interstate Unit	Account Clk 3	003JA3	29018.34	1	F	F	Clerical	#REF!
DCS - CSB Interstate Unit	Account Clerk 3	003JA3	24028.68	1	F	F	Clerical	#REF!
DCS - CSB Interstate Unit	Account Clerk 3						#N/A	#REF!
DCS - CSB Operations & Securit	State Program Director E6	00EUE6	63884.34	1	F	F	Other	#REF!
DCS - CSB Operations & Securit	Human Services Consultant 2	002AK2	50825.32	1	F	F	Other	#REF!
DCS - CSB Operations & Securit	Hu Svc Cnslt 3	002AK3	36280.14	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	Project Manager Senior	00EAU6	85619.56	1	M	F	#N/A	#REF!
DCS - CSB County Relationships	Admv Ast 6						#N/A	#REF!
DCS - CSB County Relationships	Program Director 1	002WM1	37950.12	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	34402.68	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	34657.74	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	40623.18	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	36833.16	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	35674.6	1	F	F	Other	#REF!
DCS - C5B County Relationships	Program Director 2	002WM2	35419.54	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 1	002WM1	45908.72	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	State Program Director E6	00EUE6	59644.78	2	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - CSB County Relationships	State Program Director E6	00EUE6	49674.56	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	55742.18	1	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	34402.68	1	F	F	Other	#REF!
DCS - CSB County Relationships	State Program Director E6	00EUE6	61542	1	F	F	Other	#REF!
DCS - CSB County Relationships	Business Systems Cnslt Int	001BD2	42756.48	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	Business Systems Cnslt Int	001BD2	42756.48	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	Policy/Procedure Analyst 2	002UH2	33892.56	1	F	F	#N/A	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	33228	1	M	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	33228	4	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 1	002WM1	51090	1	M	F	#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	33228	2	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2	002WM2	33228	2	F	F	Other	#REF!
DCS - CSB County Relationships	Program Director 2						#N/A	#REF!
DCS - CSB Mailroom	Program Dir 2						#N/A	#REF!
DCS - CSB Mailroom	Account Clk 3	003JA3	22963.46	2	F	F	Clerical	#REF!
DCS - CSB Mailroom	Cler Asst 3	003LD3	20950.8	1	F	F	Clerical	#REF!
DCS - CSB Mailroom	Account Clk 3	003JA3	26446.42	1	F	F	Clerical	#REF!
DCS - Field Operations	St Prog Dir E6	00EUE6	45865.326	1	F	F	Other	#REF!
DCS - Field Operations	Hu Svc Cnslt 2	002AK2	47445.32	1	M	F	Other	#REF!
DCS - Field Operations	Cler Asst 4	003LD4	26389.48	2	F	F	Clerical	#REF!
DCS - Field Operations	Human Services Consultant 2						#N/A	#REF!
DCS - Field Operations	State Program Director E6	00EUE6	44924.88	1	F	F	Other	#REF!
DCS - Field Operations	Human Services Consultant 2	002AK2	43015.96	1	F	F	Other	#REF!
DCS - Field Operations	Broad Band Executive	00EXBB	57000.06	1	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Field Operations	Administrative Assistant 5	002WN5	24749.4	1	F	F	Clerical	#REF!
DCS - Field Operations	Intern						#N/A	#REF!
DCS - Field Operations	Broad Band Executive	00EXBB	106000.18	1	M	F	Other	#REF!
DCS - Field Operations	Administrative Assistant 5	002WN5	26809.64	3	F	F	Clerical	#REF!
DCS - Field Operations	Human Services Consultant 2	002AK2	34909.42	1	F	F	Other	#REF!
DCS - Field Operations	Broad Band Executive	00EXBB	67381.08	1	F	F	Other	#REF!
DCS - Field Operations	State Program Director E6	00EUE6	44924.88	2	F	F	Other	#REF!
DCS - Field Operations	Program Director 1	002WM1	47065.46	2	F	F	#N/A	#REF!
DCS - Field Operations	Broad Band Executive	00EXBB	68089.06	1	F	F	Other	#REF!
DCS - Field Operations	Broad Band Executive						#N/A	#REF!
DCS - Field Operations	Human Services Consultant 2	002AK2	36833.16	1	F	F	Other	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	30477.98	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 5	002RA5	33063.68	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 4	002RA4	43153.5	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 5	002RA5	35808.76	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 5	002RA5	34845.72	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	26145.34	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	28351.7	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	32599.32	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 2	002RA2	34402.68	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 1	002RA1	54304.12	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 1						#N/A	#REF!
DCS - Accounts Payable	Accountant 3	002RA3	30716.4	1	M	F	#N/A	#REF!
DCS - Accounts Payable	Broad Band Executive	00EXBB	69837.04	1	F	F	Other	#REF!
DCS - Accounts Payable	Accountant 1	002RA1	41691.26	1	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 4						#N/A	#REF!
DCS - Accounts Payable	Accountant 4						#N/A	#REF!
DCS - Accounts Payable	Accountant 4	002RA4	33917.78	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	28266.94	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	22443.98	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	31683.6	2	F	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	22382.88	2	M	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 2	002RA2	36910.12	1	M	F	#N/A	#REF!
DCS - Accounts Payable	Accountant 6	002RA6	26145.34	2	M	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Accounts Payable	Accountant 6	002RA6	26221	1	F	F	#N/A	#REF!
DCS - Communications	Art Illustr 3	002LG3	38305.8	1	M	F	#N/A	#REF!
DCS - Communications	Info Sp 6	002LA6	31017.22	1	M	F	#N/A	#REF!
DCS - Communications	Admv Ast 6	002WN6	24028.94	2	F	F	Clerical	#REF!
DCS - Communications	Broad Band Executive	00EXBB	68339.96	1	F	F	Other	#REF!
DCS - Communications	Program Director 2	002WM2	37073.66	1	F	F	Other	#REF!
DCS - Communications	Appl Syst Analyst/Prog Int	001BC2	58815.38	1	F	F	#N/A	#REF!
DCS - Communications	Program Coordinator 4	002WM4	26286	1	F	F	#N/A	#REF!
DCS - Communications	Program Director 1	002WM1	38694.24	1	M	F	#N/A	#REF!
DCS - Background Checks	Human Services Consultant 2	002AK2	46871.5	1	M	F	Other	#REF!
DCS - Background Checks	Human Services Consultant 2	002AK2	42736.98	1	M	F	Other	#REF!
DCS - Background Checks	Program Director 1	002WM1	44287.62	1	F	F	#N/A	#REF!
DCS - Eligibility Rate Setting	Hu Svc Cnslt 2	002AK2	35077.12	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Hu Svc Cnslt 2	002AK2	35992.32	2	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Hu Svc Cnslt 2	002AK2	34402.68	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Hu Svc Cnslt 2	002AK2	40755.26	1	M	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	47257.08	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	41790.84	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	34402.68	1	M	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	51429.04	1	M	F	Other	#REF!
DCS - Eligibility Rate Setting	Program Director 1	002WM1	56790.24	1	F	F	#N/A	#REF!
DCS - Eligibility Rate Setting	Administrative Assistant 5	002WN5	23764	1	F	F	Clerical	#REF!
DCS - Eligibility Rate Setting	State Program Director E6	00EUE6	72280.26	1	M	F	Other	#REF!
DCS - Eligibility Rate Setting	Program Director 1	002WM1	51000.04	1	F	F	#N/A	#REF!
DCS - Eligibility Rate Setting	Program Coordinator 3	002WM3	41340.26	1	M	F	#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	48705.28	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Program Director 1	002WM1	38234.04	1	M	F	#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	37498.76	1	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2	002AK2	34402.68	2	F	F	Other	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Eligibility Rate Setting	Human Services Consultant 2						#N/A	#REF!
DCS - Contracting &Purchasing	Accountant 3	002RA3	30716.4	2	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Purchasing Administrator 1	002TA1	64510.68	1	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Prchsg Admr 3	002TA3	29614	1	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Prchsg Admr 2	002TA2	38188.8	2	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Purchasing Administrator 3	002TA3	35189.96	1	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Program Director 1	002WM1	48538.88	1	F	F	#N/A	#REF!
DCS - Contracting &Purchasing	Program Coordinator 4	002WM4	26811.72	1	F	F	#N/A	#REF!
DCS - Purchasing Operations	Broad Band Executive	00EXBB	58536.92	1	M	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	33892.56	1	M	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	35077.12	1	F	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	40418.3	2	M	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	34402.68	2	F	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	40760.72	2	F	F	Other	#REF!
DCS - Contracting &Purchasing	Program Director 2	002WM2	48811.1	2	F	F	Other	#REF!
DCS - Policy	Program Dir 1	002WM1	37950.12	1	F	F	#N/A	#REF!
DCS - Policy	Program Dir 1	002WM1	41697.76	2	F	F	#N/A	#REF!
DCS - Policy	Program Dir 1	002WM1	40357.46	1	F	F	#N/A	#REF!
DCS - Policy	State Program Director E6	00EUE5	56737.98	2	F	F	Attorney	#REF!
DCS - Policy	Program Dir 1	002WM1	39474.5	2	F	F	#N/A	#REF!
DCS - Policy	Secretary 3	003MB3	21798.66	2	F	F	Clerical	#REF!
DCS - Policy	Program Director 1	002WM1	50588.98	1	F	F	#N/A	#REF!
DCS - Staff Development	Broad Band Executive	00EXBB	48483.76	2	F	F	Other	#REF!
DCS - Staff Development	Cler Asst 4	003LD4	22451.52	1	F	F	Clerical	#REF!
DCS - Staff Development	Program Coordinator 5						#N/A	#REF!
DCS - Staff Development	Program Dir 2	002WM2	35521.46	1	F	F	Other	#REF!
DCS - Staff Development	Broad Band Executive	00EXBB	61710.22	2	F	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	35674.6	1	F	F	Other	#REF!
DCS - Staff Development	Program Dir 1	002WM1	48607.52	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Dir 1	002WM1	46593.56	2	M	F	#N/A	#REF!
DCS - Staff Development	Program Dir 2						#N/A	#REF!
DCS - Staff Development	Program Dir 2	002WM2	38731.68	1	M	F	Other	#REF!
DCS - Staff Development	Program Dir 2	002WM2	39649.506	1	F	F	Other	#REF!
DCS - Staff Development	Program Dir 2	002WM2	44977.66	1	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Staff Development	Program Dir 2	002WM2	34402.68	1	M	F	Other	#REF!
DCS - Staff Development	Program Dir 2	002WM2	39273.26	2	F	F	Other	#REF!
DCS - Staff Development	State Program Director E6	00EUE7	55994.12	2	F	F	#N/A	#REF!
DCS - Staff Development	Broad Band Executive	00EXBB	95439.24	1	F	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	38731.68	1	F	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	41076.1	2	F	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	39642.46	1	M	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	40442.48	1	M	F	Other	#REF!
DCS - Staff Development	Program Director 2						#N/A	#REF!
DCS - Staff Development	Program Director 2						#N/A	#REF!
DCS - Staff Development	Administrative Assistant 5	002WN5	24714.56	1	F	F	Clerical	#REF!
DCS - Staff Development	Program Director 1	002WM1	39968.5	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Director 1	002WM1	40645.8	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Director 2	002WM2	34402.68	2	M	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	33228	2	M	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	35592.44	1	M	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	33892.56	1	F	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	36833.16	1	M	F	Other	#REF!
DCS - Staff Development	Program Director 2	002WM2	34402.68	1	F	F	Other	#REF!
DCS - Staff Development	Program Coordinator 3	002WM3	29614	2	M	F	#N/A	#REF!
DCS - Staff Development	Program Coordinator 5	002WM5	24239.28	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Coordinator 5	002WM5	23764	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Coordinator 5	002WM5	24239.28	1	F	F	#N/A	#REF!
DCS - Staff Development	Program Director 2						#N/A	#REF!
DCS - Staff Development	Program Coordinator 5						#N/A	#REF!
DCS - Staff Development	Program Coordinator 5	002WM5	23764	1	F	F	#N/A	#REF!
DCS - Performance/Quality Impr	State Program Director E6	00EUE6	53529.32	1	F	F	Other	#REF!
DCS - Performance/Quality Impr	Program Dir 1	002WM1	43593.68	1	F	F	#N/A	#REF!
DCS - Performance/Quality Impr	Program Dir 1						#N/A	#REF!
DCS - Performance/Quality Impr	Cler Asst 4	003LD4	23300.16	2	F	F	Clerical	#REF!
DCS - Performance/Quality Impr	Program Director 1	002WM1	39245.96	1	F	F	#N/A	#REF!
DCS - Performance/Quality Impr	Program Director 1	002WM1	41155.66	2	F	F	#N/A	#REF!
DCS - Performance/Quality Impr	Program Director 1	002WM1	37950.12	1	M	F	#N/A	#REF!
DCS - Performance/Quality Impr	Program Director 1	002WM1	42471.26	1	F	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Performance/Quality Impr	Program Director 1	002WM1	38715.3	2	F	F	#N/A	#REF!
DCS - Performance/Quality Impr	Program Director 1	002WM1	39214.24	1	F	F	#N/A	#REF!
DCS - Prevention	Program Dir 1	002WM1	44807.36	1	F	F	#N/A	#REF!
DCS - Prevention	Hu Svc Cnslt 2	002AK2	37201.84	1	M	F	Other	#REF!
DCS - Prevention	Human Services Consultant 2	002AK2	52917.8	1	F	F	Other	#REF!
DCS - Preservation	St Prog Dir E6	00EUE6	50210.94	1	F	F	Other	#REF!
DCS - Preservation	Human Services Consultant 2						#N/A	#REF!
DCS - Preservation	Human Services Consultant 2	002AK2	37690.12	1	F	F	Other	#REF!
DCS - Licensing	State Program Director E6	00EUE6	48852.44	2	F	F	Other	#REF!
DCS - Licensing	Hu Svc Cnslt 2	002AK2	33228	1	F	F	Other	#REF!
DCS - Licensing	Hu Svc Cnslt 2	002AK2	34402.68	1	F	F	Other	#REF!
DCS - Licensing	Hu Svc Cnslt 2	002AK2	37794.38	2	F	F	Other	#REF!
DCS - Licensing	Hu Svc Cnslt 2	002AK2	56015.7	1	F	F	Other	#REF!
DCS - Licensing	Cler Asst 4	003LD4	23803.78	2	F	F	Clerical	#REF!
DCS - Licensing	Human Services Consultant 2	002AK2	34402.68	1	M	F	Other	#REF!
DCS - Licensing	Human Services Consultant 2	002AK2	35337.38	2	F	F	Other	#REF!
DCS - Interstate Compact	Hu Svc Cnslt 2	002AK2	43737.2	1	M	F	Other	#REF!
DCS - Interstate Compact	Hu Svc Cnslt 2	002AK2	33892.56	1	F	F	Other	#REF!
DCS - Interstate Compact	Cler Asst 4	003LD4	25383.8	1	F	F	Clerical	#REF!
DCS - Interstate Compact	Program Dir E7	00EUE7	51280.06	1	F	F	#N/A	#REF!
DCS - Interstate Compact	Human Services Consultant 2	002AK2	33228	1	F	F	Other	#REF!
DCS - Interstate Compact	Human Services Consultant 2	002AK2	49354.24	1	M	F	Other	#REF!
DCS - Interstate Compact	Human Services Consultant 2	002AK2	35419.54	1	F	F	Other	#REF!
DCS - Accounts Receivable	Accountant 2	002RA2	46646.08	1	F	F	#N/A	#REF!
DCS - Accounts Receivable	Account Clk 4						#N/A	#REF!
DCS - Accounts Receivable	Accountant 3	002RA3	41531.62	2	F	F	#N/A	#REF!
DCS - Accounts Receivable	Accountant 6	002RA6	21944	2	F	F	#N/A	#REF!
DCS - Accounts Receivable	Cler Asst 4	003LD4	32510.4	2	F	F	Clerical	#REF!
DCS - Accounts Receivable	Account Clk 2	003JA2	22833.72	1	F	F	Clerical	#REF!
DCS - Accounts Receivable	Accountant 4	002RA4	26811.72	1	F	F	#N/A	#REF!
DCS - Accounts Receivable	Program Director 1	002WM1	38460.24	1	F	F	#N/A	#REF!
DCS - Accounts Receivable	Accountant 4						#N/A	#REF!
DCS - Accounts Receivable	Account Clerk 3	003JA3	20957.56	1	F	F	Clerical	#REF!
DCS - Accounts Receivable	Account Clerk 3	003JA3	21513.44	4	M	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Account Management	Broad Band Executive	00EXBB	52792.22	1	F	F	Other	#REF!
DCS - Account Management	Budget Analyst E7	00ERI7	50195.86	1	F	F	#N/A	#REF!
DCS - Account Management	Budget Analyst E7	00ERI7	57645.38	1	F	F	#N/A	#REF!
DCS - Account Management	Accountant 3	002RA3	39888.94	4	F	F	#N/A	#REF!
DCS - Account Management	Accountant 3	002RA3	29780.92	1	F	F	#N/A	#REF!
DCS - Account Management	Accountant 3	002RA3	32922.24	1	F	F	#N/A	#REF!
DCS - Account Management	Accountant 2	002RA2	39867.88	1	M	F	#N/A	#REF!
DCS - Account Management	Accountant 5	002RA5	37898.64	1	F	F	#N/A	#REF!
DCS - Account Management	Accountant 3	002RA3	48342.606	1	F	F	#N/A	#REF!
DCS - Account Management	Budget Analyst E7	00ERI7	57665.4	1	F	F	#N/A	#REF!
DCS - Account Management	Account Clk 3						#N/A	#REF!
DCS - Account Management	Accountant 2	002RA2	51972.7	1	M	F	#N/A	#REF!
DCS - Account Management	Budget Analyst E7	00ERI7	45435	1	F	F	#N/A	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	43470.96	1	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	36587.46	1	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	37889.28	2	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	44597.54	2	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	44448.56	1	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	39193.96	2	F	F	FCM	#REF!
DCS - Special Needs Adoption	Fam Case Mg 2	002AP2	42377.92	1	F	F	FCM	#REF!
DCS - Special Needs Adoption	Human Services Consultant 2	002AK2	36114	1	F	F	Other	#REF!
DCS - Special Needs Adoption	Human Services Consultant 2	002AK2	47547.5	1	F	F	Other	#REF!
DCS - Special Needs Adopt Pgm	Program Director 1	002WM1	40000.22	1	F	F	#N/A	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	60229	1	M	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	62276.76	1	M	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive						#N/A	#REF!
DCS - Field Ops Regional Mgmt	County Welfare Director E4	00EIA4	79748.24	1	F	F	LOD	#REF!
DCS - Field Ops Regional Mgmt	County Welfare Director E4	00EIA4	80531.88	1	F	F	LOD	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	61628.32	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	80613.26	1	M	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	66887.08	1	M	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	65573.82	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	60208.46	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	61869.6	1	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	62745.28	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	60979.1	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	60822.84	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	62195.64	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	57913.96	1	M	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	54600	1	F	F	Other	#REF!
DCS - Field Ops Regional Mgmt	Broad Band Executive	00EXBB	72111.26	1	M	F	Other	#REF!
DCS - Information Technology	Broad Band Executive	00EXBB	99377.46	2	M	F	Other	#REF!
DCS - Information Technology	Business Systems Cnslt Mgr	00EAL6	65977.86	1	F	F	#N/A	#REF!
DCS - Information Technology	Appl Syst Analyst/Prog Int	001BC2	46878	1	M	F	#N/A	#REF!
DCS - Information Technology	Business Systems Cnslt Int	001BD2	55590.34	1	F	F	#N/A	#REF!
DCS - ICWIS Policy Support	Admv Ast 5	002WN5	31976.1	1	F	F	Clerical	#REF!
DCS - ICWIS Policy Support	State Program Director E6	00EUE6	60388.64	1	F	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	38933.96	1	F	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	37555.44	1	M	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	44360.94	1	M	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	38440.22	1	M	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	38440.22	1	M	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 2	002WM2	44323.24	1	F	F	Other	#REF!
DCS - ICWIS Policy Support	Program Dir 2	002WM2	40957.8	1	F	F	Other	#REF!
DCS - ICWIS Policy Support	Program Director 1	002WM1	38460.24	2	F	F	#N/A	#REF!
DCS - ICWIS Policy Support	Program Director 1	002WM1	41576.08	1	F	F	#N/A	#REF!
DCS - ICWIS Policy Support	Program Director 1	002WM1	39438.36	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	47211.84	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	52157.3	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Admv Ast 5	002WN5	36484.76	1	F	F	Clerical	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	50518.26	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Senior Quality Assurance Anlst						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Int	001BC2	59429.76	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Mgr	00EAL6	71728.8	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior	001BD1	56187.82	1	F	F	#N/A	#REF!
DC5 - ISETS IT Support	Business Systems Cnslt Assoc	001BD3	36693.28	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Assoc	001BD3	35987.64	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Assoc	001BD3	35987.64	1	M	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - ISETS IT Support	Business Systems Cnslt Int	001BD2	42246.36	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int						#N/A	#REF!
DCS - ISETS IT Support	Network Engineer Senior	001BK1	80526.16	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	55148.08	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	53035.58	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	58712.94	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Quality Assurance Analyst	001BL2	52136.5	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Project Manager Int	00EAU7	68693.04	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Project Manager Senior	00EAU6	79168.44	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior	001BD1	66810.12	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int	001BD2	42246.36	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Systems Administrator Senior						#N/A	#REF!
DCS - ISETS IT Support	Data Architect						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Senior	001BC1	71500		M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior						#N/A	#REF!
DCS - ISETS IT Support	Systems Administrator Senior						#N/A	#REF!
DCS - ISETS IT Support	Systems Administrator Senior	001BM1	75000.12	4	M	F	#N/A	#REF!
DCS - ISETS IT Support	Information Security Anlyst Sr						#N/A	#REF!
DCS - ISETS IT Support	Program Director 2	002WM2	33228	1	F	F	Other	#REF!
DCS - ISETS IT Support	Operations Analyst 1	001CE1	61709.96	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior	001BD1	68000.14	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior						#N/A	#REF!
DCS - ISETS IT Support	Clerical Assistant 3	003LD3	21460.92	1	F	F	Clerical	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Supv						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Speclst						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Speclst						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Speclst	001BB1	83000.06		F	F	#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Supv	006BB3	85000.24	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Senior						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Senior						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Senior						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Manager	00EAK6	93887.04		M	F	#N/A	#REF!
DCS - ISETS IT Support	Database Analyst Senior						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Supv	006BB3	85000.24		M	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - ISETS IT Support	Data Architect						#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior						#N/A	#REF!
DCS - ISETS IT Support	Deputy/Asst IT Director	00EAJ5	97500.52	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Systems Administrator Senior	001BM1	66300	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Data Architect	001BQ1	85170.28	4	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int						#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int	001BD2	41418	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int	001BD2	42756.48	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Senior	001BD1	51295.92	2	F	F	#N/A	#REF!
DCS - ISETS IT Support	IT Project Manager Int						#N/A	#REF!
DCS - ISETS IT Support	Appl Syst Analyst/Prog Speclst	001BB1	81600.22	1	F	F	#N/A	#REF!
DCS - ISETS IT Support	Business Systems Cnslt Int	001BD2	43594.72	5	M	F	#N/A	#REF!
DCS - ISETS IT Support	IT Project Manager Int	00EAU7	74000.16	1	M	F	#N/A	#REF!
DCS - ISETS IT Support	IT Project Manager Int	00EAU7	68182.92	1	F	F	#N/A	#REF!
DCS - ICWIS IT Support	Project Manager Senior	00EAU6	93422.68	1	M	F	#N/A	#REF!
DCS - ICWIS IT Support	Business Systems Cnslt Senior						#N/A	#REF!
DCS - ICWIS IT Support	Business Systems Cnslt Senior	001BD1	64260.3	2	F	F	#N/A	#REF!
DCS - ICWIS IT Support	Appl Syst Analyst/Prog Senior	001BC1	58999.46	4	F	F	#N/A	#REF!
DCS - ICWIS IT Support	Appl Syst Analyst/Prog Senior	001BC1	75990.2	4	F	F	#N/A	#REF!
DCS - ICWIS IT Support	Appl Syst Analyst/Prog Senior	001BC1	73950.24	4	M	F	#N/A	#REF!
DCS - ICWIS IT Support	Quality Assurance Analyst						#N/A	#REF!
DCS - ICWIS IT Support	Quality Assurance Analyst	001BL2	50490.18	1	M	F	#N/A	#REF!
DCS - Independent Living	Hu Svc Cnslt 2	002AK2	35077.12	1	M	F	Other	#REF!
DCS - Independent Living	Fam Case Mg 2	002AP2	39022.88	2	F	F	FCM	#REF!
DCS - Independent Living	Human Services Consultant 2	002AK2	38686.44	2	F	F	Other	#REF!
DCS - Independent Living	Human Services Consultant 2	002AK2	35077.12	1	M	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	59602.92	1	M	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	76384.36	1	F	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	62730.2	2	F	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	55414.58	1	M	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	44924.88	2	F	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	49927.28	1	F	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	64145.12	1	M	F	Other	#REF!
DCS - Regional Fiscal Ops	State Program Director E6	00EUE6	49927.28	1	F	F	Other	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Regional Fiscal Ops	Accountant 3	002RA3	34200.66	1	F	F	#N/A	#REF!
DCS - Regional Fiscal Ops	Accountant 3	002RA3	31507.84	1	F	F	#N/A	#REF!
DCS - KidsTracks IT Support	Business Systems Cnslt Assoc						#N/A	#REF!
DCS - KidsTracks IT Support	Project Manager Senior	00EAU6	98712.38	1	M	F	#N/A	#REF!
DCS - KidsTracks IT Support	Business Systems Cnslt Senior						#N/A	#REF!
DCS - KidsTracks IT Support	Appl Syst Analyst/Prog Senior	001BC1	55539.12	1	M	F	#N/A	#REF!
DCS - KidsTracks IT Support	Appl Syst Analyst/Prog Speclst	001BB1	61632.48	1	M	F	#N/A	#REF!
DCS - KidsTracks IT Support	Appl Syst Analyst/Prog Supv	006BB3	92310.14	1	M	F	#N/A	#REF!
DCS - KidsTracks IT Support	Business Systems Cnslt Senior	001BD1	49790	1	M	F	#N/A	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 3	007AP3	49049	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	39193.96	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	3	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	36457.72	3	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2						#N/A	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	38460.24	1	M	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	51009.92	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg S4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	38933.96	1	F	F	FCM	#REF!
DC5 - Child Abuse Hotline	Fam Case Mg 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Fam Case Mg 2						#N/A	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	36114	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	3	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33727.98	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	35755.2	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	38694.24	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	39214.24	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Broad Band Executive	00EXBB	65739.96	1	F	F	Other	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	48244.3	2	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	39646.62	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	37950.12	2	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Family Case Manager Sup 4	007AP4	39214.24	1	F	F	CM Supervisor	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	37724.18	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34557.12		F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	26982.384	1	F	P	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	36646.22	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	37675.3	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Child Abuse Hotline	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Regional Coordinators	State Program Director E6						#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	41065.96	1	F	F	#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	39317.46	4	F	F	#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	38694.24	1	M	F	#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	39214.24	2	F	F	#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	38322.96	1	F	F	#N/A	#REF!
DCS - Regional Coordinators	Program Director 1	002WM1	51726.22	1	F	F	#N/A	#REF!
DCS - Medicaid Eligibility	Hu Svc Cnslt 2	002AK2	34559.98	1	F	F	Other	#REF!
DCS - Medicaid Eligibility	Program Director 1	002WM1	37950.12	2	F	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Medicaid Eligibility	Administrative Assistant 5	002WN5	24749.4	2	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Administrative Assistant 5	002WN5	24966.5	2	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Cler Asst 4	003LD4	29416.92	2	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Administrative Assistant 5	002WN5	35612.72	2	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Administrative Assistant 5	002WN5	23764	2	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Administrative Assistant 5	002WN5	23764	1	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Cler Asst 4	003LD4	32756.36	1	F	F	Clerical	#REF!
DCS - Medicaid Eligibility	Human Services Consultant 2	002AK2	40437.02	2	F	F	Other	#REF!
DCS - Social Security Benefits	Accountant 2	002RA2	35792.38	4	F	F	#N/A	#REF!
DCS - Social Security Benefits	Program Director 1	002WM1	40800.24	1	F	F	#N/A	#REF!
DCS - Social Security Benefits	Human Services Consultant 2	002AK2	34402.68	1	F	F	Other	#REF!
DCS - Social Security Benefits	Human Services Consultant 2	002AK2	34402.68	1	F	F	Other	#REF!
DCS - Social Security Benefits	Account Clerk 3	003JA3	20950.8	1	F	F	Clerical	#REF!
DCS - KidTraks Invoicing	Broad Band Executive	00EXBB	67340.52	1	M	F	Other	#REF!
DCS - KidTraks Invoicing	Accountant 1	002RA1	38460.24	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 1	002RA1	43836.26	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 1	002RA1	44378.36	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 1	002RA1	38460.24	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 1	002RA1	39987.74	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	26658.06	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	32091.8	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	29495.18	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	27593.54	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22343.1	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	27424.02	4	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	27798.16	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	26145.34	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	26145.34	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	35033.44	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	26258.18	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	21944	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6						#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6						#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	24031.54	1	F	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - KidTraks Invoicing	Accountant 6	002RA6	27090.18	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22893	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	34402.68	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	23012.08	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	23341.76	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22382.88	2	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	21944	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	21944	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22382.88	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22382.88	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22382.88	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22893	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	21944	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	24083.8	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	23601.5	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	33492.42	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	22892.74	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	21944	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	25388.74	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4						#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	26286	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	31177.9	1	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	27321.84	2	M	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	28117.7	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	28117.7	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Accountant 4	002RA4	26286	2	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Account Clerk 3	003JA3	26446.42	1	F	F	Clerical	#REF!
DCS - KidTraks Invoicing	Accountant 6	002RA6	28023.84	1	F	F	#N/A	#REF!
DCS - KidTraks Invoicing	Account Clerk 3	003JA3	24463.66	1	F	F	Clerical	#REF!
DCS - KidTraks Invoicing	Clerical Assistant 4	003LD4	19227	1	M	F	Clerical	#REF!
DCS - Vendor Management	Controller E7	00ERB7	55967.6	1	M	F	#N/A	#REF!
DCS - Vendor Management	Accountant 3						#N/A	#REF!
DCS - Vendor Management	Account Clk 3	003JA3	30502.68	1	F	F	Clerical	#REF!
DCS - Vendor Management	Account Clk 3	003JA3	24028.94	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Vendor Management	Accountant 6						#N/A	#REF!
DCS - Vendor Management	Account Clerk 3	003JA3	20950.8	2	F	F	Clerical	#REF!
DCS - Vendor Management	Accountant 2	002RA2	41751.84	1	F	F	#N/A	#REF!
DCS - Vendor Management	Accountant 4	002RA4	26848.38	1	F	F	#N/A	#REF!
DCS - Institutional Investigat	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	33727.98	1	M	F	FCM	#REF!
DCS - Institutional Investigat	Family Case Manager 2	002AP2	42767.92	1	M	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Institutional Assessment	Family Case Manager 2	002AP2	43839.64	1	M	F	FCM	#REF!
DCS - Institutional Investigat	Family Case Manager 2						#N/A	#REF!
DCS - Institutional Investigat	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Clinical Services	Broad Band Executive	00EXBB	83500.04	1	M	F	Other	#REF!
DCS - Clinical Services	Clinical Services Specialist 1						#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	47000.2	1	F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	45999.98	1	M	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	48999.86	3	F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	45000.02	1	F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	45000.02	1	F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	48000.16		F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	48000.16	1	F	F	#N/A	#REF!
DCS - Clinical Services	Clinical Services Specialist 1	002AH1	45000.02	1	F	F	#N/A	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	37199.24	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	46176.26	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	43982.9	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	42577.34	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	39193.96	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	39701.48	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	40985.1	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Foster Care Services	Family Case Manager 2	002AP2	39945.88	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	40397.76	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38519.78	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	44597.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35245.08	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	43470.96	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36464.22	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35207.12	1	M	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	43597.84	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	4	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	40745.9	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	40449.24	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36779.86	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	44606.64	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Foster Care Services	Fam Case Mg 2	002AP2	40197.04	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38494.56	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Fam Case Mg 2	002AP2	35774.96	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36323.3	1	M	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38870.52	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	43969.64	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	45471.92	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	37555.44	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36812.62	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36196.94	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	40951.04	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	33228		F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	41878.46	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	40197.04	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Foster Care Services	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	37034.92	2	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	35755.2	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Foster Care Services	Family Case Manager 2	002AP2	34916.44	1	F	F	FCM	#REF!
DCS - CSB KIDSLINE Call Ctr	Program Director 2	002WM2	33892.56	1	F	F	Other	#REF!
DCS - CSB KIDSLINE Call Ctr	Program Director 2	002WM2	33228	2	F	F	Other	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6						#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	1	M	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	4	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	1	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	1	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	F	F	#N/A	#REF!
DCS - CSB KIDSLINE Call Ctr	Customer Svc Rep 6	002TM6	21944	2	M	F	#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Foster Care/Relative Sup	Family Case Manager 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Foster Care/Relative Sup	Family Case Manager 2						#N/A	#REF!
DCS - Licensing & Placements	Program Dir E7						#N/A	#REF!
DCS - Licensing & Placements	Cler Asst 4						#N/A	#REF!
DCS - Licensing & Placements	Administrative Assistant 6	002WN6	25047.36	2	F	F	Clerical	#REF!
DCS - Adams County	County Welfare Director E7	00EIA7	49994.62	1	F	F	LOD	#REF!
DCS - Adams County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Adams County	Cler Asst 4	003LD4	19743.62	1	F	F	Clerical	#REF!
DCS - Adams County	Cler Asst 4						#N/A	#REF!
DCS - Adams County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Adams County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Adams County	Family Case Manager Sup 4	007AP4	41576.08	1	M	F	CM Supervisor	#REF!
DCS - Adams County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Adams County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Allen County	Attorney E7	00EOA7	47112.26	4	F	F	Attorney	#REF!
DCS - Allen County	Attorney E7	00EOA7	54861.56	1	F	F	Attorney	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34724.82	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager Sup 3	007AP3	42279.12	1	M	F	CM Supervisor	#REF!
DCS - Allen County	Co Welf Dir E5	00EIA5	56218.24	1	F	F	LOD	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	41383.94	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Fam Case Mg S3	007AP3	53115.66	2	F	F	CM Supervisor	#REF!
DCS - Allen County	LAN Administrator Int	001BJ2	53675.96	2	F	F	Other	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	36587.46	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	48039.16	1	M	F	CM Supervisor	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	42380.52	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	41155.66	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	42979.3	2	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	45785.74	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg S4	007AP4	51789.14	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34894.34	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	36587.46	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	37555.44	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Allen County	Fam Case Mg 2	002AP2	39476.06	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.42	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35419.54	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	37555.44	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	37436.36	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	38933.96	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	46079.8	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	37436.36	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	38185.16	2	M	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	36290.28	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	45764.94	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	38185.16	2	M	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	36779.86	2	F	F	FCM	#REF!
DCS - Allen County	Admv Sec 2	003MB2	32735.82	1	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	40312.74	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2						#N/A	#REF!
DCS - Allen County	Clerical Assistant 4						#N/A	#REF!
DCS - Allen County	Cler Asst 4						#N/A	#REF!
DCS - Allen County	Secretary 3	003MB3	26938.08	2	F	F	Clerical	#REF!
DCS - Allen County	Secretary 3	003MB3	27831.18	2	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	38933.96	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	35592.44	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Cler Asst 4	003LD4	26316.68	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Allen County	Cler Asst 4						#N/A	#REF!
DCS - Allen County	Secretary 3						#N/A	#REF!
DCS - Allen County	Admv Sec 2	003MB2	30400.24	1	F	F	Clerical	#REF!
DCS - Allen County	Cler Asst 4	003LD4	24256.44	2	F	F	Clerical	#REF!
DCS - Allen County	Stores Clerk 4	003PA4	30195.62	1	M	F	Clerical	#REF!
DCS - Allen County	Cler Asst 4	003LD4	25954.76	2	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Allen County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Allen County	Cler Asst 4	003LD4	22820.2	1	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2						#N/A	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	35419.54	2	F	F	FCM	#REF!
DCS - Allen County	Cler Asst 4	003LD4	24766.3	1	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34724.82	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Allen County	Admv Sec 2	003MB2	28267.46	2	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Allen County	Cler Asst 4	003LD4	19737.12	2	F	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	36114	2	F	F	FCM	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Allen County	Security Ofr 4	005AB4	20771.66	1	M	F	Clerical	#REF!
DCS - Allen County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	35419.54	3	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	37564.8	3	F	F	FCM	#REF!
DCS - Allen County	Attorney E7	00EOA7	42975.14	1	M	F	Attorney	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	36114	4	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33727.98	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	36779.86	1	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Allen County	Family Case Manager 2						#N/A	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	36290.28	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.42	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	46282.86	2	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	43111.64	1	F	F	CM Supervisor	#REF!
DCS - Allen County	State Program Director E5	00EUE5	66300	1	F	F	Attorney	#REF!
DCS - Allen County	Attorney E7	00EOA7	47429.98	1	M	F	Attorney	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	41586.22	2	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	40158.3	1	M	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	43040.4	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	38561.12	2	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	42290.56	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	41575.82	2	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager Sup 4	007AP4	40888.64	1	F	F	CM Supervisor	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.42	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Allen County	Family Case Manager 2	002AP2	35337.38	3	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Allen County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Allen County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Bartholomew County	Co Welf Dir E5	00EIA5	51269.4	1	F	F	LOD	#REF!
DCS - Bartholomew County	Fam Case Mg S4	007AP4	47739.38	1	F	F	CM Supervisor	#REF!
DCS - Bartholomew County	Fam Case Mg 2						#N/A	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	43737.2	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Bartholomew County	Admv Sec 2	003MB2	28023.84	1	F	F	Clerical	#REF!
DCS - Bartholomew County	Clerical Assistant 3	003LD3	30973.8	1	F	F	Clerical	#REF!
DCS - Bartholomew County	Cler Asst 4						#N/A	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Bartholomew County	Cler Asst 3	003LD3	25196.86	1	F	F	Clerical	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Bartholomew County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	33727.98	3	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	36710.18	1	F	F	FCM	#REF!
DCS - Bartholomew County	Attorney E7	00EOA7	40950	1	M	F	Attorney	#REF!
DCS - Bartholomew County	Family Case Manager Sup 4	007AP4	40751.88	1	F	F	CM Supervisor	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	36456.16	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Bartholomew County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Benton County	Co Welf Dir E7	00EIA7	46748.78	1	F	F	LOD	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Benton County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Benton County	Clerical Assistant 4	003LD4	18850	1	F	F	Clerical	#REF!
DCS - Benton County	Fam Case Mg 2	002AP2	40356.94	1	F	F	FCM	#REF!
DCS - Blackford County	Co Welf Dir E7	00EIA7	52177.58	1	F	F	LOD	#REF!
DCS - Blackford County	Fam Case Mg 2	002AP2	42180.06	1	F	F	FCM	#REF!
DCS - Blackford County	Fam Case Mg 2	002AP2	40356.94	1	F	F	FCM	#REF!
DCS - Blackford County	Cler Asst 3	003LD3	26077.48	1	F	F	Clerical	#REF!
DCS - Blackford County	Family Case Manager 2	002AP2	37534.38	1	F	F	FCM	#REF!
DCS - Boone County	Co Welf Dir E7	00EIA7	41921.62	1	F	F	LOD	#REF!
DCS - Boone County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Boone County	Cler Asst 3	003LD3	24028.94	1	F	F	Clerical	#REF!
DCS - Boone County	Fam Case Mg S4	007AP4	39834.08	1	F	F	CM Supervisor	#REF!
DCS - Boone County	Secretary 3						#N/A	#REF!
DCS - Boone County	Family Case Manager 2	002AP2	35419.54	1	M	F	FCM	#REF!
DCS - Boone County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Boone County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Boone County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Boone County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Brown County	Co Welf Dir E7	00EIA7	50620.7	1	F	F	LOD	#REF!
DCS - Brown County	Clerical Assistant 4	003LD4	24534.12	1	F	F	Clerical	#REF!
DCS - Brown County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Brown County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Brown County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Carroll County	Cler Asst 3						#N/A	#REF!
DCS - Carroll County	Fam Case Mg 2	002AP2	40197.04	1	M	F	FCM	#REF!
DCS - Carroll County	Cler Asst 3	003LD3	22998.3	1	F	F	Clerical	#REF!
DCS - Carroll County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Carroll County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Carroll County	County Welfare Director E7	00EIA7	44177.38	1	F	F	LOD	#REF!
DCS - Cass County	Co Welf Dir E6	00EIA6	45435	1	M	F	LOD	#REF!
DCS - Cass County	Fam Case Mg 2	002AP2	40131.52	1	F	F	FCM	#REF!
DCS - Cass County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Cass County	Cler Asst 4	003LD4	21149.44	1	F	F	Clerical	#REF!
DCS - Cass County	Fam Case Mg S4	007AP4	42652.22	1	F	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Cass County	Secretary 3	003MB3	25483.38	1	F	F	Clerical	#REF!
DCS - Cass County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Cass County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Cass County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Cass County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Cass County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Cass County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Cass County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Clark County	Co Welf Dir E5	00EIA5	54881.84	1	M	F	LOD	#REF!
DCS - Clark County	Fam Case Mg S4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Clark County	Fam Case Mg S4	007AP4	48244.3	1	F	F	CM Supervisor	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36833.16	2	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	35419.54	2	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	38439.96	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36710.18	1	F	F	FCM	#REF!
DCS - Clark County	Secretary 3						#N/A	#REF!
DCS - Clark County	Admv Sec 2	003MB2	26753.74	1	F	F	Clerical	#REF!
DCS - Clark County	Cler Asst 4	003LD4	25954.76	1	F	F	Clerical	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	46081.88	1	F	F	FCM	#REF!
DCS - Clark County	Clerical Assistant 4	003LD4	29765.06	1	F	F	Clerical	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	41647.32	1	F	F	FCM	#REF!
DCS - Clark County	Secretary 3	003MB3	32735.82	1	F	F	Clerical	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Clark County	Cler Asst 4	003LD4	28249.26	1	F	F	Clerical	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2						#N/A	#REF!
DCS - Clark County	Administrative Secretary 2	003MB2	34674.12	1	F	F	Clerical	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36090.6	1	M	F	FCM	#REF!
DC5 - Clark County	Fam Case Mg 2	002AP2	36113.74	1	M	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	37570.78	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Clark County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	36833.16	2	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Clark County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2						#N/A	#REF!
DCS - Clark County	Family Case Manager Sup 4	007AP4	48018.88	1	F	F	CM Supervisor	#REF!
DCS - Clark County	Fam Case Mg S4	007AP4	48592.44	2	F	F	CM Supervisor	#REF!
DCS - Clark County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Clark County	Attorney E7						#N/A	#REF!
DCS - Clark County	Family Case Manager Sup 4	007AP4	45751.42	1	M	F	CM Supervisor	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	36710.18	2	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clark County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Clay County	Fam Case Mg 2	002AP2	44383.82	1	F	F	FCM	#REF!
DCS - Clay County	Fam Case Mg 2	002AP2	36464.22	1	F	F	FCM	#REF!
DCS - Clay County	Clerical Assistant 4	003LD4	24971.44	1	F	F	Clerical	#REF!
DCS - Clay County	Cler Asst 4	003LD4	25954.76	1	F	F	Clerical	#REF!
DCS - Clay County	Fam Case Mg 2	002AP2	36114	1	F	F	FCM	#REF!
DCS - Clay County	County Welfare Director	00EIA5	52792.22	1	F	F	LOD	#REF!
DCS - Clay County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Clinton County	Fam Case Mg 2	002AP2	35755.2	1	F	F	FCM	#REF!
DCS - Clinton County	Cler Asst 4						#N/A	#REF!
DCS - Clinton County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Clinton County	Cler Asst 4	003LD4	26838.76	1	F	F	Clerical	#REF!
DCS - Clinton County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Clinton County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Clinton County	County Welfare Director E7	00EIA7	57810.22	1	F	F	LOD	#REF!
DCS - Clinton County	Fam Case Mg S4	007AP4	42391.18	1	F	F	CM Supervisor	#REF!
DCS - Clinton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Clinton County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Clinton County	Attorney E7	00EOA7	59163.52	1	M	F	Attorney	#REF!
DCS - Clinton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Crawford County	Fam Case Mg S4	007AP4	47577.66	1	F	F	CM Supervisor	#REF!
DCS - Crawford County	Fam Case Mg 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Crawford County	Cler Asst 4	003LD4	22164.74	1	F	F	Clerical	#REF!
DCS - Crawford County	Cler Asst 3	003LD3	21460.92	1	F	F	Clerical	#REF!
DCS - Crawford County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Crawford County	Family Case Manager 2	002AP2	42554.98	1	F	F	FCM	#REF!
DCS - Crawford County	Family Case Manager 2	002AP2	38287.6	1	F	F	FCM	#REF!
DCS - Crawford County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Daviess County	County Welfare Director E6	00EIA6	54881.84	1	F	F	LOD	#REF!
DCS - Daviess County	Fam Case Mg S4	007AP4	47480.68	1	F	F	CM Supervisor	#REF!
DCS - Daviess County	Fam Case Mg 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Daviess County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Daviess County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Daviess County	Cler Asst 3	003LD3	26881.4	1	F	F	Clerical	#REF!
DCS - Daviess County	Secretary 3	003MB3	29940.56	1	F	F	Clerical	#REF!
DCS - Daviess County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Daviess County	Family Case Manager 2	002AP2	34402.68	4	F	F	FCM	#REF!
DCS - Daviess County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - Daviess County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Dearborn County	County Welfare Director E6	00EIA6	54849.34	1	F	F	LOD	#REF!
DCS - Dearborn County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Dearborn County	Fam Case Mg 2	002AP2	34724.82	1	F	F	FCM	#REF!
DCS - Dearborn County	Cler Asst 3	003LD3	26098.28	1	F	F	Clerical	#REF!
DCS - Dearborn County	Secretary 3	003MB3	22963.46	1	F	F	Clerical	#REF!
DCS - Dearborn County	Fam Case Mg S4	007AP4	37499.02	1	F	F	CM Supervisor	#REF!
DCS - Dearborn County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager 2						#N/A	#REF!
DCS - Dearborn County	Attorney E7	00EOA7	42330.34	1	M	F	Attorney	#REF!
DCS - Dearborn County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager Sup 4	007AP4	38460.24	2	F	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Dearborn County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Dearborn County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Decatur County	Fam Case Mg 2						#N/A	#REF!
DCS - Decatur County	Co Welf Dir E7	00EIA7	45260.54	1	F	F	LOD	#REF!
DCS - Decatur County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Decatur County	Admv Sec 2	003MB2	31137.86	1	F	F	Clerical	#REF!
DCS - Decatur County	Cler Asst 4	003LD4	31919.42	1	F	F	Clerical	#REF!
DCS - Decatur County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Decatur County	Cler Asst 4	003LD4	24020.1	1	F	F	Clerical	#REF!
DCS - Decatur County	Family Case Manager 2						#N/A	#REF!
DCS - Decatur County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Decatur County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - Decatur County	Family Case Manager Sup 4	007AP4	40751.88	1	F	F	CM Supervisor	#REF!
DCS - Decatur County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Decatur County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Decatur County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Dekalb County	Co Welf Dir E6	00EIA6	51276.16	1	M	F	LOD	#REF!
DCS - Dekalb County	Fam Case Mg S4	007AP4	51050.74	1	F	F	CM Supervisor	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	36833.16	1	M	F	FCM	#REF!
DCS - Dekalb County	Cler Asst 4	003LD4	22143.94	1	F	F	Clerical	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Dekalb County	Cler Asst 4	003LD4	25543.44	1	F	F	Clerical	#REF!
DCS - Dekalb County	Fam Case Mg 2	002AP2	36587.46	1	F	F	FCM	#REF!
DCS - Dekalb County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Dekalb County	Attorney E7	00EOA7	56392.18	1	F	F	Attorney	#REF!
DCS - Dekalb County	Family Case Manager Sup 4	007AP4	46359.56	1	F	F	CM Supervisor	#REF!
DCS - Dekalb County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Dekalb County	Family Case Manager 2	002AP2	34909.42	1	F	F	FCM	#REF!
DCS - Dekalb County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Dekalb County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Dekalb County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Delaware County	Co Welf Dir E5	00EIA5	53298.18	1	F	F	LOD	#REF!
DCS - Delaware County	Fam Case Mg S4	007AP4	40256.58	5	F	F	CM Supervisor	#REF!
DCS - Delaware County	Fam Case Mg S4	007AP4	40994.98	1	F	F	CM Supervisor	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	37067.68	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	39364.52	1	M	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2						#N/A	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	34657.74	1	M	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	36716.42	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	43368.26	1	F	F	FCM	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	41708.94	1	F	F	FCM	#REF!
DCS - Delaware County	Admv Sec 2	003MB2	29791.32	1	F	F	Clerical	#REF!
DCS - Delaware County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	36976.16	1	F	F	FCM	#REF!
DCS - Delaware County	Cler Asst 4	003LD4	23637.9	3	M	F	Clerical	#REF!
DCS - Delaware County	Secretary 3	003MB3	23148.06	2	F	F	Clerical	#REF!
DCS - Delaware County	Cler Asst 4	003LD4	23209.42	1	F	F	Clerical	#REF!
DCS - Delaware County	Cler Asst 4	003LD4	29603.34	1	F	F	Clerical	#REF!
DCS - Delaware County	Secretary 3						#N/A	#REF!
DCS - Delaware County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Delaware County	Family Case Manager Sup 4	007AP4	46430.02	1	F	F	CM Supervisor	#REF!
DCS - Delaware County	Attorney E7	00EOA7	61109.88	1	M	F	Attorney	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	36456.16	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	35755.2	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	33727.98	1	M	F	FCM	#REF!
DCS - Delaware County	Family Case Manager Sup 4	007AP4	51362.48	1	F	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Delaware County	Family Case Manager Sup 4	007AP4	38460.24	2	F	F	CM Supervisor	#REF!
DCS - Delaware County	Attorney E7	00EOA7	55619.46	1	M	F	Attorney	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Delaware County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Dubois County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Dubois County	Administrative Secretary 2	003MB2	33452.64	1	F	F	Clerical	#REF!
DCS - Dubois County	Cler Asst 4	003LD4	24766.3	1	F	F	Clerical	#REF!
DCS - Dubois County	County Welfare Director E7	00EIA7	55386.5	1	F	F	LOD	#REF!
DCS - Dubois County	Fam Case Mg 2	002AP2	37436.36	1	F	F	FCM	#REF!
DCS - Dubois County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Dubois County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Elkhart County	Co Welf Dir E5	00EIA5	57547.36	1	M	F	LOD	#REF!
DCS - Elkhart County	Fam Case Mg S4	007AP4	40375.14	1	F	F	CM Supervisor	#REF!
DCS - Elkhart County	Fam Case Mg S4	007AP4	42391.44	1	F	F	CM Supervisor	#REF!
DCS - Elkhart County	Fam Case Mg S4	007AP4	44085.34	1	F	F	CM Supervisor	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	46850.7	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	35521.98	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	37087.7	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	42426.02	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	46712.12	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	42640	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	3	M	F	FCM	#REF!
DCS - Elkhart County	Cler Asst 3	003LD3	22963.46	1	F	F	Clerical	#REF!
DCS - Elkhart County	Cler Asst 4						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Elkhart County	Cler Asst 4						#N/A	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Elkhart County	Cler Asst 4	003LD4	25954.76	1	F	F	Clerical	#REF!
DCS - Elkhart County	Fam Case Mg S4	007AP4	42100.24	3	F	F	CM Supervisor	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Elkhart County	Admv Sec 2	003MB2	22833.72	1	F	F	Clerical	#REF!
DCS - Elkhart County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Elkhart County	Attorney E7						#N/A	#REF!
DCS - Elkhart County	Attorney E7	00EOA7	41769	3	M	F	Attorney	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	36833.16	1	M	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager Sup 4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Elkhart County	Family Case Manager Sup 4	007AP4	39787.54	2	M	F	CM Supervisor	#REF!
DCS - Elkhart County	Family Case Manager 2						#N/A	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Elkhart County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Fayette County	Cler Asst 3	003LD3	24090.3	1	F	F	Clerical	#REF!
DCS - Fayette County	County Welfare Director	00EIA5	57135.26	1	M	F	LOD	#REF!
DCS - Fayette County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Fayette County	Fam Case Mg S4	007AP4	38583.74	1	F	F	CM Supervisor	#REF!
DCS - Fayette County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Fayette County	Cler Asst 4	003LD4	22170.2	1	F	F	Clerical	#REF!
DCS - Fayette County	Fam Case Mg 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Fayette County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Fayette County	Attorney E7	00EOA7	56610.32	1	M	F	Attorney	#REF!
DCS - Fayette County	Family Case Manager 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Fayette County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Fayette County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Floyd County	County Welfare Director E6	00EIA6	46325.76	3	M	F	LOD	#REF!
DCS - Floyd County	Fam Case Mg S4	007AP4	40125.8	1	M	F	CM Supervisor	#REF!
DCS - Floyd County	Fam Case Mg 2	002AP2	36751.26	1	M	F	FCM	#REF!
DCS - Floyd County	Fam Case Mg 2	002AP2	43819.1	1	F	F	FCM	#REF!
DCS - Floyd County	Fam Case Mg 2						#N/A	#REF!
DCS - Floyd County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Floyd County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Floyd County	Secretary 3	003MB3	23475.92	1	F	F	Clerical	#REF!
DCS - Floyd County	Cler Asst 4	003LD4	19743.62	1	F	F	Clerical	#REF!
DCS - Floyd County	Cler Asst 4						#N/A	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Floyd County	Family Case Manager Sup 4	007AP4	48551.62	5	F	F	CM Supervisor	#REF!
DCS - Floyd County	Attorney E7	00EOA7	53550.12	1	F	F	Attorney	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Floyd County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Fountain County	Clerical Assistant 4	003LD4	25852.32	1	F	F	Clerical	#REF!
DCS - Fountain County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Fountain County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Fountain County	Fam Case Mg S4	007AP4	44702.32	1	F	F	CM Supervisor	#REF!
DCS - Fountain County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Fountain County	Family Case Manager 2	002AP2	39885.56	1	F	F	FCM	#REF!
DCS - Fountain County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Fountain County	Family Case Manager 2						#N/A	#REF!
DCS - Franklin County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Franklin County	Co Welf Dir E7	00EIA7	45242.34	1	F	F	LOD	#REF!
DCS - Franklin County	Cler Asst 4	003LD4	19743.62	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Franklin County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Franklin County	Family Case Manager Sup 4	007AP4	38561.38	1	F	F	CM Supervisor	#REF!
DCS - Franklin County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Franklin County	Attorney E7	00EOA7	46410	1	M	F	Attorney	#REF!
DCS - Franklin County	Attorney E7						#N/A	#REF!
DCS - Franklin County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Fulton County	Secretary 3	003MB3	21460.92	1	F	F	Clerical	#REF!
DCS - Fulton County	Co Welf Dir E7	00EIA7	43665.7	1	F	F	LOD	#REF!
DCS - Fulton County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Fulton County	Cler Asst 4						#N/A	#REF!
DCS - Fulton County	Cler Asst 4						#N/A	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Fulton County	Attorney E7	00EOA7	58098.3	1	M	F	Attorney	#REF!
DCS - Fulton County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Fulton County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Gibson County	Fam Case Mg 2	002AP2	37436.36	1	F	F	FCM	#REF!
DCS - Gibson County	Fam Case Mg 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Gibson County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Gibson County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Gibson County	County Welfare Director E6	00EIA6	54641.08	1	F	F	LOD	#REF!
DCS - Gibson County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Gibson County	Attorney E7	00EOA7	41769	3	M	F	Attorney	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Gibson County	Family Case Manager Sup 4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Gibson County	Family Case Manager 2	002AP2	33727.98	1	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Grant County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Grant County	Co Welf Dir E5	00EIA5	51269.4	1	M	F	LOD	#REF!
DCS - Grant County	Fam Case Mg S4	007AP4	50993.826	1	M	F	CM Supervisor	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	42618.42	1	F	F	FCM	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	43982.9	1	M	F	FCM	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	34724.82	1	M	F	FCM	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Grant County	Fam Case Mg S4	007AP4	41576.08	2	F	F	CM Supervisor	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	37436.36	1	F	F	FCM	#REF!
DCS - Grant County	Secretary 3	003MB3	21474.7	1	F	F	Clerical	#REF!
DCS - Grant County	Secretary 3	003MB3	24028.94	1	F	F	Clerical	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	37201.84	1	F	F	FCM	#REF!
DCS - Grant County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Grant County	Cler Asst 4	003LD4	19992.18	1	F	F	Clerical	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Grant County	Attorney E7	00EOA7	60925.54	1	F	F	Attorney	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	36582.26	3	M	F	FCM	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	35749.22	1	F	F	FCM	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	37534.38	2	F	F	FCM	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	35612.98	1	F	F	FCM	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Grant County	Family Case Manager Sup 4	007AP4	42391.18	1	F	F	CM Supervisor	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Grant County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Greene County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Greene County	Cler Asst 3	003LD3	27614.08	1	F	F	Clerical	#REF!
DCS - Greene County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Greene County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Greene County	Fam Case Mg S4	007AP4	52756.86	1	F	F	CM Supervisor	#REF!
DCS - Greene County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Greene County	Cler Asst 4						#N/A	#REF!
DCS - Greene County	Cler Asst 4						#N/A	#REF!
DCS - Greene County	Cler Asst 4	003LD4	22143.94	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Greene County	Co Welf Dir E7	00EIA7	52540.28	1	M	F	LOD	#REF!
DCS - Greene County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Greene County	Attorney E7	00EOA7	49944.7	1	F	F	Attorney	#REF!
DCS - Greene County	Family Case Manager 2						#N/A	#REF!
DCS - Greene County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Hamilton County	Cler Asst 4						#N/A	#REF!
DCS - Hamilton County	Co Welf Dir E6	00EIA6	46376.46	1	F	F	LOD	#REF!
DCS - Hamilton County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Hamilton County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Hamilton County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Hamilton County	Clerical Assistant 3	003JA3	25427.74	1	F	F	Clerical	#REF!
DCS - Hamilton County	Cler Asst 4	003LD4	27800.5	1	F	F	Clerical	#REF!
DCS - Hamilton County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hamilton County	Cler Asst 3	003LD3	35707.1	1	F	F	Clerical	#REF!
DCS - Hamilton County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	34402.42	1	M	F	FCM	#REF!
DCS - Hamilton County	Attorney E7	00EOA7	53040	1	M	F	Attorney	#REF!
DCS - Hamilton County	Family Case Manager Sup 4	007AP4	38460.24	1	M	F	CM Supervisor	#REF!
DCS - Hamilton County	Family Case Manager Sup 4	007AP4	40426.36	1	F	F	CM Supervisor	#REF!
DCS - Hamilton County	Family Case Manager 2						#N/A	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2						#N/A	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	33978.1	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2						#N/A	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hamilton County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Hancock County	Fam Case Mg 2						#N/A	#REF!
DCS - Hancock County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Hancock County	Co Welf Dir E6						#N/A	#REF!
DCS - Hancock County	Fam Case Mg S4	007AP4	40102.4	1	M	F	CM Supervisor	#REF!
DCS - Hancock County	Fam Case Mg 2						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Hancock County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Hancock County	Cler Asst 4	003LD4	18850	1	F	F	Clerical	#REF!
DCS - Hancock County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hancock County	Secretary 3						#N/A	#REF!
DCS - Hancock County	Fam Case Mg 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Hancock County	Family Case Manager 2	002AP2	35500.92	1	M	F	FCM	#REF!
DCS - Hancock County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Hancock County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hancock County	Family Case Manager 2						#N/A	#REF!
DCS - Hancock County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Harrison County	County Welfare Director E7						#N/A	#REF!
DCS - Harrison County	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Harrison County	Cler Asst 3	003LD3	24284	1	F	F	Clerical	#REF!
DCS - Harrison County	Cler Asst 4	003LD4	28077.14	1	F	F	Clerical	#REF!
DCS - Harrison County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Harrison County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Harrison County	Family Case Manager 2						#N/A	#REF!
DCS - Harrison County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Harrison County	Family Case Manager Sup 4	007AP4	44413.2	1	M	F	CM Supervisor	#REF!
DCS - Harrison County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Harrison County	Family Case Manager 2	002AP2	46345.26	1	M	F	FCM	#REF!
DCS - Hendricks County	Fam Case Mg 2						#N/A	#REF!
DCS - Hendricks County	Co Welf Dir E6	00EIA6	69340.18	1	F	F	LOD	#REF!
DCS - Hendricks County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Hendricks County	Fam Case Mg 2	002AP2	36113.74	2	F	F	FCM	#REF!
DCS - Hendricks County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Hendricks County	Fam Case Mg 2	002AP2	35077.12	4	F	F	FCM	#REF!
DCS - Hendricks County	Cler Asst 4	003LD4	24766.3	1	F	F	Clerical	#REF!
DCS - Hendricks County	Secretary 3	003MB3	24479.78	1	F	F	Clerical	#REF!
DCS - Hendricks County	Administrative Secretary 2	003MB2	29150.68	1	F	F	Clerical	#REF!
DCS - Hendricks County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Hendricks County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Hendricks County	Family Case Manager 2						#N/A	#REF!
DCS - Hendricks County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Hendricks County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Hendricks County	Family Case Manager 2						#N/A	#REF!
DCS - Hendricks County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Henry County	Fam Case Mg 2	002AP2	36132.98	1	F	F	FCM	#REF!
DCS - Henry County	Co Welf Dir E6	00EIA6	55832.66	1	M	F	LOD	#REF!
DCS - Henry County	Fam Case Mg S4	007AP4	40334.84	1	F	F	CM Supervisor	#REF!
DCS - Henry County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Henry County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Henry County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Henry County	Secretary 3	003MB3	21460.92	1	F	F	Clerical	#REF!
DCS - Henry County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Henry County	Cler Asst 4	003LD4	24766.3	1	F	F	Clerical	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	33892.56		M	F	FCM	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Henry County	Attorney E7	00EOA7	55690.18	1	F	F	Attorney	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	36323.3	1	F	F	FCM	#REF!
DCS - Henry County	Family Case Manager Sup 4	007AP4	43295.72	1	F	F	CM Supervisor	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Henry County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Howard County	Co Welf Dir E5	00EIA5	59737.34	1	F	F	LOD	#REF!
DCS - Howard County	Fam Case Mg S4	007AP4	39598.78	1	F	F	CM Supervisor	#REF!
DCS - Howard County	Fam Case Mg S4	007AP4	45355.7	1	F	F	CM Supervisor	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	43163.64	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	44495.1	1	M	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	37436.36	1	M	F	FCM	#REF!
DCS - Howard County	Admv Sec 2	003MB2	33473.44	1	F	F	Clerical	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Howard County	Cler Asst 4	003LD4	29655.6	1	F	F	Clerical	#REF!
DCS - Howard County	Clerical Assistant 3	003LD3	27880.32	1	F	F	Clerical	#REF!
DCS - Howard County	Secretary 3	003MB3	22952.28	1	F	F	Clerical	#REF!
DCS - Howard County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Howard County	Fam Case Mg 2						#N/A	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Howard County	Attorney E7	00EOA7	47318.7	1	F	F	Attorney	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Howard County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Huntington County	Fam Case Mg S4	007AP4	47629.4	1	F	F	CM Supervisor	#REF!
DCS - Huntington County	Co Welf Dir E6	00EIA6	51030.46	3	F	F	LOD	#REF!
DCS - Huntington County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Huntington County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Huntington County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Huntington County	Secretary 3	003MB3	27573.26	1	F	F	Clerical	#REF!
DCS - Huntington County	Cler Asst 4	003LD4	22071.14	1	F	F	Clerical	#REF!
DCS - Huntington County	Cler Asst 4	003LD4	18856.5	1	F	F	Clerical	#REF!
DCS - Huntington County	Family Case Manager 2						#N/A	#REF!
DCS - Huntington County	Family Case Manager 2	002AP2	35592.44	1	M	F	FCM	#REF!
DCS - Huntington County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Huntington County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DC5 - Jackson County	County Welfare Director E7	00EIA7	53774.24	1	F	F	LOD	#REF!
DCS - Jackson County	Fam Case Mg S4	007AP4	42753.88	1	F	F	CM Supervisor	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	37555.44	1	F	F	FCM	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	39107.12	1	F	F	FCM	#REF!
DCS - Jackson County	Cler Asst 4	003LD4	22820.2	1	F	F	Clerical	#REF!
DCS - Jackson County	Cler Asst 4	003LD4	22164.74	1	F	F	Clerical	#REF!
DCS - Jackson County	Cler Asst 4	003LD4	24848.2	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Jackson County	Fam Case Mg 2	002AP2	35419.54	1	M	F	FCM	#REF!
DCS - Jackson County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Jackson County	Family Case Manager 2	002AP2	36582.26	1	F	F	FCM	#REF!
DCS - Jackson County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Jackson County	Family Case Manager Sup 4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Jackson County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - Jackson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jasper County	Fam Case Mg S4	007AP4	47627.32	1	F	F	CM Supervisor	#REF!
DCS - Jasper County	Co Welf Dir E7	00EIA7	48551.62	1	F	F	LOD	#REF!
DCS - Jasper County	Fam Case Mg 2	002AP2	38164.88	1	F	F	FCM	#REF!
DCS - Jasper County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jasper County	Fam Case Mg 2	002AP2	43225	1	M	F	FCM	#REF!
DCS - Jasper County	Cler Asst 4	003LD4	21513.96	1	F	F	Clerical	#REF!
DCS - Jasper County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Jasper County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Jay County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Jay County	Cler Asst 3	003LD3	24172.2	1	F	F	Clerical	#REF!
DCS - Jay County	Cler Asst 4	003LD4	22820.2	1	F	F	Clerical	#REF!
DCS - Jay County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Jay County	Family Case Manager 2	002AP2	37501.1	1	F	F	FCM	#REF!
DCS - Jay County	County Welfare Director E7	00EIA7	48559.94	1	F	F	LOD	#REF!
DCS - Jay County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jay County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	48244.3	1	F	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	34990.8	1	F	F	FCM	#REF!
DCS - Jefferson County	County Welfare Director E6	00EIA6	57942.3	1	M	F	LOD	#REF!
DCS - Jefferson County	Fam Case Mg S4	007AP4	52010.14	1	F	F	CM Supervisor	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	43163.64	1	F	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	34402.68	5	M	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	46236.32	1	F	F	FCM	#REF!
DCS - Jefferson County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Jefferson County	Clerical Assistant 3	003LD3	27614.08	1	F	F	Clerical	#REF!
DCS - Jefferson County	Cler Asst 4	003LD4	26642.72	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Jefferson County	Fam Case Mg 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Jefferson County	Fam Case Mg 2	002AP2	37429.86	1	F	F	FCM	#REF!
DCS - Jefferson County	Family Case Manager 2	002AP2	41029.82	1	F	F	FCM	#REF!
DCS - Jefferson County	Family Case Manager Sup 4	007AP4	49940.8	1	F	F	CM Supervisor	#REF!
DCS - Jefferson County	Attorney E7	00EOA7	55435.12	1	F	F	Attorney	#REF!
DCS - Jefferson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jefferson County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jennings County	Co Welf Dir E7	00EIA7	45337.5	1	M	F	LOD	#REF!
DCS - Jennings County	Co Welf Dir E7	00EIA7	45328.92	1	F	F	LOD	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jennings County	Fam Case Mg S4	007AP4	40148.16	1	F	F	CM Supervisor	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Jennings County	Cler Asst 4	003LD4	28659.02	1	F	F	Clerical	#REF!
DCS - Jennings County	Cler Asst 3	003LD3	27614.08	1	F	F	Clerical	#REF!
DCS - Jennings County	Cler Asst 4	003LD4	32716.84	1	F	F	Clerical	#REF!
DCS - Jennings County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	37534.38	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Jennings County	Attorney E7	00EOA7	53041.82	1	F	F	Attorney	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	35053.98	1	M	F	FCM	#REF!
DCS - Jennings County	Family Case Manager Sup 4	007AP4	40888.64	1	F	F	CM Supervisor	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	33228		F	F	FCM	#REF!
DCS - Jennings County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Co Welf Dir E6	00EIA6	48317.62	1	F	F	LOD	#REF!
DCS - Johnson County	Fam Case Mg S4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Johnson County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Secretary 3	003MB3	29048.24	1	F	F	Clerical	#REF!
DCS - Johnson County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	40356.94	1	F	F	FCM	#REF!
DCS - Johnson County	Secretary 3	003MB3	26949.52	1	M	F	Clerical	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Johnson County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Johnson County	Attorney E7	00EOA7	51510.16	1	F	F	Attorney	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	44858.32	1	F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager Sup 4	007AP4	39166.14	1	F	F	CM Supervisor	#REF!
DCS - Johnson County	Family Case Manager Sup 4	007AP4	38561.38	1	F	F	CM Supervisor	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	44310.76	1	M	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2						#N/A	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2						#N/A	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Johnson County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Knox County	Co Welf Dir E6	00EIA6	44924.88	1	F	F	LOD	#REF!
DCS - Knox County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	44597.54	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Knox County	Fam Case Mg 2	002AP2	37436.36	1	M	F	FCM	#REF!
DCS - Knox County	Admv Sec 2	003MB2	29765.06	1	F	F	Clerical	#REF!
DCS - Knox County	Cler Asst 4						#N/A	#REF!
DCS - Knox County	Cler Asst 4						#N/A	#REF!
DCS - Knox County	Secretary 3						#N/A	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Attorney E7	00EOA7	55598.92	1	F	F	Attorney	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager Sup 4						#N/A	#REF!
DCS - Knox County	Family Case Manager Sup 4	007AP4	38749.88	1	M	F	CM Supervisor	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Knox County	Family Case Manager 2	002AP2	49166	1	F	F	FCM	#REF!
DCS - Kosciusko County	Fam Case Mg 2						#N/A	#REF!
DCS - Kosciusko County	County Welfare Director E7	00EIA7	45739.46	1	F	F	LOD	#REF!
DCS - Kosciusko County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Kosciusko County	Fam Case Mg 2	002AP2	44105.88	1	F	F	FCM	#REF!
DCS - Kosciusko County	Cler Asst 4	003LD4	26307.32	1	F	F	Clerical	#REF!
DCS - Kosciusko County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Kosciusko County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Kosciusko County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Kosciusko County	Family Case Manager Sup 4	007AP4	37499.02	1	F	F	CM Supervisor	#REF!
DCS - Kosciusko County	Family Case Manager 2	002AP2	38908.74	1	F	F	FCM	#REF!
DCS - Kosciusko County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Kosciusko County	Family Case Manager 2						#N/A	#REF!
DCS - Kosciusko County	Attorney E7	00EOA7	40950	1	M	F	Attorney	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lagrange County	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Lagrange County	County Welfare Director E7	00EIA7	49458.5	1	F	F	LOD	#REF!
DCS - Lagrange County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Lagrange County	Fam Case Mg 2	002AP2	38440.22	1	F	F	FCM	#REF!
DCS - Lagrange County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Lagrange County	Cler Asst 4	003LD4	22419.8	1	F	F	Clerical	#REF!
DCS - Lagrange County	Cler Asst 3	003LD3	30769.18	1	M	F	Clerical	#REF!
DCS - Lagrange County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Lagrange County	Attorney E7						#N/A	#REF!
DCS - Lagrange County	Family Case Manager Sup 4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - Lake County	State Program Director E5	00EUE5	68646.76	1	F	F	Attorney	#REF!
DCS - Lake County	Attorney E7	00EOA7	45560.32	1	F	F	Attorney	#REF!
DCS - Lake County	Attorney E7	00EOA7	41769	4	F	F	Attorney	#REF!
DCS - Lake County	Attorney E7	00EOA7	40950	3	M	F	Attorney	#REF!
DCS - Lake County	Attorney E7	00EOA7	54492.62	2	F	F	Attorney	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S3	007AP3	43116.58	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S3	007AP3	60188.18	2	M	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	42610.36	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	38561.38	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	42982.94	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	43897.36	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	37950.12	2	M	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	48675.12	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	40079.78	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	46605.26	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	37498.76	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	42100.24	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	43845.62	2	M	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	37199.24	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S3	007AP3	52958.36	2	M	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Fam Case Mg S4	007AP4	48039.16	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	38460.24	2	F	F	CM Supervisor	#REF!
DCS - Lake County	LAN Administrator Int	001BJ2	51254.84	1	M	F	Other	#REF!
DCS - Lake County	LAN Administrator Int	001BJ2	55271.32	1	M	F	Other	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	42204.76	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	44228.86	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	47137.74	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	37599.12	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	44597.54	3	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2						#N/A	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35751.82	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	39658.84	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33892.56	3	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	45458.14	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2						#N/A	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	39537.42	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	35337.38	3	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Fam Case Mg 2	002AP2	43470.96	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	40079.52	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	46646.08	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35751.82	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	36976.42	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	44802.42	1	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	48551.62	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	44597.54	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	41933.32	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	38933.96	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	46093.32	2	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	36373.22	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	36812.62	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Fam Case Mg 2	002AP2	43593.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	43839.64	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	43839.64	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	39193.96	2	F	F	FCM	#REF!
DCS - Lake County	Admv Sec 2	003MB2	29376.1	2	F	F	Clerical	#REF!
DCS - Lake County	Administrative Assistant 6	002WN6	24049.48	3	F	F	Clerical	#REF!
DCS - Lake County	Clerk Sup 6	008LD6	30994.34	3	F	F	Clerical	#REF!
DCS - Lake County	Secretary 3	003MB3	33809.1	2	F	F	Clerical	#REF!
DCS - Lake County	Secretary 3	003MB3	24028.94	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	27327.3	2	M	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	19737.12	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	26364.52	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	25442.56	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	29846.96	1	F	F	Clerical	#REF!
DCS - Lake County	Secretary 3	003MB3	24581.96	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	23455.12	2	F	F	Clerical	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Lake County	Cler Asst 4	003LD4	21099.52	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	23095.8	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	24059.88	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 3	003LD3	28244.84	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	21735.48	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	25954.76	2	F	F	Clerical	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	43470.96	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Lake County	Clerical Assistant 3	003LD3	24110.84	2	F	F	Clerical	#REF!
DCS - Lake County	Clerical Assistant 3	003LD3	32858.8	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Clerical Assistant 4						#N/A	#REF!
DCS - Lake County	Clerical Assistant 3	003LD3	29621.8	2	F	F	Clerical	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34974.186	2	F	F	FCM	#REF!
DCS - Lake County	Cler Asst 4	003LD4	19737.12	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	25941.5	2	F	F	Clerical	#REF!
DCS - Lake County	Fam Case Mg S4	007AP4	49912.98	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Cler Asst 4	003LD4	30787.64	2	F	F	Clerical	#REF!
DCS - Lake County	Secretary 3	003MB3	26795.34	3	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 4	003LD4	25626.9	2	F	F	Clerical	#REF!
DCS - Lake County	Cler Asst 5						#N/A	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	35077.12	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	46951.58	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	40312.74	3	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	43120.506	2	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Fam Case Mg S3	007AP3	51993.5	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Lake County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	St Prog Dir E6	00EUE6	59388.94	1	M	F	Other	#REF!
DCS - Lake County	Cler Asst 3	003LD3	36365.16	2	F	F	Clerical	#REF!
DCS - Lake County	Secretary 3	003MB3	26938.08	2	F	F	Clerical	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Lake County	Attorney E6	00EOA6	61658.74	3	M	F	Attorney	#REF!
DCS - Lake County	Attorney E6	00EOA6	61519.64	3	F	F	Attorney	#REF!
DCS - Lake County	Attorney E7	00EOA7	42279.12	3	M	F	Attorney	#REF!
DCS - Lake County	Administrative Assistant 5	002WN5	38536.94	2	F	F	Clerical	#REF!
DCS - Lake County	Administrative Assistant 5	002WN5	26466.7	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	35221.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	36090.6	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	35419.54	2	F	F	FCM	#REF!
DCS - Lake County	Attorney E7						#N/A	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	38460.24	3	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	40079.52	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	41576.08	2	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	37206	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager Sup 4	007AP4	50619.66	3	F	F	CM Supervisor	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	37436.36	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33978.1	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33727.98	4	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Family Case Manager 2						#N/A	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lake County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lake County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lake County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Laporte County	Secretary 3	003MB3	22998.3	1	F	F	Clerical	#REF!
DCS - Laporte County	Fam Case Mg S4	007AP4	41576.08	2	F	F	CM Supervisor	#REF!
DCS - Laporte County	Admv Sec 2	003MB2	29929.38	1	F	F	Clerical	#REF!
DCS - Laporte County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Laporte County	Co Welf Dir E5	00EIA5	51269.4	1	F	F	LOD	#REF!
DCS - Laporte County	Fam Case Mg S4						#N/A	#REF!
DCS - Laporte County	Fam Case Mg 2						#N/A	#REF!
DCS - Laporte County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Laporte County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Laporte County	Admv Sec 2	003MB2	31117.32	1	F	F	Clerical	#REF!
DCS - Laporte County	Clerical Assistant 4	003LD4	26897	2	F	F	Clerical	#REF!
DCS - Laporte County	Clerical Assistant 4	003LD4	26897	1	F	F	Clerical	#REF!
DCS - Laporte County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Laporte County	Fam Case Mg S4	007AP4	44887.986	1	M	F	CM Supervisor	#REF!
DCS - Laporte County	Cler Asst 4	003LD4	28453.88	1	F	F	Clerical	#REF!
DCS - Laporte County	Cler Asst 4						#N/A	#REF!
DCS - Laporte County	Fam Case Mg 2	002AP2	43593.68	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Laporte County	Attorney E7	00EOA7	53837.16	3	F	F	Attorney	#REF!
DCS - Laporte County	Attorney E7	00EOA7	43350.32	1	F	F	Attorney	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	35419.54	1	M	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	39701.48	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	35419.54	2	M	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Laporte County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lawrence County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Lawrence County	County Welfare Director E7	00EIA7	49972.26	1	F	F	LOD	#REF!
DCS - Lawrence County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Lawrence County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Lawrence County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Lawrence County	Cler Asst 4	003LD4	25595.7	1	F	F	Clerical	#REF!
DCS - Lawrence County	Secretary 3	003MB3	27225.12	1	F	F	Clerical	#REF!
DCS - Lawrence County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lawrence County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Lawrence County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Lawrence County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Lawrence County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Lawrence County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DC5 - Madison County	Fam Case Mg 2	002AP2	36833.16	1	M	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Co Welf Dir E5	00EIA5	52992.68	1	F	F	LOD	#REF!
DCS - Madison County	Fam Case Mg S4	007AP4	41586.22	1	M	F	CM Supervisor	#REF!
DCS - Madison County	Fam Case Mg S4	007AP4	40102.14	1	F	F	CM Supervisor	#REF!
DCS - Madison County	Fam Case Mg 2						#N/A	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg S4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33228		F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	42548.74	1	F	F	FCM	#REF!
DCS - Madison County	Secretary 3						#N/A	#REF!
DCS - Madison County	Secretary 3						#N/A	#REF!
DCS - Madison County	Fam Case Mg 2						#N/A	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Madison County	Fam Case Mg S4	007AP4	38994.8	1	M	F	CM Supervisor	#REF!
DCS - Madison County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68		F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	35500.92	1	M	F	FCM	#REF!
DCS - Madison County	Attorney E7	00EOA7	47815.56	1	F	F	Attorney	#REF!
DCS - Madison County	Family Case Manager Sup 4	007AP4	41155.66	1	F	F	CM Supervisor	#REF!
DCS - Madison County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Madison County	Family Case Manager Sup 4						#N/A	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2						#N/A	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Madison County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Marion County	State Program Director E5	00EUE5	59754.76	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	49862.8	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	49862.8	2	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	41769	2	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	47508.76	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	49862.8	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Marion County	Administrative Assistant 5						#N/A	#REF!
DCS - Marion County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Marion County	Hu Svc Cnslt 2	002AK2	35077.12	1	F	F	Other	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38717.9	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35265.1	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Attorney E7	00EOA7	42279.12	1	F	F	Attorney	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33727.98	3	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager Sup 3	007AP3	50473.8	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36795.2	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Marion County	Attorney E7	00EOA7	42279.12	1	F	F	Attorney	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36812.62	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S3	007AP3	49543.78	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35592.44	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg S3	007AP3	53565.2	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S3	007AP3	55044.6	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	42380	4	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	45327.62	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	48244.3	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	44678.4	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	51644.84	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	49637.38	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	41586.22	3	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	40876.42	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	42216.2	2	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	43470.96	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	48334.52	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	47629.4	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Administrative Assistant 5	002WN5	29536.78	1	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	40102.4	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36833.16	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Human Services Consultant 2	002AK2	40951.04	2	F	F	Other	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37814.92	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38840.88	2	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34557.12	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37794.38	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	42216.2	2	M	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37815.44	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38185.16	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35337.38	3	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Attorney E7	00EOA7	42279.12	1	F	F	Attorney	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
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DCS - Marion County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38933.96	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	5	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38933.96	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	43982.9	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
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DCS - Marion County	Fam Case Mg 2	002AP2	37181.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	40356.94	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	42455.66	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33727.98	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37436.36	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	37950.12	2	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38902.24	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	46051.98	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Marion County	Hu Svc Cnslt 2	002AK2	37047.92	1	F	F	Other	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	37950.12	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38933.96	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
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DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35082.32	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	40985.1	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35612.98	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	46045.22	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	39332.54	2	F	F	FCM	#REF!
DCS - Marion County	Admv Sec 2	003MB2	28845.7	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	28860.26	2	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36110.88	1	F	F	FCM	#REF!
DCS - Marion County	Cler Asst 3	003LD3	22141.86	1	F	F	Clerical	#REF!
DCS - Marion County	Secretary 3						#N/A	#REF!
DCS - Marion County	Secretary 3	003MB3	21881.6	1	F	F	Clerical	#REF!
DCS - Marion County	Secretary 3	003MB3	31445.18	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	30215.9	1	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	22171.5	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 3	003LD3	20540	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	27659.84	2	F	F	Clerical	#REF!
DCS - Marion County	St Prog Dir E6	00EUE6	57382.52	1	F	F	Other	#REF!
DCS - Marion County	Cler Asst 4	003LD4	22164.74	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	25954.76	2	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Cler Asst 4	003LD4	21730.02	2	F	F	Clerical	#REF!
DCS - Marion County	Attorney E7	00EOA7	40950		M	F	Attorney	#REF!
DCS - Marion County	Cler Asst 4	003LD4	18856.5	1	M	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	20384.26	1	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	22164.74	2	F	F	Clerical	#REF!
DCS - Marion County	Admv Ast 6	002WN6	29304.34	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	27532.18	1	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	19227	4	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	23033.92	1	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	25349.48	1	M	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	23803.78	2	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Cler Asst 4	003LD4	22143.94	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	23803.78	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	26630.76	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	26673.92	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	22599.46	2	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	49563.02	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36812.62	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	3	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	43779.32	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	36153	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg S4	007AP4	42610.36	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Cler Asst 3	003LD3	21881.6	1	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Cler Asst 4	003LD4	18850	1	M	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	21513.18	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	20124	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	22143.94	2	F	F	Clerical	#REF!
DCS - Marion County	Secretary 3	003MB3	27470.56	2	F	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35597.12	1	F	F	FCM	#REF!
DCS - Marion County	Cler Asst 3	003LD3	27320.02	2	F	F	Clerical	#REF!
DCS - Marion County	Cler Asst 4	003LD4	27306.76	1	M	F	Clerical	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager Sup 3	007AP3	50378.64	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager Sup 3	007AP3	49780.9	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37555.44	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35337.38	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2						#N/A	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37583.26	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	35594	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37067.68	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	38498.72	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	37409.06	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	3	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Family Case Manager 2	002AP2	41443.74	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41565.42	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	47609.12	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	42391.18	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35440.08	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35774.96	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35265.1	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	47168.16	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41065.96	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	38006.54	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35590.62	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35337.38	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34149.44	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DC5 - Marion County	Clerical Assistant 4	003LD4	22200.62	2	F	F	Clerical	#REF!
DCS - Marion County	Clerical Assistant 4	003LD4	18850	1	F	F	Clerical	#REF!
DCS - Marion County	Attorney E6	00EOA6	51862.2	1	M	F	Attorney	#REF!
DCS - Marion County	Attorney E6	00EOA6	54304.64	1	F	F	Attorney	#REF!
DCS - Marion County	Administrative Assistant 5	002WN5	24749.4	2	F	F	Clerical	#REF!
DCS - Marion County	Administrative Assistant 5	002WN5	24749.4	1	M	F	Clerical	#REF!
DCS - Marion County	Administrative Assistant 5	002WN5	25474.28	1	F	F	Clerical	#REF!
DCS - Marion County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	46410	1	M	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	46093.32	1	F	F	Attorney	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	46391.02	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	40102.4	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	43370.34	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41155.66	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	37950.12	1	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	37206	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	52540.28	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	44637.84	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	51184.12	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Attorney E7	00EOA7	42279.12	1	M	F	Attorney	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41586.22	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	44858.32	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	43044.04	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	42401.58	2	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	40079.78	2	M	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	43020.12	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41586.22	2	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager Sup 4	007AP4	40478.62	1	F	F	CM Supervisor	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Family Case Manager 2	002AP2	36017.02	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34430.24	4	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
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DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DC5 - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	36544.3	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228		F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2						#N/A	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Marion County	Family Case Manager 2	002AP2	35077.12	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35751.82	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Marion County	Attorney E7	00EOA7	46410	1	F	F	Attorney	#REF!
DCS - Marion County	Attorney E7	00EOA7	47320	1	F	F	Attorney	#REF!
DCS - Marion County	Program Director 1						#N/A	#REF!
DCS - Marion County	Chief Nurse Consultant						#N/A	#REF!
DCS - Marshall County	Cler Asst 4						#N/A	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marshall County	Co Welf Dir E6	00EIA6	53304.42	2	M	F	LOD	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Marshall County	Fam Case Mg S4	007AP4	38561.38	2	F	F	CM Supervisor	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Marshall County	Cler Asst 4						#N/A	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marshall County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Marshall County	Cler Asst 4	003LD4	21613.28	1	F	F	Clerical	#REF!
DCS - Marshall County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Marshall County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Marshall County	Attorney E7	00EOA7	42279.12	1	M	F	Attorney	#REF!
DCS - Marshall County	Family Case Manager Sup 4	007AP4	40102.14	1	F	F	CM Supervisor	#REF!
DCS - Marshall County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Marshall County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Martin County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Martin County	Clerical Assistant 4	003LD4	27695.98	1	F	F	Clerical	#REF!
DCS - Martin County	Fam Case Mg 2	002AP2	36751.26	1	F	F	FCM	#REF!
DCS - Martin County	Cler Asst 4						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Martin County	County Welfare Director E7	00EIA7	43836.52	1	F	F	LOD	#REF!
DCS - Martin County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Martin County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Miami County	Fam Case Mg 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - Miami County	Co Welf Dir E6	00EIA6	48129.9	1	F	F	LOD	#REF!
DCS - Miami County	Secretary 3	003MB3	27614.08	1	F	F	Clerical	#REF!
DCS - Miami County	Clerical Assistant 3	003JA3	26897	1	F	F	Clerical	#REF!
DCS - Miami County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Miami County	Fam Case Mg 2	002AP2	37201.84	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	36779.86	1	M	F	FCM	#REF!
DCS - Miami County	Family Case Manager Sup 4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Miami County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Miami County	Family Case Manager 2	002AP2	37631.88	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	39537.42	1	F	F	FCM	#REF!
DCS - Monroe County	Co Welf Dir E5	00EIA5	50759.28	1	F	F	LOD	#REF!
DCS - Monroe County	Fam Case Mg S4	007AP4	37206	1	M	F	CM Supervisor	#REF!
DCS - Monroe County	Fam Case Mg S4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	36114	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2						#N/A	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	50133.46	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	34724.82	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Monroe County	Secretary 3	003MB3	31189.6	1	F	F	Clerical	#REF!
DCS - Monroe County	Cler Asst 4	003LD4	21288.8	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Monroe County	Admv Sec 2	003MB2	26353.08	1	F	F	Clerical	#REF!
DCS - Monroe County	Cler Asst 4	003LD4	20499.44	1	F	F	Clerical	#REF!
DCS - Monroe County	Fam Case Mg S4	007AP4	41732.34	1	F	F	CM Supervisor	#REF!
DCS - Monroe County	Fam Case Mg 2	002AP2	38894.7	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Monroe County	Attorney E7	00EOA7	47580.26	1	F	F	Attorney	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	34402.68	2	M	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Monroe County	Attorney E7						#N/A	#REF!
DCS - Monroe County	Family Case Manager Sup 4	007AP4	40079.78	1	M	F	CM Supervisor	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Monroe County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Montgomery County	Fam Case Mg 2	002AP2	40197.04	1	F	F	FCM	#REF!
DCS - Montgomery County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Montgomery County	Fam Case Mg S4	007AP4	48021.246	1	F	F	CM Supervisor	#REF!
DCS - Montgomery County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Montgomery County	Cler Asst 4	003LD4	22143.94	1	F	F	Clerical	#REF!
DCS - Montgomery County	Cler Asst 3	003LD3	23127.52	1	M	F	Clerical	#REF!
DCS - Montgomery County	Clerical Assistant 4	003LD4	24418.16	1	F	F	Clerical	#REF!
DCS - Montgomery County	County Welfare Director	00EIA6	46232.68	1	F	F	LOD	#REF!
DCS - Montgomery County	Fam Case Mg 2	002AP2	36302.5	1	F	F	FCM	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	36812.62	1	M	F	FCM	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Montgomery County	Fam Case Mg S4	007AP4	39598.52	1	F	F	CM Supervisor	#REF!
DCS - Montgomery County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Montgomery County	Attorney E7						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Montgomery County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Morgan County	Fam Case Mg 2	002AP2	36759.06	1	M	F	FCM	#REF!
DCS - Morgan County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Morgan County	Co Welf Dir E6	00EIA6	55230.24	1	F	F	LOD	#REF!
DCS - Morgan County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Morgan County	Fam Case Mg 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Morgan County	Fam Case Mg 2	002AP2	35033.44	1	F	F	FCM	#REF!
DCS - Morgan County	Secretary 3	003MB3	31076.24	1	F	F	Clerical	#REF!
DCS - Morgan County	Cler Asst 4	003LD4	29560.44	1	F	F	Clerical	#REF!
DCS - Morgan County	Fam Case Mg 2	002AP2	35860.76	1	F	F	FCM	#REF!
DCS - Morgan County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Morgan County	Family Case Manager 2						#N/A	#REF!
DCS - Morgan County	Attorney E7	00EOA7	51000.3	1	M	F	Attorney	#REF!
DCS - Morgan County	Family Case Manager Sup 4	007AP4	40148.16	1	M	F	CM Supervisor	#REF!
DCS - Morgan County	Family Case Manager Sup 4	007AP4	38561.38	1	F	F	CM Supervisor	#REF!
DCS - Morgan County	Family Case Manager 2	002AP2	34402.42	1	F	F	FCM	#REF!
DCS - Newton County	Co Welf Dir E7	00EIA7	46748.78	2	M	F	LOD	#REF!
DCS - Newton County	Fam Case Mg 2	002AP2	39946.14	1	F	F	FCM	#REF!
DCS - Newton County	Clerical Assistant 4	003LD4	24418.16	1	F	F	Clerical	#REF!
DCS - Newton County	Cler Asst 4	003LD4	30450.68	1	F	F	Clerical	#REF!
DCS - Newton County	Family Case Manager 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Newton County	Family Case Manager Sup 4	007AP4	43445.74	1	F	F	CM Supervisor	#REF!
DCS - Newton County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Noble County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Noble County	Co Welf Dir E7	00EIA7	43648.02	1	M	F	LOD	#REF!
DCS - Noble County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Noble County	Cler Asst 3						#N/A	#REF!
DCS - Noble County	Cler Asst 4	003LD4	23136.62	1	F	F	Clerical	#REF!
DCS - Noble County	Clerical Assistant 3	003LD3	30164.68	1	F	F	Clerical	#REF!
DCS - Noble County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Noble County	Family Case Manager 2						#N/A	#REF!
DCS - Noble County	Family Case Manager Sup 4	007AP4	47987.16	1	F	F	CM Supervisor	#REF!
DCS - Noble County	Family Case Manager 2	002AP2	36114	1	F	F	FCM	#REF!
DCS - Noble County	Family Case Manager 2	002AP2	42478.02	1	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Noble County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Noble County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Noble County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Noble County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Ohio County	Cler Asst 3	003LD3	26671.84	1	F	F	Clerical	#REF!
DCS - Ohio County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Ohio County	County Welfare Director E7	00EIA7	43652.7	1	F	F	LOD	#REF!
DCS - Ohio County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Orange County	Co Welf Dir E7	00EIA7	53305.2	1	F	F	LOD	#REF!
DCS - Orange County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Orange County	Fam Case Mg S4	007AP4	48991.02	1	F	F	CM Supervisor	#REF!
DCS - Orange County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Orange County	Cler Asst 4	003LD4	24848.2	1	F	F	Clerical	#REF!
DCS - Orange County	Family Case Manager 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Orange County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Owen County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Owen County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Owen County	Fam Case Mg 2	002AP2	34989.24	1	F	F	FCM	#REF!
DCS - Owen County	Cler Asst 4	003LD4	22820.2	1	F	F	Clerical	#REF!
DCS - Owen County	Cler Asst 4	003LD4	29048.24	1	F	F	Clerical	#REF!
DCS - Owen County	Family Case Manager Sup 4	007AP4	40079.78	1	M	F	CM Supervisor	#REF!
DCS - Owen County	Attorney E7	00EOA7	42500.12	1	M	F	Attorney	#REF!
DCS - Owen County	County Welfare Director E7	00EIA7	44813.86	1	F	F	LOD	#REF!
DCS - Owen County	Family Case Manager 2						#N/A	#REF!
DCS - Owen County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Owen County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Parke County	Cler Asst 4	003LD4	26794.56	1	F	F	Clerical	#REF!
DCS - Parke County	Co Welf Dir E7	00EIA7	58610.5	1	F	F	LOD	#REF!
DCS - Parke County	Fam Case Mg 2	002AP2	44105.88	1	F	F	FCM	#REF!
DCS - Parke County	Fam Case Mg 2	002AP2	45396.52	1	F	F	FCM	#REF!
DCS - Parke County	Attorney E7	00EOA7	55803.8	1	F	F	Attorney	#REF!
DCS - Perry County	Family Case Manager Sup 4	007AP4	41621.84	1	F	F	CM Supervisor	#REF!
DCS - Perry County	Co Welf Dir E7	00EIA7	45282.9	1	F	F	LOD	#REF!
DCS - Perry County	Fam Case Mg 2	002AP2	42323.58	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Perry County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Perry County	Cler Asst 3	003LD3	25667.72	1	F	F	Clerical	#REF!
DCS - Perry County	Fam Case Mg 2	002AP2	40356.94	1	F	F	FCM	#REF!
DCS - Perry County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Perry County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Perry County	Attorney E7	00EOA7	41769	1	M	F	Attorney	#REF!
DCS - Perry County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Pike County	County Welfare Director E7	00EIA7	42081.78	1	F	F	LOD	#REF!
DCS - Pike County	Fam Case Mg 2	002AP2	36323.3	1	M	F	FCM	#REF!
DCS - Pike County	Fam Case Mg 2	002AP2	46020	1	F	F	FCM	#REF!
DC5 - Pike County	Cler Asst 4	003LD4	29826.68	1	F	F	Clerical	#REF!
DCS - Pike County	Cler Asst 4	003LD4	21099.52	1	F	F	Clerical	#REF!
DCS - Pike County	Family Case Manager 2	002AP2	36493.34	1	F	F	FCM	#REF!
DCS - Pike County	Accountant 6	002RA6	26627.38	1	F	F	#N/A	#REF!
DCS - Porter County	Cler Asst 4	003LD4	19737.12	3	F	F	Clerical	#REF!
DCS - Porter County	Secretary 3	003MB3	29725.8	1	F	F	Clerical	#REF!
DCS - Porter County	Co Welf Dir E5	00EIA5	52792.22	1	F	F	LOD	#REF!
DCS - Porter County	Fam Case Mg S4	007AP4	48244.3	1	F	F	CM Supervisor	#REF!
DCS - Porter County	Fam Case Mg S4	007AP4	42610.36	1	M	F	CM Supervisor	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	42517.8	1	M	F	FCM	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	43737.2	1	M	F	FCM	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	33727.98	3	F	F	FCM	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Porter County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Porter County	Clerical Assistant 3	003LD3	23455.12	1	F	F	Clerical	#REF!
DCS - Porter County	Cler Asst 4	003LD4	27739.4	1	F	F	Clerical	#REF!
DCS - Porter County	Fam Case Mg 2	002AP2	36090.6	1	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	34402.68	4	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	37794.38	1	F	F	FCM	#REF!
DCS - Porter County	Attorney E7	00EOA7	60927.1	1	M	F	Attorney	#REF!
DC5 - Porter County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Porter County	Family Case Manager 2	002AP2	37201.84	1	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	34724.82	1	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Porter County	Family Case Manager 2	002AP2	34974.186	1	F	F	FCM	#REF!
DCS - Porter County	Family Case Manager Sup 4	007AP4	41586.22	1	F	F	CM Supervisor	#REF!
DCS - Porter County	Attorney E7	00EOA7	48510.54	1	F	F	Attorney	#REF!
DCS - Posey County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Posey County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Posey County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Posey County	Cler Asst 4	003LD4	24848.2	1	F	F	Clerical	#REF!
DCS - Posey County	Family Case Manager 2	002AP2	33228	7	F	F	FCM	#REF!
DCS - Posey County	Family Case Manager Sup 4	007AP4	42401.58	1	F	F	CM Supervisor	#REF!
DCS - Posey County	County Welfare Director E7	00EIA7	58131.32	1	F	F	LOD	#REF!
DCS - Posey County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Posey County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Pulaski County	Co Welf Dir E6	00EIA6	50467.04	1	F	F	LOD	#REF!
DCS - Pulaski County	Fam Case Mg 2	002AP2	42548.74	1	F	F	FCM	#REF!
DCS - Pulaski County	Fam Case Mg 2	002AP2	39686.92	1	F	F	FCM	#REF!
DCS - Pulaski County	Cler Asst 3	003LD3	25381.2	1	F	F	Clerical	#REF!
DCS - Putnam County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Putnam County	Fam Case Mg S4	007AP4	40102.4	1	F	F	CM Supervisor	#REF!
DCS - Putnam County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Putnam County	Co Welf Dir E7	00EIA7	45260.54	1	F	F	LOD	#REF!
DCS - Putnam County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Putnam County	Fam Case Mg 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - Putnam County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Putnam County	Clerical Assistant 4						#N/A	#REF!
DCS - Putnam County	Fam Case Mg 2	002AP2	33727.98	1	M	F	FCM	#REF!
DCS - Putnam County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Putnam County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Randolph County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Randolph County	Co Welf Dir E6	00EIA6	51604.02	1	F	F	LOD	#REF!
DCS - Randolph County	Fam Case Mg 2	002AP2	37555.44	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Randolph County	Cler Asst 4	003LD4	28696.98	1	F	F	Clerical	#REF!
DCS - Randolph County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Randolph County	Family Case Manager 2	002AP2	35755.2	1	F	F	FCM	#REF!
DCS - Randolph County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Ripley County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Ripley County	Cler Asst 4	003LD4	22164.74	1	F	F	Clerical	#REF!
DCS - Ripley County	Fam Case Mg S4	007AP4	39214.24	1	F	F	CM Supervisor	#REF!
DCS - Ripley County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Ripley County	Clerical Assistant 4	003LD4	30054.18	1	F	F	Clerical	#REF!
DCS - Ripley County	Cler Asst 3	003LD3	28351.7	1	F	F	Clerical	#REF!
DCS - Ripley County	Fam Case Mg S4	007AP4	49289.24	1	F	F	CM Supervisor	#REF!
DCS - Ripley County	Fam Case Mg 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Ripley County	County Welfare Director E7	00EIA7	46159.62	1	F	F	LOD	#REF!
DCS - Ripley County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Ripley County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Ripley County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Ripley County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Rush County	Cler Asst 4	003LD4	23701.86	1	F	F	Clerical	#REF!
DCS - Rush County	Fam Case Mg S4	007AP4	45116.95	1	F	F	CM Supervisor	#REF!
DCS - Rush County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Rush County	Fam Case Mg 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Rush County	Account Clk 2						#N/A	#REF!
DCS - Rush County	Co Welf Dir E7	00EIA7	54185.3	1	M	F	LOD	#REF!
DCS - Rush County	Secretary 3	003MB3	25565.02	1	F	F	Clerical	#REF!
DCS - Rush County	Fam Case Mg 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Rush County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Rush County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	41943.46	2	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2						#N/A	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Co Welf Dir E5	00EIA5	54164.76	1	F	F	LOD	#REF!
DCS - St Joseph County	Fam Case Mg S3	007AP3	51543.7	1	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - St Joseph County	Fam Case Mg S4	007AP4	38460.24	1	M	F	CM Supervisor	#REF!
DCS - St Joseph County	Fam Case Mg S4	007AP4	40379.82	2	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Fam Case Mg S4	007AP4	48244.3	1	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	42384.94	2	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	42057.08	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2						#N/A	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	36751.26	2	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	36779.86	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	42618.42	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	37982.62	2	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	40315.86	3	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	3	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	40734.72	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - St Joseph County	Program Dir 2	002WM2	50081.98	1	M	P	Other	#REF!
DCS - St Joseph County	Secretary 3	003MB3	31342.74	1	F	F	Clerical	#REF!
DCS - St Joseph County	Clerk Supv 6	008LD6	28535	2	F	F	Clerical	#REF!
DCS - St Joseph County	Cler Asst 4	003LD4	31168.28	1	F	F	Clerical	#REF!
DCS - St Joseph County	Cler Asst 4	003LD4	27040.52	2	F	F	Clerical	#REF!
DCS - St Joseph County	Cler Asst 4	003LD4	23414.3	1	F	F	Clerical	#REF!
DCS - St Joseph County	Cler Asst 4	003LD4	24971.44	1	F	F	Clerical	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	43982.9	1	F	F	FCM	#REF!
DCS - St Joseph County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Cler Asst 4	003LD4	23803.78	2	F	F	Clerical	#REF!
DCS - St Joseph County	Admv Sec 2	003MB2	26679.9	1	F	F	Clerical	#REF!
DCS - St Joseph County	Attorney E7	00EOA7	43350.32	1	M	F	Attorney	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	36302.5	1	M	F	FCM	#REF!
DCS - St Joseph County	Attorney E7	00EOA7	62524.54	1	F	F	Attorney	#REF!
DCS - St Joseph County	Attorney E7	00EOA7	40950	1	F	F	Attorney	#REF!
DCS - St Joseph County	Family Case Manager Sup 4	007AP4	38460.24	2	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Attorney E7	00EOA7	54607.54	1	F	F	Attorney	#REF!
DCS - St Joseph County	Family Case Manager Sup 4	007AP4	38460.24	1	M	F	CM Supervisor	#REF!
DCS - St Joseph County	Family Case Manager Sup 4	007AP4	41586.22	2	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Family Case Manager Sup 4						#N/A	#REF!
DCS - St Joseph County	Family Case Manager Sup 4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - St Joseph County	Family Case Manager Sup 4						#N/A	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2						#N/A	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34760.7	2	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	33892.56	2	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2						#N/A	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - St Joseph County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Co Welf Dir E6	00EIA6	55926.78	1	F	F	LOD	#REF!
DCS - Scott County	Fam Case Mg S4	007AP4	47609.12	1	F	F	CM Supervisor	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Scott County	Clerical Assistant 4	003LD4	21361.6	1	F	F	Clerical	#REF!
DCS - Scott County	Cler Asst 4						#N/A	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Scott County	Secretary 3	003MB3	23757.24	1	F	F	Clerical	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Scott County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	35419.54	1	M	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager Sup 4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Scott County	Attorney E7	00EOA7	47320	1	F	F	Attorney	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Scott County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Shelby County	Fam Case Mg 2	002AP2	35077.12	1	M	F	FCM	#REF!
DCS - Shelby County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Shelby County	Fam Case Mg S4	007AP4	39690.3	1	F	F	CM Supervisor	#REF!
DCS - Shelby County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Shelby County	Secretary 3	003MB3	33377.76	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Shelby County	Co Welf Dir E7	00EIA7	53910.74	1	F	F	LOD	#REF!
DCS - Shelby County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Shelby County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Shelby County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Shelby County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Shelby County	Attorney E7	00EOA7	60323.64	1	M	F	Attorney	#REF!
DCS - Shelby County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Shelby County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Spencer County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Spencer County	Co Welf Dir E7	00EIA7	55007.16	1	F	F	LOD	#REF!
DCS - Spencer County	Fam Case Mg 2	002AP2	43982.9	1	M	F	FCM	#REF!
DCS - Spencer County	Fam Case Mg 2	002AP2	44852.6	1	F	F	FCM	#REF!
DCS - Spencer County	Family Case Manager 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Spencer County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Starke County	Fam Case Mg 2	002AP2	34404.24	1	F	F	FCM	#REF!
DCS - Starke County	Co Welf Dir E7	00EIA7	55404.44	1	F	F	LOD	#REF!
DCS - Starke County	Fam Case Mg 2	002AP2	52158.6	1	M	F	FCM	#REF!
DCS - Starke County	Cler Asst 4	003LD4	22164.74	1	F	F	Clerical	#REF!
DCS - Starke County	Fam Case Mg 2	002AP2	46602.66	1	F	F	FCM	#REF!
DCS - Starke County	Cler Asst 4	003LD4	21099.52	1	F	F	Clerical	#REF!
DCS - Starke County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Starke County	Family Case Manager 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Steuben County	Fam Case Mg 2	002AP2	36587.46	1	F	F	FCM	#REF!
DCS - Steuben County	Cler Asst 4						#N/A	#REF!
DCS - Steuben County	County Welfare Director	00EIA5	63691.16	1	M	F	LOD	#REF!
DCS - Steuben County	Fam Case Mg 2	002AP2	42159.78	1	F	F	FCM	#REF!
DCS - Steuben County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Steuben County	Clerical Assistant 3						#N/A	#REF!
DCS - Steuben County	Fam Case Mg 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	39193.96	1	F	F	FCM	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	37794.38	1	F	F	FCM	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Steuben County	Family Case Manager Sup 4	007AP4	40357.46	1	M	F	CM Supervisor	#REF!
DCS - Steuben County	Family Case Manager Sup 4	007AP4	41841.28	1	F	F	CM Supervisor	#REF!
DCS - Steuben County	Attorney E7						#N/A	#REF!
DCS - Steuben County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Sullivan County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Sullivan County	County Welfare Director E7	00EIA7	51624.82	1	M	F	LOD	#REF!
DCS - Sullivan County	Cler Asst 3	003LD3	31670.6	1	F	F	Clerical	#REF!
DCS - Sullivan County	Admv Sec 2						#N/A	#REF!
DCS - Sullivan County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Sullivan County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Sullivan County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Sullivan County	Family Case Manager 2						#N/A	#REF!
DCS - Switzerland County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Switzerland County	Fam Case Mg 2	002AP2	44454.28	1	F	F	FCM	#REF!
DCS - Switzerland County	Cler Asst 4	003LD4	28594.02	1	M	F	Clerical	#REF!
DCS - Switzerland County	County Welfare Director E7						#N/A	#REF!
DCS - Switzerland County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Tippecanoe County	County Welfare Director	00EIA5	60384.22	1	F	F	LOD	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	36544.3	3	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2						#N/A	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg S4	007AP4	44876	1	F	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Fam Case Mg S4	007AP4	42134.04	1	F	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	35440.08	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	35077.12	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Cler Asst 4	003LD4	21694.14	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Cler Asst 4	003LD4	22164.74	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Cler Asst 4	003LD4	18850	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Cler Asst 4	003LD4	28645.5	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Administrative Secretary 2	003MB2	31571.54	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Secretary 3	003MB3	25103.52	1	F	F	Clerical	#REF!
DCS - Tippecanoe County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2						#N/A	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	34657.74	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	38185.16	1	F	F	FCM	#REF!
DC5 - Tippecanoe County	Family Case Manager 2	002AP2	36090.6	1	M	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	34724.82	1	M	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager Sup 4	007AP4	45847.36	1	F	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Attorney E7	00EOA7	50490.18	1	F	F	Attorney	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33228	4	M	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager Sup 4	007AP4	41155.66	1	F	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Attorney E7	00EOA7	41769	1	F	F	Attorney	#REF!
DCS - Tippecanoe County	Attorney E7	00EOA7	62681.84	1	M	F	Attorney	#REF!
DCS - Tippecanoe County	Family Case Manager Sup 4	007AP4	38460.24	2	M	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Family Case Manager Sup 4	007AP4	37950.12	1	M	F	CM Supervisor	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DC5 - Tippecanoe County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Tippecanoe County	Family Case Manager 2						#N/A	#REF!
DCS - Tipton County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Tipton County	Cler Asst 4	003LD4	29498.82	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Tipton County	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Tipton County	County Welfare Director E7	00EIA7	44813.86	1	M	F	LOD	#REF!
DCS - Tipton County	Family Case Manager 2						#N/A	#REF!
DCS - Union County	Fam Case Mg 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Union County	Cler Asst 3	003LD3	26405.34	1	F	F	Clerical	#REF!
DCS - Union County	Cler Asst 4	003LD4	27614.08	1	F	F	Clerical	#REF!
DCS - Union County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Union County	Family Case Manager Sup 4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - Union County	County Welfare Director E7						#N/A	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
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DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	2	M	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Secretary 3	003MB3	20540	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Co Welf Dir E5	00EIA5	57225.22	1	F	F	LOD	#REF!
DCS - Vanderburgh County	Fam Case Mg S4	007AP4	37950.12	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Fam Case Mg S3	007AP3	53880.32	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	LAN Administrator Int	001BJ2	53079	1	M	F	Other	#REF!
DCS - Vanderburgh County	Fam Case Mg S4	007AP4	38749.88	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Fam Case Mg S4	007AP4	46286.76	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg S4	007AP4	38460.24	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228		F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2						#N/A	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Vanderburgh County	Fam Case Mg 2						#N/A	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Administrative Assistant 6	002WN6	37221.6	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Admv Sec 2	003MB2	33735	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Cler Asst 3						#N/A	#REF!
DCS - Vanderburgh County	Cler Asst 4						#N/A	#REF!
DCS - Vanderburgh County	Secretary 3	003MB3	24284	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Cler Asst 4	003LD4	28126.28	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Cler Asst 4	003LD4	30528.16	2	F	F	Clerical	#REF!
DCS - Vanderburgh County	Cler Asst 4	003LD4	21099.26	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Secretary 3						#N/A	#REF!
DCS - Vanderburgh County	Secretary 3	003MB3	24823.76	1	F	F	Clerical	#REF!
DCS - Vanderburgh County	Fam Case Mg 2						#N/A	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	37088.22	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Attorney E7	00EOA7	61180.6	1	F	F	Attorney	#REF!
DCS - Vanderburgh County	Attorney E7						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager Sup 4	007AP4	42661.58	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	35592.44	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	3	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	35592.44	2	M	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Vanderburgh County	Family Case Manager 2	002AP2	36290.28	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	36423.4	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	36525.84	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Attorney E7	00EOA7	46410	1	F	F	Attorney	#REF!
DCS - Vanderburgh County	Attorney E7	00EOA7	42279.12	1	M	F	Attorney	#REF!
DCS - Vanderburgh County	Family Case Manager Sup 4	007AP4	38838.28	2	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Family Case Manager Sup 4	007AP4	38838.28	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Family Case Manager Sup 4	007AP4	40501.5	1	F	F	CM Supervisor	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	2	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager 2						#N/A	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DC5 - Vanderburgh County	Family Case Manager 2	002AP2	35077.12	2	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	33727.98		F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vanderburgh County	Attorney E7	00EOA7	41769	1	M	F	Attorney	#REF!
DCS - Vanderburgh County	Chief Nurse Consultant						#N/A	#REF!
DCS - Vermillion County	Fam Case Mg 2	002AP2	42879.486	1	F	F	FCM	#REF!
DCS - Vermillion County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Vermillion County	Cler Asst 4	003LD4	27184.04	1	F	F	Clerical	#REF!
DCS - Vermillion County	Clerical Assistant 4	003LD4	26794.56	1	F	F	Clerical	#REF!
DCS - Vermillion County	Family Case Manager 2	002AP2	36833.16	1	F	F	FCM	#REF!
DCS - Vermillion County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Vermillion County	County Welfare Director E7	00EIA7	51714	1	F	F	LOD	#REF!
DCS - Vermillion County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vigo County	Co Welf Dir E5	00EIA5	57712.72	1	F	F	LOD	#REF!
DCS - Vigo County	Fam Case Mg S4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - Vigo County	Fam Case Mg S4	007AP4	42516.76	1	F	F	CM Supervisor	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	44597.54	1	F	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33228	1	M	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	43623.32	1	F	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	34557.12	1	M	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	38185.16	1	M	F	FCM	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vigo County	Admv Sec 2	003MB2	31241.86	1	F	F	Clerical	#REF!
DCS - Vigo County	Cler Asst 4	003LD4	26016.12	1	F	F	Clerical	#REF!
DCS - Vigo County	Secretary 3	003MB3	25442.56	1	F	F	Clerical	#REF!
DCS - Vigo County	Cler Asst 4	003LD4	29231.28	1	F	F	Clerical	#REF!
DCS - Vigo County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	36464.22	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33892.56		F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager Sup 4	007AP4	48297.34	1	F	F	CM Supervisor	#REF!
DCS - Vigo County	Attorney E7	00EOA7	60726.9	1	F	F	Attorney	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Vigo County	Family Case Manager 2	002AP2	34402.42	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Vigo County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Wabash County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Wabash County	Co Welf Dir E6	00EIA6	56828.2	1	F	F	LOD	#REF!
DCS - Wabash County	Fam Case Mg 2	002AP2	35592.44	1	M	F	FCM	#REF!
DCS - Wabash County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wabash County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wabash County	Secretary 3	003MB3	29232.58	1	F	F	Clerical	#REF!
DCS - Wabash County	Cler Asst 4	003LD4	19737.12	1	F	F	Clerical	#REF!
DCS - Wabash County	Cler Asst 4	003LD4	20124	1	F	F	Clerical	#REF!
DCS - Wabash County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wabash County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wabash County	Attorney E7	00EOA7	51000.3	1	M	F	Attorney	#REF!
DCS - Wabash County	Family Case Manager Sup 4	007AP4	47471.32	1	F	F	CM Supervisor	#REF!
DCS - Wabash County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Warren County	Fam Case Mg 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Warren County	Co Welf Dir E7	00EIA7	46399.34	1	F	F	LOD	#REF!
DCS - Warren County	Admv Sec 2	003MB2	27828.32	1	F	F	Clerical	#REF!
DCS - Warren County	Clerical Assistant 4	003LD4	26794.56	1	F	F	Clerical	#REF!
DCS - Warren County	Family Case Manager 2	002AP2	33228	1	F	F	FCM	#REF!
DCS - Warrick County	Fam Case Mg 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Warrick County	Fam Case Mg 2	002AP2	33892.56	1	M	F	FCM	#REF!
DCS - Warrick County	Co Welf Dir E6	00EIA6	59279.48	1	F	F	LOD	#REF!
DCS - Warrick County	Fam Case Mg S4	007AP4	39690.04	1	F	F	CM Supervisor	#REF!
DCS - Warrick County	Fam Case Mg 2	002AP2	33892.56	1	F	F	FCM	#REF!
DCS - Warrick County	Fam Case Mg 2	002AP2	43737.2	1	F	F	FCM	#REF!
DCS - Warrick County	Fam Case Mg 2						#N/A	#REF!
DCS - Warrick County	Fam Case Mg 2	002AP2	43839.64	1	F	F	FCM	#REF!
DCS - Warrick County	Cler Asst 4	003LD4	19529.12	1	F	F	Clerical	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Warrick County	Clerical Assistant 4	003LD4	24418.16	1	F	F	Clerical	#REF!
DCS - Warrick County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Warrick County	Family Case Manager 2	002AP2	33727.98	1	F	F	FCM	#REF!
DCS - Warrick County	Family Case Manager 2						#N/A	#REF!
DCS - Warrick County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Warrick County	Family Case Manager 2						#N/A	#REF!
DCS - Washington County	Co Welf Dir E7	00EIA7	53102.811	1	M	F	LOD	#REF!
DCS - Washington County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Washington County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Washington County	Fam Case Mg 2	002AP2	40356.94	1	F	F	FCM	#REF!
DCS - Washington County	Cler Asst 4	003LD4	30195.62	1	F	F	Clerical	#REF!
DCS - Washington County	Clerical Assistant 3	003LD3	25293.84	1	F	F	Clerical	#REF!
DCS - Washington County	Family Case Manager Sup 4	007AP4	46946.64	1	F	F	CM Supervisor	#REF!
DCS - Washington County	Family Case Manager Sup 4	007AP4	53388.66	1	F	F	CM Supervisor	#REF!
DCS - Washington County	Family Case Manager 2	002AP2	42278.34	1	M	F	FCM	#REF!
DCS - Washington County	Attorney E7	00EOA7	46410	1	M	F	Attorney	#REF!
DCS - Washington County	Family Case Manager 2						#N/A	#REF!
DCS - Washington County	Family Case Manager 2	002AP2	37101.22	1	F	F	FCM	#REF!
DCS - Wayne County	Co Welf Dir E5						#N/A	#REF!
DCS - Wayne County	Fam Case Mg S4	007AP4	44712.2	1	F	F	CM Supervisor	#REF!
DCS - Wayne County	Fam Case Mg S4	007AP4	48141.6	1	F	F	CM Supervisor	#REF!
DCS - Wayne County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wayne County	Fam Case Mg 2	002AP2	36812.62	1	F	F	FCM	#REF!
DCS - Wayne County	Fam Case Mg 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wayne County	Admv Ast 5	002WN5	29673.8	1	F	F	Clerical	#REF!
DCS - Wayne County	Cler Asst 3	003LD3	24028.94	1	F	F	Clerical	#REF!
DCS - Wayne County	Fam Case Mg 2	002AP2	35419.54	1	F	F	FCM	#REF!
DCS - Wayne County	Cler Asst 4	003LD4	25213.5	1	F	F	Clerical	#REF!
DCS - Wayne County	Family Case Manager 2	002AP2	35500.92	1	F	F	FCM	#REF!
DCS - Wayne County	Family Case Manager 2						#N/A	#REF!
DCS - Wayne County	Attorney E7	00EOA7	40950	1	M	F	Attorney	#REF!
DCS - Wayne County	Attorney E7	00EOA7	56420.78	1	M	F	Attorney	#REF!
DCS - Wayne County	Family Case Manager 2	002AP2	34402.68	2	F	F	FCM	#REF!
DCS - Wayne County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!

DEPARTMENT	CLASSIFICATION	JOB CODE	ANNUAL SALARY	ETHNIC GROUP	SEX	FULL/PART TIME	HEADCOUNT CATEGORY	ALL POSITIONS CATEGORY
DCS - Wayne County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wayne County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - Wayne County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Wayne County	Program Director 1						#N/A	#REF!
DCS - Wells County	Fam Case Mg S4	007AP4	39598.78	1	F	F	CM Supervisor	#REF!
DCS - Wells County	Co Welf Dir E7	00EIA7	47015.02	1	F	F	LOD	#REF!
DCS - Wells County	Fam Case Mg 2	002AP2	43470.96	1	F	F	FCM	#REF!
DCS - Wells County	Fam Case Mg 2	002AP2	38185.16	1	F	F	FCM	#REF!
DCS - Wells County	Cler Asst 4						#N/A	#REF!
DCS - Wells County	Family Case Manager 2	002AP2	34402.68	1	M	F	FCM	#REF!
DCS - Wells County	Attorney E7	00EOA7	56940	1	F	F	Attorney	#REF!
DCS - Wells County	Family Case Manager 2	002AP2	34402.68	1	F	F	FCM	#REF!
DCS - White County	County Welfare Director	00EIA5	56602.78	1	F	F	LOD	#REF!
DCS - White County	Cler Asst 4						#N/A	#REF!
DCS - White County	Fam Case Mg 2	002AP2	38405.9	1	F	F	FCM	#REF!
DCS - White County	Fam Case Mg 2	002AP2	43848.74	1	F	F	FCM	#REF!
DCS - White County	Cler Asst 4	003LD4	23267.66	1	F	F	Clerical	#REF!
DCS - White County	Family Case Manager Sup 4	007AP4	41576.08	1	F	F	CM Supervisor	#REF!
DCS - White County	Family Case Manager 2	002AP2	35337.38	1	F	F	FCM	#REF!
DCS - Whitley County	Co Welf Dir E7	00EIA7	52054.6	1	M	F	LOD	#REF!
DCS - Whitley County	Fam Case Mg 2	002AP2	35419.54	1	M	F	FCM	#REF!
DCS - Whitley County	Fam Case Mg 2	002AP2	49357.36	1	F	F	FCM	#REF!
DCS - Whitley County	Clerical Assistant 3	003JA3	29048.24	1	F	F	Clerical	#REF!
DCS - Whitley County	Attorney E7						#N/A	#REF!
DCS - Whitley County	Family Case Manager 2	002AP2	33892.56	1	F	F	FCM	#REF!
							#N/A	#REF!
							#N/A	#REF!
							#N/A	#REF!

DCS Positions with Min-Max Salaries.xlsx

Job Title	Minimum Salary	Maximum Salary	Position Count
Appl Syst Analyst/Prog Speclst	60,424	99,918	5
Appl Syst Analyst/Prog Senior	53,950	89,284	10
Appl Syst Analyst/Prog Int	46,878	77,844	4
Business Systems Cnslt Senior	49,790	82,628	12
Business Systems Cnslt Int	41,418	68,822	11
Business Systems Cnslt Assoc	35,282	58,708	4
Database Analyst Senior	67,444	111,592	1
Information Security Anlyst Sr	55,328	91,676	1
LAN Administrator Int	43,472	72,202	4
Network Engineer Senior	64,974	96,928	1
Senior Quality Assurance Anlst	52,286	86,762	1
Quality Assurance Analyst	45,786	75,998	9
Systems Administrator Senior	62,426	103,350	4
Data Architect	72,020	119,184	3
Operations Analyst 1	49,894	83,226	2
Operations Analyst 3	40,430	67,496	3
Chief Nurse Consultant	41,080	73,320	2
Legal Analyst 3	29,614	51,168	3
Clinical Services Specialist 1	37,206	64,974	9
Human Services Consultant 2	33,228	57,486	61
Human Services Consultant 3	29,614	51,168	1
Family Case Manager 2	33,228	57,486	1638
Information Specialist 6	21,944	40,482	1
Artist Illustrator 3	29,614	51,168	1
Human Resources Generalist 2	33,228	57,486	6
Personnel Assistant	21,944	40,482	1
Accountant 1	37,206	64,974	9
Accountant 2	33,228	57,486	10
Accountant 3	29,614	51,168	14
Accountant 4	26,286	46,696	16
Accountant 5	23,764	42,978	11
Accountant 6	21,944	40,482	49
Field Auditor 1	37,206	64,974	7
Budget Analyst 1	37,206	64,974	1
Financial Analyst	37,206	64,974	2
Purchasing Administrator 1	37,206	64,974	1
Purchasing Administrator 2	33,228	57,486	1
Purchasing Administrator 3	29,614	51,168	2
Business Administrator 2	33,228	57,486	1
Customer Svc Rep 6	21,944	40,482	13
Policy/Procedure Analyst 2	33,228	57,486	1
Policy/Procedure Analyst 3	29,614	51,168	1
Program Director 1	37,206	64,974	47
Program Director 2	33,228	57,486	65
Program Coordinator 3	29,614	51,168	5
Program Coordinator 4	26,286	46,696	3
Program Coordinator 5	23,764	42,978	5
Administrative Assistant 1	37,206	64,974	1
Administrative Assistant 2	33,228	57,486	1
Administrative Assistant 3	29,614	51,168	3
Administrative Assistant 4	26,286	46,696	1

DCS Positions with Min-Max Salaries.xlsx

Job Title	Minimum Salary	Maximum Salary	Position Count
Administrative Assistant 5	23,764	42,978	28
Administrative Assistant 6	21,944	40,482	6
Governor's Summer Intern	22,022	22,022	13
Account Clerk 2	22,386	39,078	82
Account Clerk 3	20,540	35,152	140
Account Clerk 4	18,850	32,422	15
Clerical Assistant 3	20,540	35,152	57
Clerical Assistant 4	18,850	32,422	252
Clerical Assistant 5	17,394	29,744	7
Administrative Secretary 2	22,386	39,078	33
Secretary 3	20,540	35,152	68
Secretary 4	18,850	32,422	1
Stores Clerk 4	18,850	32,422	3
Intern	18,850	32,422	1
Housekeeper 4	18,174	29,276	1
Homemaker 3	20,878	33,254	3
Security Officer 4	17,628	32,006	1
Appl Syst Analyst/Prog Supv	65,858	108,836	4
Family Case Manager Sup 3	40,950	72,462	15
Family Case Manager Sup 4	37,206	64,974	236
Accountant S5	33,228	57,486	1
Account Clerk Sup 4	24,622	42,666	1
Account Clerk Sup 5	22,386	39,078	2
Clerk Sup 5	22,386	39,078	1
Clerk Sup 6	20,540	35,152	2
Deputy/Asst IT Director	77,636	128,128	1
Appl Syst Analyst/Prog Manager	69,810	115,336	1
Business Systems Cnslt Mgr	63,934	105,820	2
IT Project Manager Senior	77,116	127,556	4
IT Project Manager Int	66,846	110,656	4
County Welfare Director E4	54,652	99,320	2
County Welfare Director E5	49,764	90,792	22
County Welfare Director E6	44,044	79,482	24
County Welfare Director E7	40,950	72,462	46
Attorney E6	44,044	79,482	14
Attorney E7	40,950	72,462	114
Controller E7	40,950	72,462	1
Budget Analyst E7	40,950	72,462	1
Policy Procedure Analyst E7	40,950	72,462	1
State Program Director E5	49,764	90,792	7
State Program Director E6	44,044	79,482	28
Program Dir E7	40,950	72,462	4
Broad Band Executive	40,950	137,514	52
Unclassified E2	65,416	119,444	2
Unclassified E4	54,652	99,320	4

State of Indiana

Annual Progress and Services Report

Attachment H

Monthly Caseworker Visits

Department of Child Services

Federal Monthly Caseworker Visits and Visits in the Home

For Federal Fiscal Year 2011 as of September 2011

Federal Monthly Caseworker Visits

This report show monthly timely contacts using the federal definition for timely contacts. For the purpose of this report, if the placement ends due to runaway we would continue to count the child until case status type is closed or a subsequent placement ended.

Children in Foster Care: The children in out of home placement for an entire calendar month.

Children Visited Every Eligible Month: The number of children visited *each and every* calendar month that they were in foster care.

Percent Visited: The percentage of children in foster care who were visited during *each and every* calendar month—determined by dividing the number of children who were visited *each and every* full calendar month that they were in care by the number of children in foster care for at least one entire during the Federal Fiscal Year.

Total Visit Months: For children that were visited *each and every* eligible month, this is the total number of months that the child had at least one visit.

Total Home Visit Months: For children that were visited *each and every* eligible month, this is the total number of months in which at least one child visit occurred in the child's current residence.

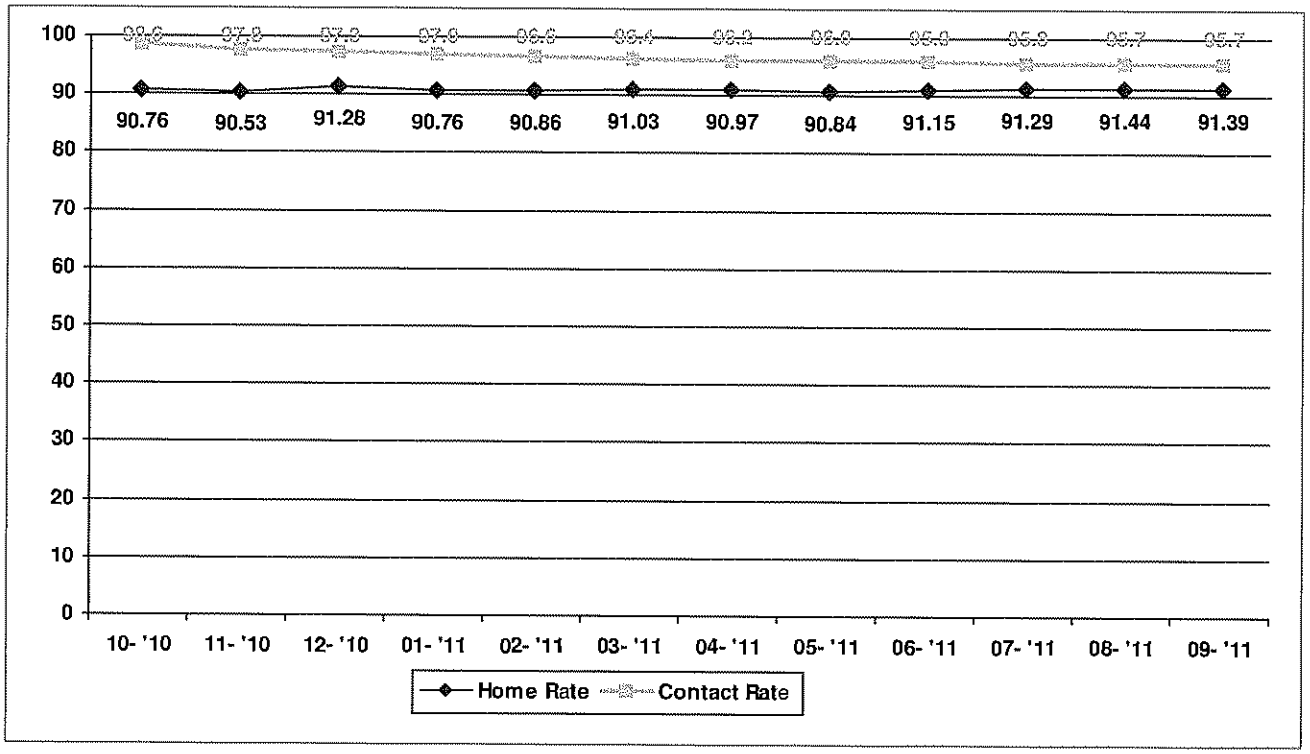
Percent Home Visited: The percentage of visits that occurred in the residence of the child—determined by dividing the Total Home Visit Months with the Total Visit Months.

The following simplified example describes how to calculate visit months:
If 5 children were visited *each and every* calendar month they were in foster care during the period and 1 child was in foster care 12 calendar months, 2 children were in foster care 11 calendar months, and 2 children were in foster care 9 calendar months, the total visit months is calculated as: (1 child*12 months) + (2 children*11 months)+ (2 children*9 months) = 52 visit months. We emphasize that months and not individual visits are totaled; therefore, if a child has more than one visit in a calendar month, that is considered one visit month.

Department of Child Services
Federal Monthly Caseworker Visits
For Federal Fiscal Year 2011

Location	Children in Foster Care During FFY	Children Visited Every Eligible Month	Percent Visited	Total Visit Months	Total Home Visit Months	Percent Home Visited
Statewide	15,775	15,096	95.70	107,128	97,906	91.39

Statewide Federal Timely Contact Rate



Prepared by:
Office of Data Management, Reports, and Analysis
December 18 2011

State of Indiana

Source:
ICWIS Monthly Data

Mitchell E. Daniels Jr, Governor - James W. Payne, Director
402 West Washington Street Room W392 / Indianapolis, IN 46204-2739

Department of Child Services

Federal Monthly Caseworker Visits

For Federal Fiscal Year 2011

Location	Children in Foster Care FFY	Children Visited Every Eligible Month	Percent Visited	Total Visit Months	Total Home Visit Months	Percent Home Visited
Region 1	**2,196**	**2,131**	**97.04**	**17,493**	**16,437**	**93.96**
Lake	2,196	2,131	97.04	17,493	16,437	93.96
Region 2	**417**	**410**	**98.32**	**2,900**	**2,657**	**91.62**
Jasper	21	21	100.00	144	140	97.22
Laporte	160	153	95.63	1,097	1,000	91.16
Newton	27	27	100.00	171	168	98.25
Porter	156	156	100.00	1,073	952	88.72
Pulaski	24	24	100.00	178	168	94.38
Starke	29	29	100.00	237	229	96.62
Region 3	**1,242**	**1,225**	**98.63**	**9,879**	**8,984**	**90.94**
Elkhart	407	395	97.05	3,228	2,988	92.57
Kosciusko	65	65	100.00	432	379	87.73
Marshall	84	84	100.00	610	574	94.10
Saint Joseph	686	681	99.27	5,609	5,043	89.91
Region 4	**1,552**	**1,502**	**96.78**	**10,778**	**10,121**	**93.90**
Adams	71	62	87.32	412	352	85.44
Allen	948	925	97.57	7,240	6,960	96.13
Dekalb	113	113	100.00	656	611	93.14
Huntington	60	58	96.67	408	382	93.63
LaGrange	50	49	98.00	259	226	87.26
Noble	174	167	95.98	961	833	86.68
Steuben	74	69	93.24	474	422	89.03
Wells	30	27	90.00	166	142	85.54
Whitley	32	32	100.00	202	193	95.54
Region 5	**600**	**588**	**98.00**	**3,450**	**3,084**	**89.39**
Benton	30	30	100.00	229	214	93.45
Carroll	16	16	100.00	89	87	97.75
Clinton	57	55	96.49	264	255	96.59
Fountain	73	73	100.00	433	369	85.22
Tippecanoe	349	340	97.42	2,057	1,825	88.72
Warren	34	33	97.06	191	173	90.58
White	41	41	100.00	187	161	86.10
Region 6	**524**	**502**	**95.80**	**3,587**	**3,328**	**92.78**
Cass	84	84	100.00	571	535	93.70
Fulton	88	85	96.59	524	465	88.74
Howard	126	123	97.62	943	895	94.91
Miami	108	100	92.59	774	672	86.82
Wabash	118	110	93.22	775	761	98.19

Prepared by:
Office of Data Management, Reports, and Analysis
December 18 2011

Source:
ICWIS Monthly Data

State of Indiana
Mitchell E. Daniels Jr, Governor - James W. Payne, Director
402 West Washington Street Room W392 / Indianapolis, IN 46204-2739

Department of Child Services
Federal Monthly Caseworker Visits
For Federal Fiscal Year 2011

Location	Children in Foster Care FFY	Children Visited Every Eligible Month	Percent Visited	Total Visit Months	Total Home Visit Months	Percent Home Visited
Region 7	**446**	**411**	**92.15**	**2,822**	**2,590**	**91.78**
Blackford	23	15	65.22	80	77	96.25
Delaware	209	197	94.26	1,420	1,296	91.27
Grant	136	132	97.06	932	864	92.70
Jay	33	30	90.91	167	154	92.22
Randolph	45	37	82.22	223	199	89.24
Region 8	**360**	**351**	**97.50**	**2,394**	**2,101**	**87.76**
Clay	13	13	100.00	92	92	100.00
Parke	13	13	100.00	86	85	98.84
Sullivan	47	44	93.62	316	282	89.24
Vermillion	54	54	100.00	366	349	95.36
Vigo	233	227	97.42	1,534	1,293	84.29
Region 9	**345**	**338**	**97.97**	**2,351**	**2,119**	**90.13**
Boone	49	48	97.96	317	298	94.01
Hendricks	65	64	98.46	490	435	88.78
Montgomery	107	106	99.07	756	676	89.42
Morgan	72	71	98.61	487	430	88.30
Putnam	52	49	94.23	301	280	93.02
Region 10	**3,063**	**2,894**	**94.48**	**20,189**	**18,225**	**90.27**
Marion	3,063	2,894	94.48	20,189	18,225	90.27
Region 11	**598**	**568**	**94.98**	**4,143**	**3,796**	**91.62**
Hamilton	113	112	99.12	759	689	90.78
Hancock	77	68	88.31	444	403	90.77
Madison	376	363	96.54	2,771	2,558	92.31
Tipton	32	25	78.13	169	146	86.39
Region 12	**320**	**317**	**99.06**	**2,090**	**1,840**	**88.04**
Fayette	69	69	100.00	526	455	86.50
Franklin	31	31	100.00	211	194	91.94
Henry	99	98	98.99	531	468	88.14
Rush	23	22	95.65	168	129	76.79
Union	27	26	96.30	211	200	94.79
Wayne	71	71	100.00	443	394	88.94
Region 13	**422**	**403**	**95.50**	**2,567**	**2,226**	**86.72**
Brown	22	18	81.82	161	131	81.37
Greene	64	64	100.00	296	264	89.19
Lawrence	49	45	91.84	282	231	81.91
Monroe	256	245	95.70	1,674	1,459	87.16
Owen	31	31	100.00	154	141	91.56

Prepared by:
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December 18 2011

State of Indiana

Source:
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402 West Washington Street Room W392 / Indianapolis, IN 46204-2739

Department of Child Services
Federal Monthly Caseworker Visits
For Federal Fiscal Year 2011

Location	Children in Foster Care FFY	Children Visited Every Eligible Month	Percent Visited	Total Visit Months	Total Home Visit Months	Percent Home Visited
Region 14	**860**	**792**	**92.09**	**5,244**	**4,753**	**90.64**
Bartholomew	183	161	87.98	1,265	1,126	89.01
Jackson	147	129	87.76	839	736	87.72
Jennings	210	206	98.10	1,332	1,218	91.44
Johnson	243	225	92.59	1,452	1,342	92.42
Shelby	77	71	92.21	356	331	92.98
Region 15	**381**	**350**	**91.86**	**2,572**	**2,405**	**93.51**
Dearborn	154	153	99.35	1,314	1,225	93.23
Decatur	68	48	70.59	312	295	94.55
Jefferson	75	66	88.00	449	424	94.43
Ohio	13	13	100.00	68	58	85.29
Ripley	52	52	100.00	303	287	94.72
Switzerland	19	18	94.74	126	116	92.06
Region 16	**1,423**	**1,385**	**97.33**	**8,502**	**7,636**	**89.81**
Gibson	108	103	95.37	613	548	89.40
Knox	235	234	99.57	1,629	1,390	85.33
Pike	25	25	100.00	132	109	82.58
Posey	52	47	90.38	316	289	91.46
Vanderburgh	878	866	98.63	5,046	4,595	91.06
Warrick	125	110	88.00	766	705	92.04
Region 17	**348**	**321**	**92.24**	**1,993**	**1,772**	**88.91**
Crawford	52	52	100.00	409	361	88.26
Daviess	94	94	100.00	515	440	85.44
Dubois	44	43	97.73	253	220	86.96
Martin	26	26	100.00	223	201	90.13
Orange	36	35	97.22	221	199	90.05
Perry	61	46	75.41	262	243	92.75
Spencer	35	25	71.43	110	108	98.18
Region 18	**678**	**608**	**89.68**	**4,174**	**3,832**	**91.81**
Clark	308	271	87.99	1,896	1,804	95.15
Floyd	81	81	100.00	514	480	93.39
Harrison	70	61	87.14	501	477	95.21
Scott	190	166	87.37	1,039	880	84.70
Washington	29	29	100.00	224	191	85.27
Statewide	**15,775**	**15,096**	**95.70**	**107,128**	**97,906**	**91.39**

Prepared by:
Office of Data Management, Reports, and Analysis
December 18 2011

State of Indiana

Source:
ICWIS Monthly Data

Mitchell E. Daniels Jr, Governor - James W. Payne, Director
402 West Washington Street Room W392 / Indianapolis, IN 46204-2739

State of Indiana

Annual Progress and Services Report

Attachment I

Lake County Citizen Review Panel

Annual Report

LAKE COUNTY CITIZEN REVIEW PANEL

Annual Report 2012

LAKE COUNTY CITIZEN REVIEW PANEL

ANNUAL REPORT

JUNE 2012

The Lake County Citizen Review Panel met bi-monthly from 12/1/12 through 6/21/12.

The team is comprised of the following members: Cynthia Cyprian, Clinical Director of The Villages; Jonelle Carns, Program Supervisor, Indiana MENTOR; Julie Villarreal, Program Manager, Indiana MENTOR; Penny Longoria, Case Manager, The Villages; Natalie Hanas, Foster Care Specialist, Department of Child Services (Lake County); Kristin Huseman; Foster Care Specialist, Department of Child Services (Lake County); Brenda Holmes, Foster Parent; Elaine Spicer, Therapist.

*Cynthia Cyprian and Penny Longoria served as co-chairs for the CRP meetings

Ann Arvidson, Foster Care Consultant for Department of Child Services, served as liaison to the Citizens Review Panel (CRP).

There appears to have been much discussion in the foster care arena regarding the use of the CANS in the leveling/rate setting process. It appears that the children in care have seen more disruptions/moves which the team feels could be associated with under-leveling of the CANS and level of care when a child is placed in a foster home setting. In turn, the team believes that the under-leveling and lack of services provided has lead to an increase in the number of placements a child will experience while in the child welfare system. In addition, because of the increased number of moves the child experiences a negative impact on their health and well-being, leading to an increase in Reactive Attachment Disorders, Anxiety, Depression, low self-esteem, poor performance and other issues of this nature.

Due to the nature of what is being reviewed, we felt that a brief description of the qualifications of each team member would be necessary. Cynthia Cyprian is a Licensed Clinical Social Worker (LCSW) and is trained in the use of the CANS. She manages a Licensed Child Placing Agency (LCPA) and has worked in the field using diagnostic tools for over 17 years. She is also a licensed foster parent. Julie Villarreal is also an LCSW and manages an LCPA. She is a CANS Super User and has been working with the CANS since its inception in Indiana. She was a participant on the team of people who worked to develop the tool. She has also worked in Child Welfare Services for over 16 years. Jonelle Carns is an LCSW, trained as a Super User for the CANS. She supervises TFC cases for the agency she represents and is very familiar with the inner-workings of the child welfare system. Penny Longoria is an LCPA case manager with many years of CANS experience. She is presently participating in the MSW program at IU.

Based on the information presented above, the team decided to focus on level of care and the impact on placement as the topic for review. The goal of the review was to determine if the children being under-leveled at placement lead to multiple moves, or if there little to no impact at all. We requested a random sample of participants from six randomly selected counties (Delaware, Lake, Owen, Posey, Pulaski, and Clark). The CRP chose specific demographics in which each Foster Care Supervisor from the six random counties was given the task of choosing one child from each age group with the ability to select a sibling group to be a sample of the review. The demographics included ages in the following

categories: 0-4 year olds, 5-13 year olds and 14 years old +. Each child selected was also required to have been in care for at least one year. Once the child was selected, the team requested a copy of the Case Plan along with the current CANS Assessment. The Foster Care Supervisor from each county chose the participants and provided the necessary information. Overall, there were 19 participants selected and reviewed. Initially, the team was going to look at Lake County specifically but felt that a larger, more diverse, sample would be more indicative of the overall possible impact across the state.

In order to accomplish this task, the team requested information about the level of care that the child was placed. We then reviewed the participant's Case Plan and the goals established. Based on the goals established, we reviewed the CANS Level. We compared to the number of disruptions/moves the child experienced while in care. The team then decided to review the case plan looking for information that aided in understanding the scoring of the CANS.

A survey has been developed and will be sent to each participant's foster parent in order to request additional information regarding their thoughts and feelings about the leveling process and the children placed in their home. The information will be used to make recommendations regarding the entire process of completing the CANS and determining an appropriate and democratic process for all involved. If a foster parent believes that the participant is inappropriately leveled, a professional team member will be contacting the foster parent and completing a CANS assessment to compare with the CANS score provided by the case worker. During the process, specific scoring information will be documented and shared with DCS as necessary.

The CRP will be continuing the project during the next fiscal year in order to continue to gather and develop our hypothesis and make prognostic and diagnostic recommendations toward practice and policy.

State of Indiana

Annual Progress and Services Report

Attachment J

Marion County Citizen Review Panel

Annual Report

DRAFT

Citizens Review Panel

Annual Report

June 2012

Prepared by:

Marion County Child Fatality Review Team

Submitted to:

Indiana Department of Child Services

DRAFT

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Introduction

Indiana Code (IC 31-25-2-20.4) provides for the establishment by the Department of Child Services (DCS) of at least three citizen review panels in accordance with the requirements of the federal Child Abuse Prevention and Treatment Act under 42 U.S.C. 5106a. Each citizen review panel (CRP) is appointed for a three year term. One of the CRPs must be either the statewide child fatality review committee or a local child fatality review team.

The purposes of CRPs are to evaluate how effectively a child welfare agency is discharging the agency's child protection responsibilities. This evaluation can be done by examining the agency's practices, policies and procedures; reviewing specific child protective services cases; and any other criteria the CRPs considers important to ensure the protection of children.

CRPs are to meet at least once every three months. They are also directed to prepare and submit an annual report describing a summary of its activities, conclusions and recommendations. In turn, the child welfare agency is to provide within six months a written response indicating whether and how it will incorporate the recommendations of the citizen review panel.

In early 2011 the chair of the Marion County Child Fatality Review Team (MCCFRT) was approached by representatives from the Indiana Department of Child Services about the possibility of that team serving as a CRP. At the team's March 2011 meeting, DCS representatives provided a presentation describing the CRP concept and purpose. At a subsequent meeting of the MCCFRT, the membership discussed the above request and agreed to serve as a CRP. Arrangements were then made for a presentation by National CRP Director Blake Jones, MSW, PhD at the team's September 2011 meeting. Dr. Jones provided an overview of the history of CRP, hints for making the CRP process effective, and ideas of areas to review.

For the sake of efficiency, the Marion County CRP decided to incorporate their meetings into the standing monthly meetings of the MCCFRT. At the October 2011 meeting the CRP reviewed potential topics and decided to evaluate the following two areas:

1. Assess what happens to surviving siblings of children in Marion County who have died, and

2. Review available data concerning child fatalities statewide which are reported to DCS.

Outcomes for Surviving Siblings of Children Who Died in Marion County

Methods

The MCCFRT is a multidisciplinary group of professionals which meets in a confidential forum each month. The following disciplines and agencies are represented: child protective services (Marion County DCS), law enforcement (Indianapolis Metropolitan Police Department), Marion County Coroner's Office, mental health (Midtown Mental Health Services), pediatrics (Riley Hospital for Children at IU Health, Peyton Manning Children's Hospital at St. Vincent, Wishard Health Services, IU School of Medicine), Indiana Perinatal Network, Marion County Department of Health, Marion County Prosecutor, and Marion County Child Advocacy Center.

Cases to be reviewed by the MCCFRT are selected after release of the death certificate. The team examines child deaths (age < 18 years) that occurred in Marion County. If the child resided in another county the death is examined but the available information is often limited. The team reviews every child death that meets one or more of the following criteria:

- Homicide,
- Suicide,
- Accident,
- Undetermined cause or manner,
- Possible SIDS (sudden infant death syndrome),
- Questions based on death certificate review, and
- DCS requests.

In addition to reviewing the information usually collected during its individual case fatality reviews, the Marion County CRP considered previously published empirical data. One such study (Damashek A and Bonner BL, Factors related to sibling removal after a child maltreatment fatality, Child Abuse & Neglect, volume 34, pages 563–569, 2010) examined social and ecological factors potentially related to the likelihood that siblings would be removed from their homes after a child maltreatment fatality. This study was a review of Oklahoma child death review and child welfare data for 250 families during the years 1993 to 2003. Damashek and Bonner found that younger sibling age, more previous family reports to child protective services, and type of maltreatment (abuse rather than neglect) predicted a greater likelihood of sibling removal from the home.

Based on the above review, the Marion County CRP decided to abstract the following data as it reviewed individual cases: whether any siblings or other children lived in the household where the child fatality occurred; ages of those children; whether and how risk to siblings was assessed; whether the surviving siblings were placed out of the home related to the risk assessment; whether mental health referrals were made for surviving siblings; whether the family had a previous history with child protective services and if so, the reason; relationship of the caregiver(s) to the surviving siblings/children; and whether any other services were offered for anyone else in the family and if so, were those services utilized.

Data collection for this project began at the November 2011 meeting of the MCCFRT and continued at each monthly meeting through May 2011.

Results

For the 7 month period, 51 child fatalities were reviewed. Table 1 below is a summary of the data collected about these cases with respect to surviving siblings.

Table 1. Surviving Siblings of Children Who Died in Marion County: All Cases Reviewed November 2011 – May 2012 (N=51)		
County of Family Residence	Total	Percent
Marion	34	66.7%
Other	17	33.3%
Surviving Siblings?	Total	Percent
Yes	27	52.9%
No	7	13.7%
Unknown	17	33.3%
	Median	Range
Number of Surviving Siblings	2	1-6
Age of Surviving Siblings (Yrs.)	3	0.4-12
Risk Assessed for Surviving Siblings	Total	Percent
Yes	16	31.4%
No Surviving Siblings	7	13.7%
Unknown*	28	54.9%
*Screened Out (12), No Report Made to DCS/No Info Available (16)		
Surviving Siblings Removed From Home	Total	Percent
No	25	49.0%
Yes	3	5.9%
No Surviving Siblings	7	13.7%
Unknown	16	31.4%
Mental Health Referral for Surviving Siblings	Total	Percent
Yes	13	25.5%
No Surviving Siblings	7	13.7%
Unknown	31	60.8%
Family With Prior CPS History	Total	Percent
Yes	13	25.5%
No	9	17.6%
Unknown	29	56.9%
Services Offered to Family	Total	Percent
Yes	14	27.5%
Unknown	37	72.5%

As noted in Table 1, of the 34 cases about which information was known, 27 (79%) had at least one surviving sibling. The surviving siblings were generally young, with a median age of 3 years.

The Indiana DCS policy addressing child fatality and near fatality assessments (http://www.in.gov/dcs/files/4.31_Fatality_and_Near_Fatality_Assessments_(Investigations)3.pdf) directs the responding DCS case manager to place any surviving siblings in a safe environment if all legal caregivers have been arrested, and to assess risk to any surviving siblings and document same in the Assessment of Alleged Child Abuse or Neglect Report narrative. For the 51 cases reviewed, in only 23 (45%) was there was information available as to whether risk was assessed for surviving siblings. Of the 16 cases with surviving siblings, all had a risk assessment for the siblings documented.

For the 28 cases with surviving siblings and for whom information was available, nearly 90% (25 of 28) were not removed from the home. In all 13 cases known to have surviving siblings and where information about mental health referrals was available a referral was documented; however, in 31 cases no information was known. Of 22 cases with information available, a majority (59%) had prior involvement with child protective services. In 14 cases (28%) services were known to have been offered to the family of the deceased child; services varied from informational brochures (e.g., regarding grief and counseling services) to actual referrals.

Unfortunately, whether there was a surviving sibling was unknown in one-third of cases. Furthermore, information was not known regarding the surviving siblings in a substantial proportion of cases (31% to 72%, depending on the item). Because one-third of the child fatalities which were reviewed involved families that resided in other Indiana counties, the Marion County team usually had no information except what was on the death certificate. Therefore, cases outside Marion County were excluded in order to have a better idea of the proportion of surviving siblings and family members that did receive services. Table 2 below summarizes this data.

Table 2. Surviving Siblings of Children Who Died in Marion County and Who Resided in Marion County: Cases Reviewed November 2011 – May 2012 (N=34)

County of Family Residence	Total	
Marion	34	
Surviving Siblings?	Total	Percent
Yes	18	52.9%
No	6	17.6%
Unknown	10	29.4%
	Median	Range
Number of Surviving Siblings	2	1-6
Age of Surviving Siblings (Yrs.)	3	0.4-12

Risk Assessed for Surviving Siblings	Total	Percent
Yes	15	44.1%
No Surviving Siblings	6	17.6%
Unknown*	13	38.2%
*Screened Out (9), No Report Made to DCS (4)		
Surviving Sibling Removed From Home	Total	Percent
No	26	76.5%
Yes	2	5.9%
No Surviving Siblings	6	17.6%
Mental Health Referral for Surviving Siblings	Total	Percent
Yes	13	38.2%
No Surviving Siblings	6	17.6%
Unknown*	15	44.1%
*Screened Out (9), No Report Made to DCS (4), Caseworker Not Present at Review (2)		
Family With Prior CPS History	Total	Percent
Yes	12	35.3%
No	7	20.6%
Unknown*	15	44.1%
*Screened Out (9), No Report Made to DCS (4), Caseworker Not Present at Review (2)		
Services Offered to Family	Total	Percent
Yes	14	41.2%
Unknown*	20	58.8%
*Screened Out (9), No Report Made to DCS (4), No Info (7)		

Of the 12 Marion County cases involving families with prior DCS history, the manners of death as listed on the death certificate were as follows: Natural - 5, Accidental - 5, Homicide - 1, and Suicide - 1.

While excluding non-Marion County cases helped to eliminate some of the "unknowns", there are still significant proportions of cases for which the CRP had no information beyond that on the death certificate (29% to 59%, depending on the item). The reasons which could be identified included that a case was screened out by the DCS Hotline and therefore not assigned for investigation, a report was not made to DCS, and the DCS case manager not present or their information not available to the DCS representatives present at the review.

Conclusions

Where information is available it appears that for child fatalities in which DCS is involved and in which there are surviving siblings, case managers generally are assessing risk to those siblings and providing information, services and referrals for affected families. However, conclusions from the data available are obviously limited due to the significant percentage of data items being unknown. Why the data items are unknown may provide helpful information and therefore suggest potential recommendations for professionals responding to child fatalities. As noted above, information was not available from DCS for cases which were screened out by the Hotline or were never reported to DCS. Other possible reasons for a high number of unknowns include:

- Sibling data is not collected,
- Sibling data is not documented,
- Child fatality review team does not have access to the data,
- DCS data management system may not include data set questions regarding siblings,
- Information is not consistently collected throughout the state,
- Lack of a written policy for surviving sibling interventions, and/or
- For cases in which DCS is not involved, responding agencies and professionals should have policies in place and training for their responders to address the needs of surviving siblings.

Recommendations

Improved data collection on the following items is recommended:

- The number of surviving siblings,
- The risk assessment done on surviving siblings
- The number of siblings removed from the home,
- The mental health referrals done and the kind of referral provided,
- Previous history of CPS involvement of the family
- The type and number of family services offered

If the issue is an access issue for the CFR, then providing access to the surviving sibling information.

Review of the DCS data management system and the existing surviving sibling data collection items.

The development of a more detailed written DCS policy regarding surviving siblings of child fatalities may be helpful in assuring consistency throughout the state. In addition, staff education about expectations in assessments and services for surviving siblings should be helpful.

Careful assessment of the siblings of child fatalities is likely a strategic way to prevent future child abuse in high-risk families.

A significant proportion of families – and about whom information was available – had a history of prior involvement with child protective services. This has been documented in prior research. Though the reasons for previous CPS involvement in our cases were not always known, it indicates concerns about child safety in the family previous to the child fatality. Having the manner of death added to the data collection could be of assistance in determining future risks to siblings.

Child Fatalities in Indiana Reported to the Department of Child Services (FY 2009)

Methods

At the time the Marion County CRP decided to review statewide child fatalities, the most recently published DCS report was for FY 2009. It is entitled "Child Abuse and Neglect Annual Report of Child Fatalities 2009" and available at http://www.in.gov/dcs/files/ChildFatalityReportSFY2009.pdf. It is a review of child fatalities which were investigated by DCS and substantiated as due to abuse/neglect. However, this report does not provide data regarding the actual number of reports to DCS involving fatalities, how many were investigated, the causes and manners of death, and outcomes. This information, though, may be important in comparing cases (screened out vs. unsubstantiated vs. substantiated), assessing opportunities for prevention, and demonstrating the actual resources utilized by DCS in responding to child fatalities.

In order to assess the above items, the Marion County CRP therefore requested from DCS the following data for the year covered in the above noted report (FY 2009):

- Total number of DCS reports concerning a child fatality,
- The number of reports which were screened out and therefore not investigated,
- The number of reports actually investigated,
- The number of reports unsubstantiated,
- The number of reports substantiated,
- Demographic and household data,
- Any aggregate data regarding the causes of death,
- Any aggregate data regarding the manners of death, and
- Any aggregate data regarding outcomes.

With respect to outcomes, the CRP was primarily interested in the following data in order to compare between substantiated and unsubstantiated cases:

- Proportion of cases in which there was found to be impairment of the parent, guardian, or custodian at the time of a child's death;
- Proportion of cases in which services were recommended, offered or court-ordered as a result of DCS involvement;
- What types of services were recommended, offered or court-ordered for the family as a result of DCS involvement; and
- Proportion of cases in which the family actually utilized any services which were recommended/offered or court-ordered?

As DCS did not have aggregate data readily available for unsubstantiated cases, the agency instead provided the final report (Form CW 311, Assessment of Alleged Abuse or Neglect Report) for each of the cases. This report was expected to contain most if not all of the demographic information requested by the CRP in order to allow for comparisons between the unsubstantiated and substantiated cases.

Results

For FY 2009 (July 1, 2008 to June 30, 2009), DCS received 306 reports concerning a child fatality. Of those, 32 were screened out at the time the report was made and therefore not investigated. Of the 274 remaining cases which were investigated and assessed, 236 were determined to be unsubstantiated with respect to abuse/neglect. Thus 38 cases were substantiated as being due to abuse/neglect; these were the focus of the previously cited DCS annual fatality report.

Of the 274 cases which DCS investigated, the final 311 reports were available and reviewed in 231 cases. Therefore in 43 cases the final 311 report was not available for review (22 in the unsubstantiated group, 21 in the substantiated group). Table 3 below summarizes the data abstracted about these cases. Because data for over half (21 of 38) of the substantiated cases were not available, statistical comparisons between groups were not performed.

Table 3. Statewide Child Fatalities Reported to Indiana Department of Child Services, July 2008 – June 2009 (Total Reports: 231,Unsubstantiated: 214, Substantiated: 17)

	Total (%)	Unsubstantiated (%)	Substantiated (%)
County of Incident			
Marion	48 (20.8)	45 (21.0)	3 (17.6)
Other	183 (79.2)	169 (79.0)	14 (82.4)
Child Gender			
Female	102 (44.2)	97 (45.3)	5 (29.4)
Male	129 (55.8)	117 (54.7)	12 (70.6)
Child Ethnicity			
Caucasian	158 (68.4)	146 (68.2)	12 (70.6)
African American	54 (23.4)	50 (23.4)	4 (23.5)
Other	16 (6.9)	15 (7.0)	1 (5.9)
Unknown	3 (1.3)	3 (1.4)	0
Child Age			
0 - 5 months	100 (43.3)	91 (42.5)	9 (52.9)
6 - 12 months	31 (13.4)	29 (13.6)	2 (11.8)
1 - 5 years	47 (20.3)	42 (19.6)	5 (29.4)
6 - 12 years	22 (9.5)	21 (9.8)	1 (5.9)
13 - 18 years	28 (12.1)	28 (13.1)	0
Unknown	3 (1.3)	3 (1.4)	0
Death Certificate Cause Of Death			
SIDS / SUID*	56 (24.2)	53 (24.8)	3 (17.6)
Asphyxia**	72 (31.2)	64 (29.9)	8 (47.1)
Natural	53 (22.9)	48 (22.4)	5 (29.4)
Drowning	14 (6.1)	13 (6.1)	1 (5.9)
Gunshot Wound	9 (3.9)	9 (4.2)	0
Blunt Force Trauma	10 (4.3)	10 (4.7)	0
Drug Overdose	3 (1.3)	3 (1.4)	0
Fire (Burn)	3 (1.3)	3 (1.4)	0

No Information	3 (1.3)	3 (1.4)	0
Electrocution	1 (0.4)	1 (0.5)	0
Undetermined	7 (3.0)	7 (3.3)	0
*SIDS, sudden infant death syndrome; SUID, sudden unexplained infant death			
**Includes: Mechanical/Positional, Strangulation/Smoke, and Choking			
Death Certificate Manner of Death	**Total (%)**	**Unsubstantiated (%)**	**Substantiated (%)**
Accidental	91 (39.4)	83 (38.8)	8 (47.1)
Natural	78 (33.8)	71 (33.2)	7 (41.2)
Undetermined	45 (19.5)	43 (20.1)	2 (11.8)
Suicide	12 (5.2)	12 (5.6)	0
No Information	3 (1.3)	3 (1.4)	0
Homicide	2 (0.9)	2 (0.9)	0
Prior CPS History			
Yes	62 (26.8)	53 (24.8)	9 (52.9)
No	116 (50.2)	111 (51.9)	5 (29.4)
Unknown	53 (22.9)	50 (23.4)	3 (17.6)
Attributed to Unsafe Sleep			
No	87 (37.7)	85 (39.7)	2 (11.8)
Yes	65 (28.1)	58 (27.1)	7 (41.2)
Unknown	47 (20.3)	41 (19.2)	6 (35.3)
Identified as Risk Factor (Associated)	32 (13.9)	30 (14.0)	2 (11.8)
Sleeping Location For Unsafe Sleeping Deaths			
With Adult	53 (54.6)	47 (53.4)	6 (66.7)
Crib	11 (11.3)	10 (11.4)	1 (11.1)
Alone on Adult Bed or Furniture	17 (17.5)	15 (17.0)	2 (22.2)
Bassinet	6 (6.2)	6 (6.8)	0
Pack-n-Play	6 (6.2)	6 (6.8)	0
Other	4 (4.1)	4 (4.5)	0
Surviving Siblings			
Yes	166 (71.9)	153 (71.5)	13 (76.5)
No	65 (28.1)	61 (28.5)	4 (23.5)
Risk Assessed for Surviving Siblings			
Yes	150 (90.4)	138 (90.2)	12 (92.3)
No	5 (3.0)	5 (3.3)	0
Unknown	11 (6.6)	10 (6.5)	1 (7.7)

Sibling Removed			
No	151 (91.6)	147 (96.1)	4 (30.8)
Yes	14 (8.4)	6 (3.9)	8 (61.5)
Unknown	1 (0.6)	0	1 (7.7)
Services Offered to Surviving Siblings	**Total (%)**	**Unsubstantiated (%)**	**Substantiated (%)**
Yes	46 (27.7)	43 (28.1)	3 (23.1)
No	7 (4.2)	6 (3.9)	1 (7.7)
Already in Counseling	10 (6.0)	10 (6.5)	0
Unknown	103 (62.0)	94 (61.4)	9 (69.2)
Services Offered to Family			
Yes	108 (46.8)	103 (48.1)	5 (29.4)
Already In Counseling	24 (10.4)	21 (9.8)	3 (17.6)
No	1 (0.4)	1 (0.5)	0
Unknown	98 (42.4)	89 (41.6)	9 (52.9)
Result of Caregiver Drug/Alcohol Test			
Concern For Drug/Alcohol Use (Not Tested)*	23 (10.0)	19 (8.9)	4 (23.5)
Positive	17 (7.4)	12 (5.6)	5 (29.4)
Negative	20 (8.7)	20 (9.3)	0
Unknown (Testing Not Indicated in Report)	171 (74.0)	163 (76.2)	8 (47.1)
*Includes: History of Drug Use, Evidence of Drug Use, Admission of Drug/Alcohol Use			
Time Elapsed From Death To DCS Notification			
Within 24 hrs.	171 (74.0)	156 (72.9)	15 (88.2)
More than 24 hrs.	51 (22.1)	49 (22.9)	2 (11.8)
Unknown	9 (3.9)	9 (4.2)	0
Case Manager First Contact With Family			
Within 3 Hours of Fatality	33 (14.3)	32 (15.0)	1 (5.9)
More Than 3 Hours	129 (55.8)	119 (55.6)	10 (58.8)
Unknown*	64 (27.7)	58 (27.1)	6 (35.3)
No Info	5 (2.2)	5 (2.3)	0
*Within first 24 hours but exact time not provided in report			

HouseHold Type			
Single Parent	99 (42.9)	86 (40.2)	13 (76.5)
Two Parent	110 (47.6)	107 (50.0)	3 (17.6)
Extended Family	13 (5.6)	12 (5.6)	1 (5.9)
Foster Parents	5 (2.2)	5 (2.3)	0
Unknown	4 (1.7)	4 (1.9)	0

As expected, the largest numbers of reported child fatalities were generally from the most heavily populated counties (Marion – 48, Lake – 24, Allen – 19, Elkhart – 7, Porter – 7, Vanderburgh – 7, Hendricks – 6, Delaware – 5, Hamilton – 5, LaPorte – 5, Madison – 5, Wayne – 5).

As has been noted in others' reports, males seemed overrepresented among the substantiated cases, accounting for 70%.

Ninety percent of SIDS deaths nationally occur in infants 0-5 months of age, which is the reason for the age breakdown in Table 3. Of the 56 SIDS/SUID deaths, 43 (77%) occurred in infants 5 months-old or younger. Nine were 6-12 months of age, 3 were 1-5 years of age, and the remaining case had no birth date or age listed. Of those cases over 12 months of age,1 was 13 months-old and 2 were 17 months-old.

With respect to the manners of death as listed on the death certificates, the two unsubstantiated cases ruled as homicides were both gunshot wounds. One was a 17 year-old male who was shot while playing with a shotgun with several of his friends. The other was a 14 year-old female who was shot by her brother while in an argument.

In approximately one quarter of cases overall the family had had prior involvement with child protective services. However, just over half of the substantiated cases had a prior history with child protective services.

One of the most significant contributions of the child fatality review team process in this country has been the recognition of the role that unsafe sleep environments play in sudden unexpected infant deaths. A significant proportion (28%) of all child deaths reported to DCS was attributed to unsafe sleep conditions, with another 14% in which unsafe sleep conditions were identified as a risk factor. The proportion of deaths substantiated as abuse/neglect which was attributed to unsafe sleep was even higher (41%). The most common sleeping location for unsafe sleep associated deaths was with an adult in a little over half of cases.

More than two-thirds of children who died and about whom a report was made to DCS had a surviving sibling. Case managers are clearly paying attention to the surviving siblings, as manifested by the data indicating that in 90% of cases their risk was assessed. Only 8% of all surviving siblings were removed from their home relating to the death of the index sibling, though not unexpectantly among substantiated cases over half of surviving siblings were removed. Unfortunately, whether services were offered to surviving siblings or to the family was unknown in 62% and 42%, respectively.

Drug/alcohol abuse by caregivers is a recognized risk factor for child maltreatment. In only about a quarter of all cases was information available as to whether there was concern for drug/alcohol abuse or testing requested or done. Of note and concern, though, is that for all child deaths investigated by DCS , 17 of 37 (46%) were positive. While the numbers are small, among the substantiated cases, all 5

caregivers tested were positive. Of additional concern is there were 10 cases in which the report indicated concern for drug/alcohol use by the caregiver, but that individual was not tested.

In 74% of cases DCS was notified within 24 hours of the child's death. While the median time from death to DCS notification was 1 day, the range extended to as many as 200 days. The median time from a child's death until a DCS case manager's first contact with the family was 2 days (range 4-360 days).

Of the 17 substantiated cases with information available for review, 16 involved neglect of some type. The remaining case was substantiated as due to abuse. This case involved a 15 month-old with subdural hematoma and fractures (ribs, foot). The unrelated caregiver gave a statement to law enforcement in which he admitted to shaking the child. According to the autopsy report, the cause and manner of death were listed as undetermined. However, the death certificate listed the cause of death as asphyxiation and manner of death as undetermined. This case highlights an item of interest in the data provided by DCS; namely that with individual cases both "Autopsy Cause / Autopsy Manner" and "Death Certificate Cause / Death Certificate Manner" was listed. One would assume that both the cause and manner from the autopsy and death certificate would be the same; however, that is not always the case in the reports obtained by DCS. For that reason DCS now tracks both cause and manner on both documents to be sure all possible data is captured.

Conclusions

How many more cases reported investigated and unsubstantiated vs. substantiated? This gives an idea about DCS resources actually devoted to investigating child deaths in Indiana…

Were we able to answer all the questions we asked?

Cause and manner of death from post-mortem examination and recorded on the death certificate not always consistent? Why? What to do?

DCS policy concerning notification about child deaths reads as follows: "The Coroner shall immediately notify DCS by using the statewide hotline and either the local child fatality review team or if the county does not have a local child fatality team, the statewide child fatality review committee of each death of a person who is less than 18 years of age, or appears to be less than 18 years of age and who has died of an apparently suspicious, unexpected, or unexplained manner." (http://www.in.gov/dcs/files/4.31_Fatality_and_Near_Fatality_Assessments_(Investigations).pdf). This policy is based on the statute IC 36-2-14-6.3 (http://www.in.gov/legislative/ic/code/title36/ar2/ch14.html#IC36-2-14-6.3). This statute is clearly not being followed, given that in over 20% of child fatalities reported to DCS, more than 24 ours elapsed between the death and DCS being notified.

Another DCS policy concerning the potential for caregiver drug use contributing to a child's death reads as follows: "In the event of a child fatality, if DCS has reason to believe a parent, guardian, or custodian was impaired, intoxicated, or under the influence of drugs or alcohol immediately before or at the time of death, DCS or LEA can request that the parent, guardian, or custodian submit to an alcohol/drug screen. DCS or LEA must make the request within three (3) hours of the death of the child." (http://www.in.gov/dcs/files/4.31_Fatality_and_Near_Fatality_Assessments_(Investigations).pdf) This policy is also based on state law (IC 31-34-12-7, http://www.in.gov/legislative/ic/code/title31/ar34/ch12.html#IC31-34-12-7). The rationale for a 3 hour

time window is not clearly explained in the law or policy but likely related to the importance of a timely collection of a specimen for a drug screen. However, it is clearly not realistic given that in over 50% of cases the case manager's first contact with the family was more than 3 hours after the child's death.

Acknowledgements

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State of Indiana

Annual Progress and Services Report

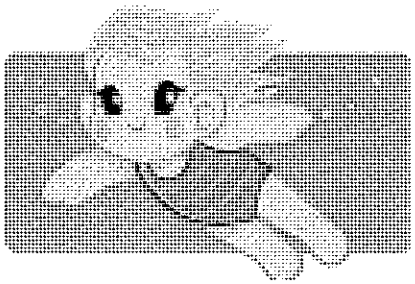
Attachment K

Wayne County Citizen Review Panel

Annual Report

Wayne County Citizens Review Panel

Annual Report 2012



Wayne County Citizen Review Panel

Annual Report

June 2012

The Wayne County Citizen Review Panel (CRP) met monthly from January 2012 through May 2012 beginning on the first Thursday of each month.

The team is comprised of Child Protection Team members, Todd Barker- WCSD-Detective, Tom Legear- RPD-Detective , Karen Bowen- GAL/CASA , Paul Rider, MD-Reid HS , Angi Raver, Deputy Prosecutor , Josie Seybold- Direcctor of Community Corrections , Kim Flanigan Health Dept.-DON , Barb Mayle- GAL-Civil courts , Phil Stevenson- Superintendent Centerville Schools, John Engle-Principal Western Wayne Schools, Heather Handley, Kathy Pribble-Principal NES, Sgt. Jon Bales-Detective DivisionRPD, DeAdra Baldwin-Juvenile Probation OfficerWC Probation, Michael E, Moore-School Psycologist Centerville School, John B. Baren-Clinical Director-Wernle , Meagan Terlep of Child & Family Services-Centerstone, Deceil Moore-Mgr. of Developmental Disabilities Program-Meridian, Sgt. Randy Wright-Wayne County Sheriff's Dept., Kevin Strahan-Meridian, Emily Williamson-Meridian and Department of Child Services, Wayne County staff including local office Director, Kelly Broyles and Carol Stough, clerical assistant.

Pam Hillagoss served as CRP Chairman and Norm Smith served as co-chairperson for the CRP meetings.

Central Office Consultant Ann Arvidson provided statistics and guidance to the panel throughout the year.

The Citizen Review Panel determined the focus of the 2012 project should be on child water safety. The first Thursday in January 2012 the Wayne County CRP discussed and began planning the specifics for a child water safety program with the goal to offer free swimming lessons to children who are involved with DCS and either reside in foster care/relative care or in their own homes. Our decision to focus on water safety was due to the increase in child fatalities in 2011 due to drowning. Department of Child Services, Region 12, had at least 3 deaths due to accidental drowning over the summer months of 2011.

The program chosen was the Starfish Aquatics Water Safety program. Some of the factors that made this program appealing for the CRP were the fact Starfish is a nationally accredited program designed to offer swimming instruction suitable for all ages and abilities, including students with special needs. The program focuses on developing core competencies that are vital in ensuring water safety. The Wayne County CRP felt it important to our mission to ensure that children are safe at all times, including during the summer months when drowning occur. One goal is to teach children the importance of asking an adult for permission prior to playing in or near

water. With proper supervision, swimming and playing in water can be a family fun time but more importantly it can be a safe time for our youth. The ultimate goal is to avoid accidental drowning. The Wayne County CRP, along with the Department of Child Services encourages caregivers to be pro-active regarding the children in their care and this water safety program is designed to give caregivers and their youth a general understanding of water safety.

This program was facilitated locally at Family Fitness Works. Lessons were offered free of charge to youth and funded by the Wayne County Prosecutor's office.

The initial class consisted of a total of 14 youth that were divided into two groups based upon their skill level. The classes took place on Saturdays and total instruction lasted one month. It was reported to the CRP all students progressed.

The Wayne County CRP is currently in the process of recruiting for a second class which is to start in Fall 2012. Wayne County Prosecutor Mike Shipman has indicated his office will continue to fund this program. A minimum of 10 students are required to facilitate a class.

The Indiana Department of Child Services strives to keep children safe and is continuing to raise awareness across the State regarding this issue. A news release regarding water safety was just issued on June 15, 2012 and is, in part, as follows:

DCS and DNR Issue Alert to Parents about Water Safety for Children

INDIANAPOLIS (June 14, 2012) – Recent drownings have prompted the Indiana Department of Child Services and the Department of Natural Resources to remind parents and guardians to make sure to keep a close eye on children playing in or near water. The reminder comes just days after two Indiana children died due to accidental drowning.

When done with proper supervision in the proper places, swimming can be the safe, healthy recreational activity that has helped kids stay cool during hot summer days for centuries. But DCS Director James Payne says even one child's death due to accidental drowning is too many.

"Accidental drowning is something that's highly avoidable with proper supervision and vigilance," Payne said.

While millions of children and adults swim safely without incident, the U.S. Centers for Disease Control and Prevention report that accidental drowning is the second largest cause of death among children ages 14 and younger.

DNR reports that both last year and the year before, eight Indiana children younger than 17 drowned. So far this year, three from that age group have drowned in Indiana.

It's important for parents and guardians to watch what their children are doing in and around the

water even when lifeguards are present.

"Sometimes having lifeguards can provide a false sense of security that causes adults to let down their guard when watching children," said Lt. Bill Browne of DNR Law Enforcement, which investigates the state's drownings. "One lifeguard or a few lifeguards can't watch everyone at the same time."

With more people in and on the water during summer, that's when most drownings occur. "With boating, pool parties and other summer water activities, the probability of accidental drowning escalates 89 percent this time of year," said Maj. Mike Portteus, Indiana's boating law administrator.

DCS and DNR recommend the following to families with children of all ages so that they can avoid summer fun turning into a devastating tragedy:

- Never leave children alone when near or accessible to water, and teach children to ask permission before going near a body of water.
- Never leave a child's safety around water in the hands of another child. Water safety requires vigilant, adult supervision.
- Ensure the entire family has been properly taught to swim well via a certified water-safety program. Many city parks departments offer these programs.
- Swim in areas with designated life guards on duty.
- Always swim with a buddy.
- Have children wear a U.S. Coast Guard approved life vest—particularly for children with poor swimming skills—and have a life-preserver on hand. DNR strongly recommends that all family members wear a life vest while boating on Indiana lakes and waterways.
- Watch for children who have had too much sun, who are too tired, too cold, had too much strenuous activity, or are too far from safety.
- Teach children never to dive into oceans, lakes or rivers because they do not know what dangerous structures can lurk under the water's surface.

Indiana Conservation Officer Jet Quillen cautions parents that lakes and rivers pose additional threats. "Kids wanting to cool off in the heat can slip on rocks covered with algae and fall into the water, leading to a tragic consequence." Quillen also said unpredictable currents in lakes and rivers make swimming particularly dangerous.

"Sadly, we lose children each year because they don't understand the dangers associated with water," said Payne. "It's up to parents to teach them to have a healthy respect for the water and watch over them to ensure their safety.

The Wayne County CRP would like to recommend that other counties partner with their communities to provide a similar water safety program as this issue is a global one indeed.

State of Indiana

Annual Progress and Services Report

Attachment L

Older Youth Services Standards

OLDER YOUTH SERVICES
SERVICE STANDARDS
EFFECTIVE 7/1/12

Components:
Chafee Foster Care Independent Living
Collaborative Care
Chafee Voluntary Independent Living
National Youth in Transition Database

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I. INTRODUCTION

A. Terminology

Glossary of Terms

Ambiguous loss
Those losses for which there are no clear boundaries, no clear ending, and often no societally recognized mechanisms or rituals for grieving or acknowledging what has been lost (Boss, 1999, 2004 as cited in Samuels, 2008). Ambiguous loss in relation to foster care often encompasses removal from one's biological parent/s, multiple placement moves and other social network disruptions (Perry, 2006 as cited in Samuels, 2008).

Broker of Services
Model of providing independent living services which places the provider in the role of connecting youth with services provided in the youth's community or through a natural, unpaid connection to the youth rather than by the contracted provider. Over time, the youth should be able to depend on their social network and individual knowledge in order to accomplish tasks related to living independently.

Chafee Foster Care Independence Program (CFCIP)
The Chafee Foster Care Independence Program (CFCIP) provides independent living (IL) services that consist of a series of developmental activities that provide opportunities for young people to gain the skills required to live healthy, productive, and responsible lives as self-sufficient adults.
(http://www.childwelfare.gov/systemwide/laws_policies/federal/index.cfm?event=federalLegislation.viewLegis&id=48
http://www.casey.org/Resources/Publications/FrequentlyAskedQuestionsChafee.htm)

Chafee Independent Living Service Provider
Agency or individual who is contracted to provide Chafee Independent Living services in accordance with the Older Youth Services Service Standards. The Chafee IL service provider can work with youth who are in the Collaborative Care program, youth who are not participants in the Collaborative Care program, in addition to youth who are eligible for Chafee Voluntary IL Services.

Collaborative Care (CC)
Indiana's program developed to serve youth through the Fostering Connections to Success and Increasing Adoptions Act of 2008. Collaborative Care is a voluntary program that allows DCS youth aged 17.5 years and older and Probation youth 18 years and older, to remain under the care and placement of DCS in order to continue to receive services. CC focuses on youth-adult partnerships, positive youth development and encourages youth to develop a strong social network/social capital.

Collaborative Care Case Manager (3CM)

A Collaborative Care Case Manager (3CM) is an employee of the Indiana Department of Child Services who monitors Collaborative Care cases. The 3CM works under the principles of authentic youth engagement and has a strong understanding of trauma informed care.

Collaborative Care Youth (CCY)
A youth who is under the placement and care of the State of Indiana (CHINS or JD/JS) who chooses to participate in Indiana's Collaborative Care program.

Education and Training Voucher (ETV)
The Chafee ETV Program makes financial resources available to meet the postsecondary education and training needs of youth aging out of foster care and enrolled in a qualified higher education program. (http://www.casey.org/Resources/Publications/pdf/ChafeeETV.pdf)

Emancipation Goods and Services (EG&S)
EG&S is a funding source to provide one-time goods and services that a youth may need as they become independent of the system. EG&S funds have a lifetime maximum cap of $1,000 for assistance per eligible youth to age 21.

Federal Definition of Foster Care
Foster care is defined as 24-hour substitute care for children placed away from their parents or guardians and for whom the state agency has placement and care responsibility. Facilities that are outside the scope of foster care include, but are not limited to: detention facilities; psychiatric hospital acute care; forestry camps; or facilities that are primarily for the detention of children who are adjudicated delinquents.

Source: http://edocket.access.gpo.gov/cfr_2010/octqtr/45cfr1355.20.htm

Fostering Connections to Success and Increasing Adoptions Act of 2008
The Fostering Connections to Success and Increasing Adoptions Act (H.R. 6893) (the FCA or Fostering Connections Act) was signed into law on October 7, 2008, as Public Law 110-351. FCA amended parts B and E of title IV of the Social Security Act to connect and support relative caregivers, improve outcomes for children in foster care, provide for Tribal foster care and adoption access, improve incentives for adoption, and for other purposes (Child Welfare Information Gateway, 2011)
http://www.childwelfare.gov/systemwide/laws_policies/federal/index.cfm?event=federalLegislation.viewLegis&id=121

Source: http://www.childwelfare.gov/fosteringconnections/

Independent
Able to operate alone, not dependent on others.

IL Service Standards
Document which outlines roles and responsibilities of service providers and youth from which provider performance and the payment of claims submitted by the provider is based.

Interdependent
Relying on mutual assistance, support, cooperation, or interaction among constituent parts or members.

Permanency

Legal Permanency

Permanency as defined by Child Welfare Systems is a safe, stable, secure home and family. There are five (5) federal Permanency Goals: Reunification, Adoption, Guardianship, Fit & Willing Relative, and Another Planned Living Arrangement (APPLA). These relationships are recognized in a court of law. Examples include: biological parent/child relationship or adoptive parent/child relationship.

Relational Permanency

A concept that defines familial relationships in ways that extend beyond biological connections, including familial ties formed during care and after exiting foster care (Samuels, 2008). The role of the biological family extends beyond that family's official or legal status in a child's permanency plan (Samuels, 2008).

Room and Board (R&B)
Funds that are for the payment of rent deposits and payments and utility deposits and payments only for youth who are no longer wards and are participating in Voluntary IL Services. R&B funds have a lifetime maximum cap of $3,000 for assistance per eligible youth to age 21. R&B payments will only be made through a contracted Older Youth Services Provider who is also providing independent living case management services to the youth. Youth in Collaborative Care are not eligible for R&B funding as defined in Voluntary IL Services.

Plans

IL/Transition Plan

Per DCS Policy 11.6: Independent Living/Transition Plan; this plan and its transitional service component is a comprehensive, written plan that is personalized for each youth and is to be used at each meeting with the youth and at the Child and Family Team to guide the transition planning process with the youth. The IL/Transition Plan is developed with the youth's participation. It is the responsibility of the Department of Child Services to ensure that an IL/Transition plan is completed for every youth in foster care starting at age of 15.5. Specific information that must be covered in the IL/Transition Plan include, but is not limited to, planning information for the youth's: education and training, employment services and workforce support, housing, healthcare (including insurance), and available resources (local, state and federal). The youth should receive a copy of this plan.

IL Learning Plan

Unlike the IL/Transition Plan, the IL Plan is developed between the youth and the contracted OYS service provider. This plan should be based off of results from the Ansell-Casey Life Skills Assessment and strongly driven by the youth's input. This plan may be developed during the IL/Transition Plan CFT Meeting, but it is not required to be done at that time. The plan must be completed within 30 days of the youth's referral to an Older Youth Services service agency. The IL Plan must include information on specific steps that will be taken to ensure that the youth's IL needs are met, including: Identifying the youth's need/goal, what activities will be

done to help complete that goal, who is responsible for completing specific activities and expected dates of completion for each activity and goal. The IL Plan should be used as a tool to help teach older youth the planning and goal making process as well as a tool to document casework completed for the youth's individual case record. The youth should receive a copy of this plan.

Services

Chafee Independent Living Services

Chafee Independent Living Services should be seen as a service to young people that will help them transition to adulthood, regardless of whether they end up on their own, are adopted, or are reunified. IL services should be based on the Ansell Casey Life Skills Assessment following the youth's referral for services. Youth receiving IL services must participate directly in designing their program activities, accept personal responsibility for achieving independence, and have opportunities to learn from experiences. IL services should be provided according to the services standards. These services are provided by Collaborative Care providers, LCPAs, residential/group home providers depending on the age and placement of the youth. Services should be administered based upon the broker of resources model.

Chafee Voluntary Independent Living Services

Chafee Voluntary Independent Living services are reserved for youth who are no longer wards and who meet eligibility requirements. Services offered range from individual case management based on the broker of services model, emancipation goods and services and room and board funds.

Staff Supported Housing

This is reserved for youth who are in need of a higher level of supervision than traditional Collaborative Care participants. The ideal youth for this placement is a youth who is transitioning out of a residential facility placement or a youth who is awaiting an adult assistance program.

Social Capital

Supportive social relationships and networks

Trauma Informed Care

Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization (SAMSHA, 2011). http://www.samhsa.gov/nctic/trauma.asp

Youth-adult Partnerships

In an authentic youth-adult partnership, both partners have equal opportunities to utilize skills, make decisions, and independently carry out tasks to reach shared goals. Each acknowledges learning from the other. Optimally, a balance is created—among young people interacting with peers, adults interacting with other adults, and, importantly, young people and adults working together to reach common goals. (Jones & Perkins, 2006)

B. History

The Fostering Connections to Success and Increasing Adoptions Act of 2008 is federal legislation that was written to provide assistance from the federal government to states in order to improve outcomes for children and youth in foster care (http://thomas.loc.gov/cgi-bin/bdquery/z?d110:h6893:). This legislation is often referred to as "Fostering Connections".

Research conducted by Mark Courtney et. al. (2007) as cited in Peters (2009) demonstrates that extending foster care past the age of 18 positively impacts youth outcomes in "educational attainment, delayed pregnancy, higher earnings and an increased likely hood of receiving independent living services" (p. 12).

Collaborative Care is Indiana's program that extends and allows for reentry into foster care. Youth who choose to participate in Collaborative Care are agreeing to participate in services that strive to impact several developmental needs and goals. Recent research by Jim Casey Youth Opportunities Initiative (2011) on the adolescent brain suggest that youth benefit from remaining in foster care for a multitude of reasons that stretch across different social and developmental arenas such as:

- Positive Brain and Emotional Development
- Planning and Decision Making
- Building of Relational Permanency/Social Capital

C. Service Delivery

In order to support positive youth development during adolescence, services must be adjusted to account for the unique needs of youth who are aging out of foster care. Services should be designed in such a way to: 1) provide support; and, 2) foster interdependence (different from independence by the inclusion of/emphasis on social capital) to each youth. This can be done by designing services that allow for youth to learn from experiences and mistakes. These experiences and mistakes promote positive brain development at a time when adolescents' brains are in a state of plasticity, allowing youth to gain self-confidence, coping skills, self-regulation and resiliency skills. Indiana's "broker of services" model for Chafee Independent Living Services support older youth in this manner by being structured to allow for youth-adult partnerships in the planning process. Additionally, the standards are structured in a way that allow for a myriad of individuals to role-model, teach, train, monitor, etc. particular IL skills. Youth should have the opportunity to experience situations that build social relationships and networks (i.e. strengthen their social capital). The contracted Older Youth Service provider is not solely responsible for the growth and development of the young person participating in services. All youth should be supported by a team of people including formal and informal connections. Finally, Indiana's IL service standards are designed to give differing levels of support to the youth depending on the youth's skill developmental and comfort level. Youth with less experience may require more guidance and face to face instruction time while other youth may only need assistance occasionally with less guidance.

Pregnant and/or Parenting Youth

Youth who are pregnant/parenting shall be supported through referrals to services which address the individual youth's situation. Such services may include but are not limited to: Women, Infants, Children (WIC), The Father's Forever Coalition, Healthy Families or First Steps. Equal support shall be given to expecting and parenting mothers and fathers. When possible, the father and mother should work together to share responsibility for the child's health, development, wellbeing and support. As appropriate, regular contact between the child/ren and the absent parent/s shall occur, in compliance with any court orders.

D. Youth-Adult Partnerships

Services alone are not enough to promote positive youth development. Indiana's Collaborative Care model was designed to support youth-adult partnerships during the case planning, implementation and monitoring process. Collaborative Care Case Managers (3CMs) are individuals who have experience working with older youth and adolescents during this critical developmental stage. These workers have an understanding of trauma-informed care and specific practices that allow them to identify and address issues related to trauma, grief and ambiguous loss that youth aging out of foster care are likely to face. Additionally, these workers have a full understanding of how having a healthy partnership throughout the case, including the development and implementation of case and transition/IL plan allows for certain corrective actions to occur regarding the negative impact of trauma on the developing brain. By creating these partnerships and supporting healthy risk taking through constructive, meaningful activities 3CMs also provide opportunities for older youth and adolescents to reverse the negative impact of trauma and ambiguous loss on the brain. An added benefit to youth-adult partnerships in the planning process is that the resulting plan is more effective due to the buy-in from the youth.

E. Relational Permanency/Social Capital

Samuels (2008) identified that youth in foster care related settings need to have emotional support, peer and insider wisdom for insight and understanding. This is known as relational permanency. While youth and young adults are still involved in foster care–related programs, efforts should be made to enhance and develop existing relationships with adults who youth trust, or with whom trust could be strengthened. Building the capacity of existing relationships to offer more empathic and insightful emotional support could provide important resources for youth as they leave foster care and continue to deal with the emotions and questions raised by their experiences prior to, and during, foster care.

An essential aspect of Collaborative Care is the impetus of interdependence. Interdependent living occurs when an individual depends upon others in areas in which he/she lacks the capacity to function on his/her own. The goal is for young people to be able to reach out to and count on others for support to manage the experiences and tasks encountered in the world when they do not have sufficient skill, energy, confidence, and/or time to do it themselves (Propp et al., 2003, as cited in Samuels, 2008).

Indiana's IL service delivery method introduces the broker of resources model designed to: 1) ensure youth have or establish ongoing connections with caring adults; and 2)promote youth to develop as productive individuals within their community, by the acquisition and maintenance of gainful employment, the achievement of educational/vocational goals, and the receipt of financial skills training. This model shall also aid in future program development and design for other resources to facilitate the successful transition to adulthood for foster youth.

Another essential piece of Collaborative Care is giving youth the opportunity to build and strengthen their social capital. Having diverse social relationships and networks are crucial to healthy development and functioning (Jim Casey, 2011). Collaborative Care places an emphasis on assisting youth in creating social capital through interactions with family, peers, caring adults and communities. This development can be found in different aspects of case planning and implementation as well as in the provision of services. Youth who are participating in Collaborative Care are likely to have missed out on the opportunity to find legal permanency. The building of social capital with the guidance of a 3CM gives youth the opportunity to achieve relational permanency, therefore securing opportunities for heightened positive brain development and a chance at a higher level of success after leaving foster care.

F. Social Networking

Youth in Collaborative Care will develop interconnected relationships in the service network of caseworkers, foster parents, other providers and in the personal network of biological family and community supports. Additionally, many of today's youth use social networking as one of their primary methods of communication. This medium of communication offers an opportunity to broaden the means of interaction, build rapport with Collaborative Care youth and maintain contact that may otherwise been deemed challenging. Alternative modes of contact allow the 3CM and providers an effective medium to share information quickly through the use of technology. Communication in this form continues to evolve as should the methods utilized in communicating with the youth in Collaborative Care. Communication between program youth, 3CM's, Older Youth Service providers shall be as effective as the channel being used and not limited to Facebook, Skype, oovoo, Myspace, Twitter, google+, and text messaging.

With the assistance of social networking, opportunities may arise for the youth to gain contact and renew relationships that may have occurred prior to or during their time in foster care. The 3CM will, with the youth's input, incorporate new members to the youth's existing CFT such as the Older Youth Services provider, the Regional Education and Training Voucher (ETV) program Specialist, campus resources, neighbors, related and unrelated supports, etc. to address the specific needs of the youth.

Chart 1: DCS/Provider Responsibilities Chart

CHINS/Probation Placement		Agency Responsibilities		
		DCS FCM	Older Youth Service Provider	Other Contractor
Traditional Foster Care	Foster Home • County • Relative • Unlicensed Court Approved Placement	DCS case management Placement supervision Service referral and oversight	Independent Living Services (starting at age 16 years)	Other services as referred
	Foster Home • Licensed Child Placing Agency (LCPA)	DCS case management Service referral and oversight	Independent Living Services (starting at six months before placement transition)	Other services as referred LCPA provides: • Independent Living Services (starting at age 16) • Placement supervision • Case management to LCPA foster home
	Group Home	DCS case management Service referral and oversight	Independent Living Services (starting at six months before placement transition)	Other services as referred Group Home provides: • Independent Living Services (starting at age 16) • Placement supervision • Internal case management
	Residential/Child Caring Institution (CCI)	DCS case management Service referral and oversight	Independent Living Services (starting at six months before placement transition)	Other services as referred CCI provides: • Independent Living Services (starting at age 16) • Placement supervision • Internal case management

Collaborative Care CC Program Placement (youth age 17.5 or older with a CC agreement)		Agency Responsibilities		
		DCS 3CM	Older Youth Service Provider	Other Contractor
Traditional Foster Care	Foster Home • County • Relative • Unlicensed Court Approved Placement	DCS case management Placement supervision Service referral and oversight	Independent Living Services	Other services as referred
	Foster Home • Licensed Child Placing Agency (LCPA)	DCS case management Service referral and oversight	Independent Living Services	Other services as referred LCPA provides: • Placement supervision • Case management to LCPA foster home
	Group Home	DCS case management	Independent Living	Other services as referred

		Service referral and oversight	Services	Group Home provides: • Placement supervision • Internal case management
	Residential/Child Caring Institution (CCI)	DCS case management Service referral and oversight	Independent Living Services	Other services as referred CCI provides: • Independent Living Services (starting at age 16) • Placement supervision • Internal case management
Older Youth Placements	**Host Home**	DCS case management Placement supervision Service referral and oversight	Independent Living Services (only as referred)	Other services as referred Host Home Adult provides: • Independent Living Services (Teachable Moments) • Ansell-Casey Life Skills Assessment (ACLSA)
	Shared Apartment/Housing	DCS case management Service referral and oversight	Independent Living Services Placement supervision and fiscal responsibility	Other services as referred
	College Dorm	DCS case management Placement supervision Service referral and oversight	Independent Living Services (only as referred)	Other services as referred
	Own Apartment/Housing	DCS case management Service referral and oversight	Independent Living Services Placement supervision and fiscal responsibility	Other services as referred
	Staff Supported Housing-	DCS case management Service referral and oversight	Staff Supported Housing provider will provide: • Independent Living Services • Placement supervision • Internal case management	Other services as referred
		Agency Responsibilities		
		DCS IL Specialist or 3CM	**Older Youth Service Provider**	**Other Contractor**
Voluntary IL Services		VSA referral IL service monitoring	Independent Living Services	N/A

	Approval of Charter funding for Room and Board and Emancipation Goods and Services	Connect youth to community services as needed	
Agency Responsibilities			
	DCS 3CM	**Older Youth Service Provider**	**Other Contractor**
Vocational/Vocation Education	DCS case placement Service referral and oversight	Services dependent upon individual program	Other services as referred

Youth in Transitional Foster Care Placements; Foster Homes supervised by DCS or Licensed Child Placing Agencies (LCPAs), Group Homes and Child Caring Institutions who are eligible and enter Collaborative Care will transfer to a 3CM at age 17.5 and will remain in these placements until the youth turns 18 and/or is ready to step down to a less restrictive placement.

*The term "case management" refers to the acts of service coordination, service monitoring and overseeing other ongoing activities related to a case which may include but is not limited to: communication with the older youth and service provider, crisis intervention and compiling and submitting required reports (i.e. DCS case management includes writing regular reports to the court; LCPA case management includes writing monthly reports to the referring agency).

**The term "placement supervision" refers to the acts of monitoring the older youth's safety and stability in their placement.

***The term "IL services" refers to the act of providing specific activities outlined as outlined in the older youth services service standards. These activities should be youth specific and be designed in a manner that allows the older youth opportunities to further develop his/her interdependence.

G. Potential Pathways to Interdependence

Older Youth Services are described below:

Chafee Independent Living Services

- Independent Living Services start at age 16. Who provides this service is based upon where the youth is placed.
    - If a youth is between the ages 16 or older and is placed in a DCS foster home, a relative home or a court approved placement, DCS will make a referral for Chafee Independent Living Services. The Older Youth Services provider would receive the referral and provide Chafee Independent Living Services according to the corresponding Service Standard.
    - If a youth is 16 or older, up to 6 months before transition out of placement and is placed in a foster home supervised by a Licensed Childcare Placing Agency (LCPA), a Residential Facility or a Group Home, the agency providing the placement supervision and case management is responsible for providing independent living services according to the corresponding Service Standard.

Collaborative Care

- Collaborative Care Services start when a youth enters Collaborative Care (no earlier than age 17.5 years for CHINS youth and age 18 for probation youth).
- The Independent Living Services associated with Collaborative Care should mirror and follow the Chafee Independent Living Service Standards.
- Placement supervision services start once the youth enters an Older Youth placement. Supervision responsibilities of Older Youth Services provider are outlined in Attachment A: Older youth Services Service Standards.
- All services continue until the youth ages out of foster care or until one day before the youth's 20th birthday.
- Youth who aged out of foster care and meet the eligibility criteria are able to re-enter foster care after the age of 18. Service delivery will be the same.

Chafee Voluntary Independent Living Services

- Voluntary Independent Living Services start once the youth's foster care or Collaborative Care case closes and the youth meets the eligibility criteria as outlined in DCS policy.
- Older Youth Services providers will receive a Voluntary Services referral prior to the initiation of services.
- Voluntary Independent Living Services administered must follow the corresponding Service Standard.
- Services may continue until one day before the youth's 21st birthday.

All three of these older youth services exist on a continuum comprised of Chafee Independent Living Services, Collaborative Care Services and Chafee Voluntary Independent Living Services. Where a youth falls on the service continuum depends on a

variety of factors which may include: the youth's current age, the youth's age when the youth entered foster care, the youth's placement, and/or how the youth chooses to engage in offered services. The service continuum, referred to as "Potential Pathways to Interdependence" (see figure 1), may be organized into four possible service pathways.

Path 1: Chafee IL Services-Collaborative Care-Chafee Voluntary IL Services
This is the pathway of a youth who receives all three Older Youth Services offered. The youth begins by participating in Chafee IL Services and opts into the Collaborative Care program. After the Collaborative Care case closes, the youth chooses to participate in Chafee Voluntary IL Services.

Example: Christine enters care at age 16.5 and is referred to Chafee IL Services by her FCM. Christine remains in foster care until she turns 17.5 years of age and has a case plan goal of APPLA. Christine chooses to participate in the Collaborative Care program and her case is transferred from her FCM to a 3CM. Christine then remains in the Collaborative Care program until she reaches 20 years of age, at which time her case is closed and she chooses to participate in Chafee Voluntary IL Services.

Path 2: Chafee IL Services-Chafee Voluntary IL Services
A youth may choose not to participate in the Collaborative Care program. In this instance, a youth participates in Chafee IL Services during their open CHINS/JD/JS case. After case closure the youth chooses to participate in Chafee Voluntary IL Services.

Example: Scott enters foster care at age 15 and begins Chafee IL Services at age 16. Scott turns 17.5 years in care and at this time has case plan goal of adoption and is living in a pre-adoptive placement. Scott chooses to not participate in the Collaborative Care program. He then turns 18 in the pre-adoptive placement and is adopted shortly afterward. After case closure, Scott chooses to participate in Chafee Voluntary IL Services.

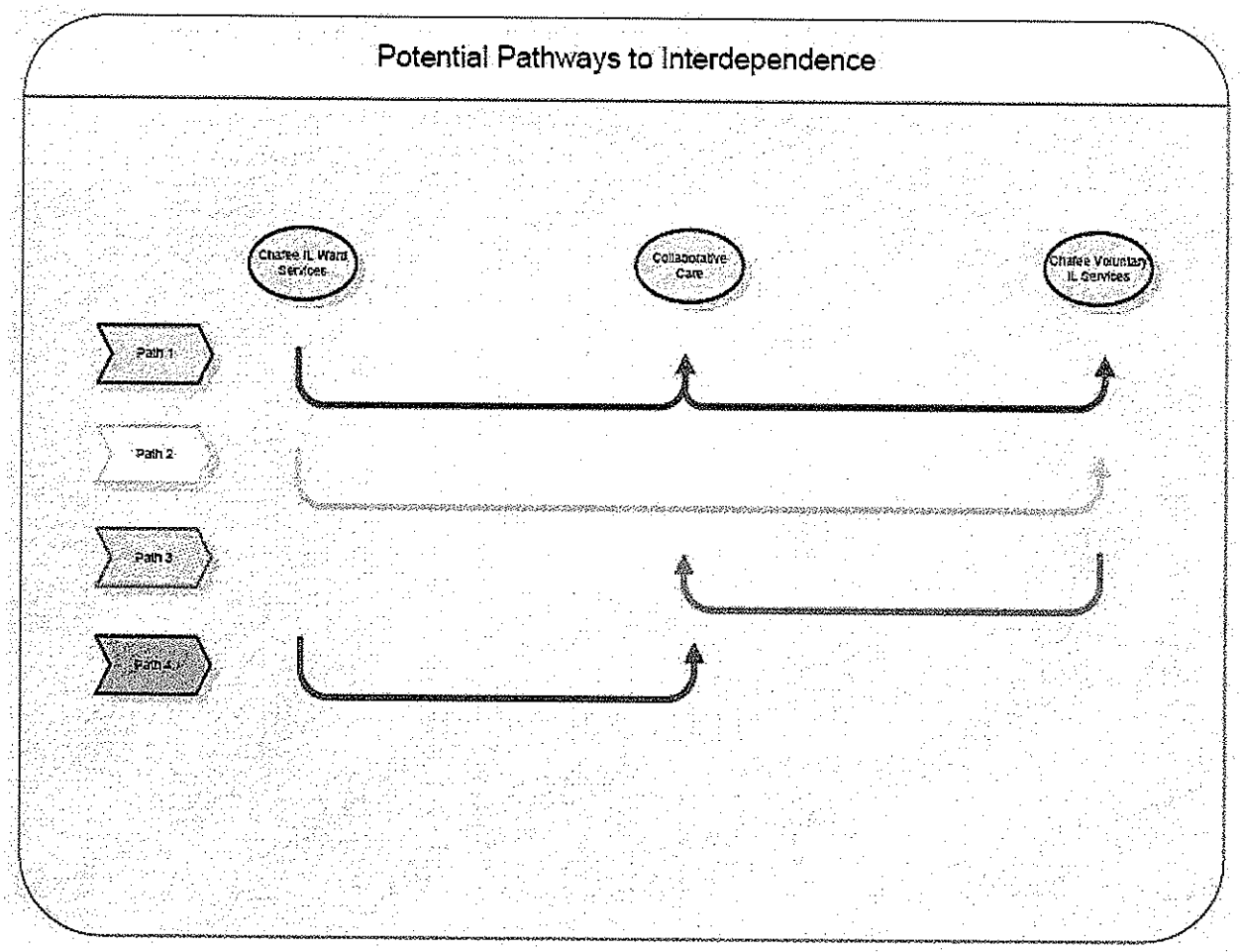
Path 3: Chafee Voluntary IL Services-Collaborative Care
A youth may choose to re-enter foster care after their CHINS/JD/JS case has closed. A youth must be 18 or over to re-enter foster care into the Collaborative Care program. The illustration shows the youth re-entering foster care from Chafee Voluntary IL Services, but enrollment in Chafee Voluntary IL Services is not an eligibility requirement.

Example: Skye enters foster care at age 17 years and 11 months and turns 18 years of age in placement. Skye chooses to participate in Chafee Voluntary IL Services after her CHINS case closed on her 18th birthday. While in Chafee Voluntary IL Services Skye begins the foster care re-entry process for the Collaborative Care program.

Path 4: Chafee IL Services-Collaborative Care
A youth may choose move from Chafee IL Services into the Collaborative Care program, but opt out of Chafee Voluntary IL services.

Example: Jason enters foster care at 14.5 years of age and is placed with a relative. Jason is referred to Chafee IL Services when he turns 16 years of age and chooses to participate in the Collaborative Care program when he turns 17.5 years of age. Jason continues to live with the relative who he was initially placed with at 14.5 years. Jason participates in the Collaborative Care program until he reaches 20 years of age and chooses not to participate in Chafee Voluntary IL services.

Figure 1


Potential Pathways to Interdependence
Chafee IL Ward Services
Collaborative Care
Chafee Voluntary IL Services
Path 1
Path 2
Path 3
Path 4

II. GENERAL REQUIREMENTS FOR THE COLLABORATIVE CARE PROGRAM

A. Collaborative Care

Collaborative Care is designed to allow older youth to have more freedom in decision making and planning in their lives. Older youth in foster care often miss out on natural opportunities to practice decision making, community engagement and leadership (Jim Casey, 2011). These missed opportunities stunt youth development and place foster youth at a distinct disadvantage from youth who are able to practice such skills. Additionally, foster youth are often limited in how they are able to build and maintain their social capital. Youth who choose to participate in Collaborative Care will move beyond being participants in their DCS case by becoming a partner in their DCS case. The youth's 3CM will have a focus on the youth and the youth's transition from foster care with an emphasis and understanding of youth-adult partnerships. Part of the focus on transition will be partnering with the youth in building a social network through team building that is led by the Collaborative Care youth. The 3CM will also be supportive of the youth's self-constructed familial unit (i.e. development of relational permanency).

B. Program Description

Candidates for Collaborative Care are current Indiana wards of DCS, 17 years or older, or probation, 18 years or older, that meet or are expected by age 18 to meet at least one of the below conditions:

- Enrolled in a secondary education institution or a program leading to an equivalent credential, e.g., a youth age 18 and older is finishing high school or taking classes in preparation for a general equivalency diploma (GED) exam. OR enrolled in an institution which provides post-secondary or vocational education, e.g., a youth could be enrolled full-time or part-time in a university or college, or enrolled in a vocational or trade school.
- Participating in a program or activity designed to promote, or remove barriers to employment, e.g., a youth could be in Job Corps or attending classes on resume writing and interview skills or working with an Older Youth Service provider on Independent Living skills.
- Employed for at least 80 hours per month, e.g., a youth could be employed part time or full time, at one or more places of employment.
- Incapable of performing any of the activities described above due to a medical condition documented in the youth's case plan.

At age 17 (or 6 months after case initiation if the youth enters care after his/her 17th birthday) a 3CM or IL Specailists shall be present at the youth's IL/Transition planning CFTM to inform the youth on the Collaborative Care program, and complete the NYTD survey. If a youth chooses to opt into Collaborative Care the youth's case will then transfer from the FCM to the 3CM when the youth turns 17.5 years of age for CHINS youth or 18 years of age for probation youth.

Youth will remain in their current placement until the youth graduates high school, obtains her/his GED or turns 18. Once a youth has obtained their high school diploma or GED or turns

18, most will step down to an Older Youth Placement (see section II B of this document) and may remain in this placement for up to six months with the support of DCS. After this six months has passed youth may choose to continue to stay in foster care and receive support from DCS until they reach 20 years of age, at which time they may choose to participate in Chafee Voluntary Independent Living Services.

Building, preparing and maintaining Child and Family Teams is part of the Practice Model utilized by DCS staff to ensure that families and their support systems are engaged in the planning and decision-making process throughout their relationship with the Department. Older youth may have multifaceted aspects of familial support (Samuels, 2008) relationships. Youth in Collaborative Care will be the foremost voice of the Child and Family Team (CFT). This team will be convened every six (6) months as outlined in the IL/Transition Planning process, see policy 11.6 for further details.

Youth in Collaborative Care shall establish working relationships with the CFT that shall be characterized by behaviors that impart respect for human dignity, full disclosure of information, inclusion in the decision-making process, and an awareness of the appropriate use of Youth-Adult Partnerships. Through the use of quality Child and Family Team Meetings (CFTM), combined with ongoing work led by the youth and supported by the family team this model will be utilized to complete and/or renew the Transition/IL Plan every six months. The youth-led CFTM shall identify steps to transition out of Collaborative Care, including but not limited to the following:

a. Post-foster care housing arrangements;
b. Employment or methods of paying bills;
c. Post-secondary education or training (if applicable);
d. Physical and mental health care;
e. Sources of support (i.e., supportive relationships and community support);
f. Referral for enrollment in Chafee Voluntary IL Services for all youth turning 20, to begin services after the youth's Collaborative Care case is closed;

The CFT will convene for the continuous assessment of the youth's specific needs, for accessing healthy risk taking behaviors and developing individualized goals.

C. Older Youth Placements

Older Youth Placement settings are a new placement option for youth participating in Collaborative Care, created in the federal Fostering Connections to Success and Increasing Adoptions Act of 2008. These placements are either directly supervised by DCS or the Older Youth Services Provider, as outlined below.

The Older Youth Placements include:

a. Supervised by DCS
    i. Host Home (including licensed foster homes);
    ii. College Dorms

b. Supervised by Older Youth Services Provider
    i. Shared Housing;
    ii. Supervised Apartments; and
c. Supervsied by the Older Youth Services Provider which is the owner and operator of the Staff Supported Housing facility
    i. Staff Supported Housing,

An Older Youth placement must meet health and safety standards and must be approved by the youth's 3CM. Youth in these placement types shall remain court dependents under the supervision of DCS. Older Youth Placements do not need to be licensed.

Once youth have met the Collaborative Care participation criteria the following will be considered as the youth and the 3CM, along with the youth's team, plan for a step down process to ensure that the youth is in a least restrictive placement according to their individual needs:

a. The youth has obtained 18 years of age;
b. The youth has obtained secondary education credential including; High School Diploma or General Equivalency Diploma (GED);
c. The youth's CANS score

CANS assessments will be completed for youth to determine service needs and placement recommendations. When completing a CANS assessment for a Collaborative Care youth the 3CM will answer questions with the youth in mind as the caretaker. The results of the CANS assessment should be considered by the youth, the youth's team and the 3CM when discussing Collaborative Care placement options. A placement of Staff Supported Housing or continued care in their current placement will likely be most appropriate for youth whose CANS score shows that they require a high level of services and supervision. Youth with a CANS score that shows they do not require a high level of services or supervision will be most appropriate for shared housing, college dorms or apartments. The CANS score is not the final determinant for placement. The final determination is made by the youth, the youth's 3CM and the youth's team.

a. Older Youth Placements Supervised by DCS
    i. Host Home

A host home setting is one where a youth resides in the home of a family/single adult's (who may or may not be related) home, shares basic facilities, and agrees to basic expectations as established by both the Host Home and youth and detailed in the Collaborative Care agreement. This placement shall be used when an existing positive adult relationship has been identified by the youth or members of the youth's team by the youth's agreement.

Host Home settings shall be paid, court-approved placements. Host Home Adults shall undergo CPS and limited Background checks. Host Home Adults shall provide interdependent living training that includes but is not limited to:

- Providing food and shelter for the youth residing in the home;
- Displaying positive role modeling behaviors;
- Utilizing teachable moments that provide the youth opportunities to engage in healthy risk taking, fostering both positive and negative consequences;
- Adhering to the expectations of the Host Home Agreement resulting in positive and negative consequences;
- Establishing progressive and appropriate expectations based on needs and age of the youth.

Adults open their homes and their hearts to young people who need and are looking for healthy and nurturing connections, along with a stable environment that meets their basic needs. During their stay in a host home, young people experience living with support, witness the give and take of living in a positive household and experience situations where their individual needs are respected and celebrated. This experience of sharing lives is challenging but powerful and a key element to the youth's future success.

i. Supervision

The host home option is not required to be licensed and will be monitored by the 3CM. As with traditional DCS placements, the 3CM face to face contact requirements remain the same (every 30 days) for a Collaborative Care Youth in a Host Home placement.

Host Home adults shall be at least twenty-one years of age. A waiver may be requested by the 3CM and approved by the Older Youth Initiatives Manager or designee for potential Host Home Adults under the age of twenty-one.

The adults and youth will participate in youth and adult partnering/convening opportunities, as offered.

Expectations of the host home placement will be discussed and agreed upon in the CFTM held prior to the youth's transition, if the host home will be a change of placement for the youth. The following topics, which are included in the Host Home Agreement, shall be discussed:

- Physical description of space (Physical Environment Checklist);
- Refrains from discriminating against the youth based on race, religion, national origin, gender, disability, or sexual orientation.
- Respect of the expectations, roles, and responsibilities and consequences of youth and Host Home Adult.
- Frequency of services and provider visits/meetings

- Per diem and payments

ii. Services

The services provided in Collaborative Care should be specific to the needs of the youth. The Host Home Adult will assist in the facilitation of services through cooperative communication with the 3CM as to the areas of opportunity that arise. The Host Home Adult will complete the Ansell-Casey Life Skills Assessment (ACLSA) for care-giver and also administer the ACLSA to the youth. These tools will be utilized to remain progressive in accordance to the youth's Transition/Independent Living Plan. Host Home Adults will recognize teachable moments and assist the youth in budgeting funds, purchasing personal items and setting up bank savings and/or checking accounts to promote and increase the youth's financial responsibility, as outlined in the Independent Living Service Standards.

The need for referral to an Older Youth Service provider will be determined by the youth, with the guided support of the 3CM, Host Home Adult, and assessment tools. If the youth is not employed 80 hours per month or enrolled an educational or vocational setting, the youth must participate in services with an Older Youth Service provider in order to maintain eligibility for the Collaborative Care program.

iii. College Dorm

This placement type shall be used for youth that have demonstrated an elevated level of personal responsibility and accountability to be successful in a dorm living situation.

The Department of Child Services will offer continuing support and services to youth whose goals include continuing their education while living on campus at one of the many public/private colleges/universities throughout the State.

i. Supervision

The college dorm placement type shall be supervised by the youth's 3CM. The 3CM is responsible for making face to face visits with the Collaborative Care youth once each calendar month. The 3CM and youth may use social networking to communicate in the interim (see section I D of this document). The 3CM is assigned to the youth based on the youth's county of residence rather than court of jurisdiction. Court dates should be scheduled in a manner that does not interfere with the youth's school or work. The youth and the youth's 3CM are responsible for securing transportation to the court date.

ii. Services

Independent Living services will be delivered via the broker of resources model. The 3CM is responsible for monitoring all services provided to the youth and for ensuring that NYTD eligible services are reported. An Older Youth Service Provider may work with the youth if the youth and 3CM decide a referral is needed. The provider shall work in

conjunction with the Education and Training Voucher (ETV) program Specialist ensuring that the youth is not receiving duplicate services.

b. Older Youth Placements Supervised by the Older Youth Services Provider
   i. Shared Housing

This placement type will allow youth to obtain their own apartment with a roommate(s). The roommate may or may not be a sibling and does not have to be a ward of the state. DCS will cover the youth's share (percentage based on the number of roommates) of documented rent, utilities (gas, water, electric and telephone) food, clothing and personal hygiene expenses.

A CHINS or adjudicated Juvenile Delinquent youth that has reached the age of 18 may qualify to participate in this placement type. Youth must be employed and/or in an educational program (diploma, GED, vocational or college.) Eligible youth must consent to being under the supervision of the Juvenile court, meet with their case manager as required and follow all rules of the placement.

i. Supervision

The shared housing placement is not required to be licensed and will be monitored by the contracted collaborative care agency. As with traditional DCS placements, face to face contact requirements between the Collaborative Care youth and 3CM would remain the same (at least once every calendar month).

Housing may be shared by a Collaborative Care youth and one or more relative or non-relative. The other individuals living in the residence may or may not also be under the placement and care of DCS. All tenants should be listed on the lease. Seek guidance from the Independent Living Specialist for potential exceptions. Youth transitioning from residential facilities or group home settings may receive special consideration for this placement type.

Prior to moving into a Shared Housing placement a CFTM will be conducted to address the youth's skill level and needs. Based on the CFT's discussion and the Transition/IL plan, an IL Learning Plan will be devised by the youth and Older Youth Service Provider outlining services. Intensive case management will be allowed for the first month of placement. Unless otherwise directed by the referring 3CM the expectation for the Older Youth Service Provider is to have a minimum of three (3) face to face meetings with the Collaborative Care Youth per week for the first four weeks after a placement transition (i.e. moving from a Host Home to Own Apartment/Housing; moving from Own Apartment/Housing to Shared Apartment/Housing.) At least two of these face to face meetings must take place in the youth's residence. Supplementing the face to face

meetings will consist of a daily phone call between the Older Youth Service Provider and Collaborative Care Youth. Intensive case management will be allowed for the first month of placement, with decreased supervision over time in order to build IL skills and strengthen the youth's social network resulting in increased social capital. The intensity of supervision will depend upon the youth's needs and will be decided upon by the youth and his/her team. Most youth will have a supervision check- in either by face to face or phone call once per day starting out for the first month after a placement transition.

The Collaborative Care youth's rights and responsibilities will be discussed and agreed upon in the CFTM held prior to the youth's transition. The following topics shall be discussed:

- Youth's participation in services, including home visits
- Roommate or roommates acknowledgement and agreement to monthly visits from the 3CM and development of protocol for visits
- The expectations, roles, and responsibilities and consequences of youth, Older Youth Service Provider and 3CM including frequency of services and provider visits/meetings
- Payment of rent and utilities
- Emergency protocol/planning

ii. Services

Independent Living Services will be delivered by the broker of resources model. The Older Youth Service Provider will be responsible for assisting the youth in locating safe and affordable housing that will meet the youth's needs. The youth should be able to maintain this housing once services are no longer provided and DCS placement and care has ended. The Older Youth Service Provider will be responsible for ensuring that the youth has a bed, basic kitchen supplies, access to a phone, food, and personal hygiene items upon entering the placement. Additional furnishings may be obtained by the youth and/or Older Youth Service Provider during case progression.

Youth must be able to reach the Older Youth Service Provider 24/7 in the event of an emergency

ii. Apartments

Supervised apartments are placements where youth live in an apartment setting that can be maintained post Collaborative Care. In this setting youth live alone and learn practical independent living skills with the assistance of the Older Youth Service Provider.

A CHINS or adjudicated Juvenile Delinquent youth that has reached the age of 18 may qualify to participate in this placement type. Youth must be employed and/or in an educational program (diploma, GED, vocational or college.) Eligible youth must consent to meet with their case manager as required and follow all rules of the placement.

1. Supervision

The Apartment placement is not required to be licensed and will be monitored by the Older Youth Service Provider. As with traditional DCS placements, face to face contact requirements between the Collaborative Care youth and 3CM would remain the same (at least once every calendar month).

Youth transitioning from residential facilities or group home settings may receive special consideration for this placement type.
Prior to moving into an Apartment placement a CFTM will be conducted to address the youth's skill level and needs. Based on the CFT's discussion and the Transition/IL plan, an IL Learning Plan will be devised by the youth and Older Youth Service Provider outlining services. Intensive case management will be allowed for the first month of placement. Unless otherwise directed by the referring 3CM the expectation for the Older Youth Service Provider is to have a minimum of three (3) face to face meetings with the Collaborative Care Youth per week for the first four weeks after a placement transition (i.e. moving from a Host Home to Own Apartment/Housing; moving from Own Apartment/Housing to Shared Apartment/Housing.) At least two of these face to face meetings must take place in the youth's residence. Supplementing the face to face meetings will consist of a daily phone call between the Older Youth Service Provider and Collaborative Care Youth. Intensive case management will be allowed for the first month of placement, with decreased supervision over time in order to build IL skills and strengthen the youth's social network resulting in increased social capital. The intensity of supervision will depend upon the youth's needs and will be decided upon by the youth and his/her team. Most youth will have a supervision check- in either by face to face or phone call once per day starting out for the first month after a placement transition.

The Collaborative Care youth's rights and responsibilities will be discussed and agreed upon in the CFTM held prior to the youth's transition. The following topics shall be discussed:

- Youth's participation in services, including home visits
- The expectations, roles, responsibilities and consequences of youth, Older Youth Service Provider and 3CM including: frequency of services and provider visits/meetings
- Payment of rent and utilities
- Emergency protocol/planning

2. Services

Independent Living Services will be delivered by the broker of resources model. The Older Youth Service Provider will be responsible for assisting the youth in locating safe and affordable housing that will meet the youth's needs. The youth should be able to maintain this housing once services are no longer provided and Collaborative Care has

ended. The Older Youth Service Provider will be responsible for ensuring that the youth has a bed, sofa/love seat, basic kitchen supplies, access to a phone, food, and personal hygiene items upon entering the placement. Additional furnishings may be obtained by the youth and/or Older Youth Service Provider during case progression.

Youth must be able to reach the contacted Older Youth Service Provider 24/7 in the event of an emergency.

c. Supervised by the Older Youth Services Provider which is the owner and operator of the Staff Supported Housing facility

i. Staff Supported Housing,

B. Staff Supported Housing

This placement shall be reserved for youth who are in need of a higher level of supervision than traditional Collaborative Care participants. The ideal youth for this placement is a youth who is transitioning out of a residential facility placement or a youth who is awaiting an adult assistance program.

i. Supervision

This placement shall be a setting where multiple youths may live in a campus or apartment complex setting. This placement may also look like a group home setting. Youth should have opportunities to interact in the community, with decreased supervision over time in order to build IL skills and strengthen their social network resulting in increased social capital. The placement provider will have staff on site, available for supervision at all times.

Staff must be available, on site, 24/7.

ii. Services

Each youth will receive daily supervision. However, this does not require 24/7 supervision. During this time the youth should receive instruction on Independent Living skills as indicated in the youth's Independent Living Transition Plan. The amount of instruction will be determined by each youth's skill level and need.

The placement provider will provide furnishings for the placement. The furnishings may be new or used, but must be in good condition, and must include, but are not limited to, the following:

- A stove and refrigerator
- Kitchen furnishings (pots, pans, cooking and eating utensils)
- A dining table and chairs

- A telephone (landline or cellular)
- Living room furniture

Each youth will have a separate bedroom which must include, but not limited to, in good condition:

- A bed and bed linens
- Desk or table with a chair
- Bookshelf
- Dresser

III. GENERAL REQUIREMENTS FOR CHAFEE INDEPENDENT LIVING SERVICES

A. Independent Living Services

The Chafee Foster Care Independence Program (CFCIP) provides independent living (IL) services that consist of a series of developmental activities that provide opportunities for young people to gain the skills required to live healthy, productive, and responsible lives as self-sufficient adults. Independent living services should be seen as a service to young people that will help them transition to adulthood, regardless of whether they end up on their own, are adopted, enter a guardianship or are reunified. IL services should be based on the Ansell Casey Life Skills Assessment (ACLSA) following the youth's referral for services. Youth receiving IL services must participate directly in designing their program activities, accept personal responsibility for achieving independence, and have opportunities to learn from both positive and negative experiences.

Services should be provided according to the developmental needs and differing stages of independence of the youth but should not be seen as a single event, or as being provided in a substitute care setting, but rather as a series of activities designed over time to support the youth in attaining a level of self sufficiency that allows for a productive adult life. Services should address all of the preparatory requirements for independent adulthood and recognize the evolving and changing developmental needs of the adolescent.

Independent Living Programs are designed to assist young people by advocating, teaching, training, demonstrating, monitoring and/or role modeling new, appropriate skills in order to enhance self-sufficiency. Services must allow the youth to develop skills based on experiential learning and may include the below outcomes based on the youth's needs as identified through the Independent Living assessment.

B. Program Description

The independent living assessment must include a comprehensive, written assessment of the youth's strengths as well as areas of improvement. The Ansell-Casey Life Skills Assessment (ACLSA) at www.caseylifeskills.org is the **only** assessment tool approved for use. This assessment must be completed annually and shared with the youth, caregiver and

referring agency within ten (10) days of completion.

Completion of the ACLSA and Learning Plan must be recorded for NYTD. These activities are reported by selecting "Independent Living Needs Assessment" in the NYTD web portal when submitting the youth's monthly report through the NYTD web portal during the reporting period corresponding to completion of these activities. The ACLSA and Learning Plan do NOT need to be submitted along with the monthly report unless otherwise directed by the referral source

The expectation of Older Youth Services Providers is to serve in the role of community resource broker for youth receiving Chafee IL services (see section III). This role will focus on increasing the youth's skills in accessing services within their community and building support networks that will exist after DCS services end. Older Youth Services Providers need to first seek community resource providers to provide the direct services associated with the outcome areas outlined below. Providers must maintain documentation in the file if no community resource exist thus direct service was provided by the Older Youth Services provider. If the Older Youth Services Provider can document a service gap in a region/county for an outcome area, approval may be granted for that specific region/county, thus documentation would not be needed for each youth seeking services in that region/county. Group services with a pre-approved curriculum by the ILS will not need to seek this additional approval.

Eligibility

Chafee IL Services:

- Youth ages 16 to 21 who are in foster care or a Collaborative Care placement as a CHINS or adjudicated a delinquent with a case plan establishing the need for independent living services.

Youth, ages **16 through 18** who are not participating in Collaborative Care will receive services that include individual guidance, case management, and soft skill independent living services as reflected in the IL Learning Plan (LP). Youth must be given an independent living assessment (i.e., ACLSA) to determine the appropriate services. These services may include but are not limited to; locating tutorial services, self-esteem building, life interest explorations, and education in housing options, budgeting, money management, health care, transportation options, secondary and post-secondary education, and interpersonal relationship skills.

Chafee Voluntary IL Services:

- Youth ages 16 to 21 who were formerly in foster care or a Collaborative Care placement or adjudicated a delinquent between the ages of 16-18 that were returned to their own homes on a Trial Home Visit and remained a CHINS or adjudicated a delinquent with a case plan establishing the need for independent living services.
- Youth age 18 to 21 who were formerly in foster care or a Collaborative Care placement for a minimum of 6 months as a CHINS or adjudicated a delinquent between the ages of 16-18 under the supervision of the DCS and had a case plan establishing the need for independent living services.

- Youth who are 18 to 21 who would otherwise meet the eligibility criteria above and who were in the custody of another state or were a "ward of another state" will be eligible if through the Interstate Compact for the Placement of Children there is a verification of wardship and all eligibility criteria from the state of jurisdiction.
- Youth age 16-21 that left foster care after obtaining 16 years of age for kinship guardianship or adoption.

Youth who turn 18 in foster care are exempt from the 6 month requirement indicated in the target population. For probation youth adjudicated a delinquent, the county of residence must have an interagency agreement between the court and DCS relating responsibilities of each party for meeting all state and federal mandates.

Youth ages **18-20** who are not participating in Collaborative Care, who have not reached their twenty first birthday and who have left foster care will be offered guidance on financial issues, assessment services, housing, health care, counseling, employment, education opportunities and other support services that are unique for the development of self-sufficiency. Services are provided on a voluntary basis and youth will sign a Voluntary Services Agreement with the provider for case management services. This agreement outlines the services to be provided, the length of time expected for the service, and the plan for the youth's contribution. The youth must participate directly in designing their program activities, accept personal responsibility for achieving independence, and have opportunities to learn from experiences and failures. In addition, the IL Learning Plan must include an operational plan describing how the young adult is going to assume responsibility once assistance ends.

Emancipation Goods and Services (EG&S):

- All youth who are eligible to receive Chafee IL Services and Chafee Voluntary IL Services are also eligible to access EG&S funding.

Emancipation Goods and Services (EG&S) are goods and services required to ensure a safe and successful case closure for youth aging out of the system and must be approved by the local DCS office or IL Specialist on a dollar for dollar basis. The state approved form must be used to request needed funding for youth. Requests for items not listed on the EG&S form require pre-approval from the IL Specialist. The signature of the DCS Local Office Director or designee on the approved form provides approval for expenditure of the funds as does the emailed form with the email cover sheet attached to the form that was received from the DCS Director or designee. **DCS will not reimburse taxes paid on items purchased through EG&S.**

For youth receiving Chafee Voluntary IL Services: The EG&S form is to be signed by the IL Specialist serving the county in the region where the youth resides.

Note: This expenditure must be determined based on the specific needs of each youth, not on the amount available.

Room and Board:
Foster youth must have turned 18 years of age while in foster care or a Collaborative Care placement and they cannot have an open CHINS or JD/JS case. This includes:

- Youth who move directly from foster care or a Collaborative Care placement into their own housing at age 18 up to age 21.
- Youth who leave care voluntarily at age 18 without accepting assistance but return prior to turning age 21.

Room and Board (R&B) expenses are considered as security deposits, rent, utility deposits and utilities. Utilities are limited to electric, gas, water and sewage. These funds are contingent upon availability as well as verification of the youth's eligibility for voluntary services by the IL Specialists. Room and board payments include a maximum lifetime cap of $3,000 for assistance up to age 21. Youth may access this assistance as long as they continue to participate in case management services and receive SSI (Supplement Security Income through Social Security) or participate in a full or part time schedule of work (or are actively seeking employment) until the $3,000 limit is exhausted. While receiving room and board funds, youth are expected to make incremental payments toward their own housing and utility expenses beginning in the third month of assistance and should be prepared to accept full responsibility by the sixth month unless there are extenuating circumstances. In cases where the youth is unable to accept full responsibility for their rent in the sixth month, approval must be received from the DCS IL Specialist to allow payment beyond the fifth month. Requests for an extension of this capped amount will be considered on a case-by-case basis by DCS Older Youth Initiatives Manager or designee, based on availability of funds. Room and Board payments will only be made through a contracted service provider who is providing independent living case management services to the youth.

Youth receiving room and board assistance and planning to attend a post-secondary institution may access room and board funds to obtain off-campus housing prior to beginning their post-secondary program. Deposits for housing on campus may be made through Emancipation Goods and Services funding. Education and Training Voucher (ETV) funds are available for housing for youth attending post-secondary institutions. Those attending school full time or part time may access the ETV Program at www.indiananetv.org. If eligible for ETV funds, housing assistance must be accessed through this program and not Room and Board.

Housing Options:
Potential housing options for youth accessing Voluntary IL services may include host homes with foster families, relatives other than biological or adoptive parents, or other adults willing to allow the youth to reside in their home with or without compensation. [This setting does not require the same responsibilities provided by the host home adult as the Host Home placement type in Collaborative Care.] Other housing options may include youth shelters, shared housing, single room occupancy, boarding houses, semi-supervised apartments, their own apartments, subsidized housing, scattered site apartments, and transitional group homes.

Room and Board financial assistance must be reported through the NYTD web portal during the reporting period corresponding to disbursement of these funds. This service element is reported as "Room and Board Financial Assistance" and should NEVER be marked for wards in either traditional foster care or Collaborative Care

IV. BROKER OF SERVICES MATRIX

Service providers will provide instruction or monitor that the youth receives services that include but are not limited to the following:

OUTCOME AREA: EDUCATION

Result:

- Young people acquire sufficient education, advocacy skills and training to enable them to achieve their career and life goals.
- Educational and other institutions and agencies provide opportunities, encouragement and advocacy to increase youth's achievement of educational goals.

** NYTD: reportable service elements are identified in bold font after service in "provider responsibilities". Please refer to these when submitting monthly reports through the web portal. Any questions regarding reportable service elements should be directed to the email box: dcsnytd@dcs.in.gov**

CORE COMPETENCIES	YOUTH OUTCOMES	PROVIDER RESPONSIBILITIES
Ability to succeed in school	Young people attain their educational goals and are knowledgeable about and understand the importance of: • Participating in educational activities including, but not limited to: tutoring, mentoring, extra-curricular activities, support programs, voluntary office hours with educational supports • Identifying when and if they require support services and how to seek out assistance that meets their needs • Resources for youth-specific connections for transitions (either in the educational and social community)	Assist youth in understanding different opportunities and support services and how to access those support services to aid in successful completion of educational goals. Specific activities that the provider may conduct include: • Working with the youth to identify connections for transitions between grade levels and school systems **(academic support)**. If applicable, helping the youth transition from high school to post-secondary education and/or training **(post-secondary educational support)** • Advocating to keep youth in school and in the school district that is familiar to the youth • Advocating for youth to graduate from high school, unless high school graduation is not possible • Assist youth in assessing and sustaining tutoring services **(academic support)**
Ability to explore and select the right	Young people will demonstrate knowledge of:	• Partner with the youth, using tools that can

education setting for future success	• How educational attainment links to future quality of life • Options for continuing education that will allow for the youth to gain employment within their specific areas of strengths and interest	be accessed through the school system or other reputable public access assessment resources, to assess specific strengths, needs, interests and barriers **(academic support)** • Facilitate visits to institutions of higher education, including but not limited to colleges **(post-secondary educational support)**, vocational/technical schools, beauty/barber colleges and administrative schools, apprenticeship/internship programs **(career preparation)** • Assist the youth in exploring alternatives to classroom learning such as AmeriCorps, Job Corps and military service. **(career preparation)**
Secondary or Post-secondary Education and/or Training Planning	Young people will demonstrate knowledge of: • The benefits of having future goals and ambitions during secondary education • The multiple tracks that young people can pursue during secondary education • Admission criteria to enter into post-secondary education and/or training program of choice Young people will competency in: • Planning their curriculum and scheduling • Planning secondary education opportunities to meet short and long term goals • Applying to post-secondary education and/or a training program of choice	• Expose youth to available educational opportunities **(post-secondary educational support, career preparation)** • Provide education regarding the benefits of continuing education and/or training **(post-secondary educational support)** • Refer the youth to post-secondary support programs, if applicable **(post-secondary educational support)**
Awareness of Financial Support for Post-secondary Education	Young people will demonstrate knowledge of: • Identifying sources of financial assistance, including but not limited to: FAFSA, ETV, and 21st Century Scholars • Determining which financial assistance/scholarship programs best meet their needs Young people will competency in:	• Take youth to College Goal Sunday or another similar activity **(post-secondary educational support)** • Ensure that a Twenty-first Century Scholars application has been submitted for the youth and ensure that the name and address is up to date with the Twenty-first Century Scholar office **(post-secondary educational**

	• Accessing financial assistance	**support)** • Assist youth in accessing systems of financial support including accessing and providing information for: FAFSA, ETV and if applicable Twenty-first Century Scholars monies. **(post-secondary educational support)** • Provide education on proprietary/private schools and costs/benefits/consequences of such schools **(post-secondary educational support)**
Youth takes ownership over their education or becomes their own educational advocate	Young people will competency in: • Obtaining their educational records • Leading their educational planning	• Support the youth taking on an increasing level of responsibility over time • Assist youth with how to obtain education records **(academic support)**
Navigation of higher education system	Young people will demonstrate knowledge of: • Appropriate social skills for post-secondary education, including appropriate self disclosure and boundaries Young people will competency in: • Identifying when and if they require support services and how to seek out assistance that meets their needs • Gathering and maintaining all necessary documentation to support post-secondary education • Exploring post-secondary housing options	• Help the youth identify someone in their support network that can provide guidance and support educational goals • Provide initial support in educational planning **(post-secondary educational support, career preparation)** • Advocate for youth engagement in each step of the educational plan • Connect youth to college readiness/student services program on college campus, if available **(post-secondary educational support)** • Assist youth in identifying a supportive adult to accompany him/her to their college orientation **If the youth requests that a Older Youth Service provider attends as the supportive adult, approval must be given ahead of time from an IL Specialist**

OUTCOME AREA: EMPLOYMENT

Result:

- Young people are able to support themselves by obtaining and retaining steady employment and seek career development opportunities.

NYTD:ALL activities** listed under "Provider Responsibilities" are reportable as the NYTD service element **"Career Preparation"****

CORE COMPETENCIES	YOUTH OUTCOMES	PROVIDER RESPONSIBILITIES
Resume and Job Application Preparation	Youth will demonstrate the skills to create and maintain a working resume, cover letter, fact sheet (all information needed to complete an application or resume), and a reference list (all contact information for 3-5 individuals who can speak positively about the youth).	Assist the youth in creating and maintaining a copy of the following: • resume • cover letter • application cheat sheet • reference list • other necessary career documents based upon the youth's specific situation Assist the youth with translating how life experiences can apply to various positions and how to include such experiences in a resume.
Job Search Skills	• Youth demonstrate the basic skills to navigate the required paperwork and internet sites to search and apply for employment. • Youth will complete follow up calls/emails after turning in job applications. • Youth will show appropriate conduct when turning in job applications.	• Assist youth to maintain a job search log, including contact information for potential employers. • Assist youth in navigating how to search and apply for employment online, in person, through professional networks, at the Work One office, etc. • Give opportunities to practice completing sample and real applications.
Professional Conduct	Youth demonstrate knowledge of: • time management • appropriate appearance	• Provide training standards of professional conduct prior to and throughout employment.

	• appropriate communication with co-workers and supervisors • appropriate workplace interaction • resigning from employment • strategic sharing • work ethic • drug screening process	• Provide training on and examples of making a good first impression and being formally evaluated. • Provide information on the actual cost of employment (uniforms, travel, etc).
Interview Skills	Youth will demonstrate knowledge of appropriate interviewing skills, including: • appearance • responses • behaviors • follow up after interview • other applicable skills based upon the youth's specific situation Youth will translate how life experiences can apply to job	• Plan and prepare youth for practice interview and arrange a practice interview, including preparing questions to ask the employer during the interview. • Provide training on and examples of appropriate interviewing skills. • Assist youth in identifying their experiences and skills and help them translate those into potential employment.
Career Exploration	• Youth will have knowledge of how their strengths and interests can lead to a career and what education is necessary to meet their goals. • Youth will have a multi-year career and educational plan. • Youth will identify short- and long-term employment goals. • Youth will understand job requirements, beyond educational credentials.	• Provide opportunities for youth to participate in credible, formal assessments and inventories to assist in identifying potential career paths. • Assist youth with a thorough exploration of their strengths, interests and abilities and how those might lead to a career or job. • Help youth identify level of education required to meet short- and long-term employment goals.
Career Development	• Youth can identify the internship and apprenticeship options available in their career field of choice. • Youth demonstrate the ability to learn from both good and bad work experiences	• Provide opportunities for youth to explore internship and apprenticeship options available in several career fields. • Provide opportunities for youth to explore positive and negative past experiences and explore lessons learned from those experiences.

OUTCOME AREA: FINANCIAL AND ASSET MANAGEMENT

Result:

- Young people will effectively manage their personal finances.

NYTD: **ALL activities listed under "Provider Responsibilities" are reportable as the NYTD service element **"Budget and Financial Management"****

CORE COMPETENCIES	YOUTH EXPECTATIONS	PROVIDER RESPONSIBILITIES
Ability to Perform Basic Banking Functions	Youth will demonstrate an understanding of the following: • Selecting a bank • Roles of bank personnel • Distinguishing between savings and checking/debit accounts and other types of accounts • Banking fees and services	• Assist youth in understanding how to navigate the banking system. • Support youth in choosing the best banking system to meet their needs.
Ability to Budget and Manage Money	Youth will demonstrate an understanding of the following: • The difference between fixed and flexible expenses • Income and how to read a pay stub • How to read and pay bills • Budgeting techniques and the importance of savings • Saving strategies • Using banking tools, such as money orders, checks, and deposit slips • Record keeping techniques, including keeping paperwork current if their income is based on public resources	• Assist youth in building financial literacy skills. • Assist youth in developing a budget based upon fixed and flexible expenses and income. • Assist youth in recognizing the differences between "needs" and "wants".
Understanding the Pros and Cons of Credit	• Youth will be aware of the benefits and consequences of using credit cards and the impact bad credit can have on their	• At age 17, assist youth in obtaining a credit report. o If a credit report is not available online

	future • Youth will know how to access and read credit reports, including the purpose of credit score • Youth will know the difference between good credit cards and bad credit cards (APR, credit limit, fees, grace period, interest rate, annual vs. initial fees, etc.) • Youth will understand the advantages and disadvantages of instant credit (i.e. RTO stores, payday advances, other scams and predatory practices)	then a paper application should be completed. o If any inaccuracies are present in the credit report, assist the youth in pursuing needed corrective actions • Assist youth in learning and understanding: o benefits and consequences of credit o credit reports and credit scores o instant credit o information about obtaining credit o consequences of predatory lending practices
Ability to File Taxes and Understand the Basics of Local, State and Federal Taxes	• Youth will know how to locate critical tax forms and be able to identify the uses for those forms • Youth will know how to read and complete common tax forms • Youth will be aware of timelines/deadlines associated with taxes and will demonstrate this knowledge • Youth will be aware of different options for completing taxes and the cost of those options • Youth will understand why we pay taxes and the use of federal, state and local taxes and sales taxes • Youth will understand the basics of payroll taxes and will know what to withhold from their paycheck • Youth will be aware of their eligibility for tax credits, if any	Assist youth in locating forms and resources, benefits and penalties associated with filing taxes, etc.

OUTCOME AREA: PHYSICAL AND MENTAL HEALTH

Result:

- Young people's physical, dental and mental health needs are met.

NYTD:ALL activities** listed under "Provider Responsibilities" are reportable as the NYTD service element **"Health Education and Risk Prevention"****

CORE COMPETENCIES	YOUTH EXPECTATIONS	PROVIDER RESPONSIBILITIES
Accessing Healthcare	• Youth will have identified providers for vision, mental health, physical and dental care • Youth will have had a medical appointment within the last year • Youth will be able to identify the consequences of missing medical appointments • Youth will demonstrate that they know about co-pays • Youth will have the knowledge and ability to seek answers to questions about healthcare coverage • Youth will know how to change medical providers	• Provide education on local vision, medical, mental health and dental health care providers and how to change health care providers if needed. • Assist youth with navigating access to medical treatment. • Educate youth about the ramifications of missing appointments. • Help the youth understand co-pays
Knowing how to obtain health history	• Youth will understand how to obtain medical records • Youth will demonstrate basic understanding of HIPAA • Youth will have a copy of their medical passport from FCM	Provide training to youth regarding: o Obtaining medical records o Reviewing medical records o Connecting with appropriate resources o HIPPA
Access to appropriate systems	• Youth will be able to voice their needs for adult DMHA, BDDS, and/or IL services according to their needs	• Educate youth regarding how to communicate with medical providers and pharmacists.

	• Youth will know how to fill prescriptions ○ Youth will understand the differences between generic and name brand prescriptions, including formulary and non-formulary for the most cost effective prescription.	• Educate youth regarding how to advocate for specific health care needs, including seeking a second opinion when they do not agree with their doctor and/or identifying medication side effects

Prevention and Maintaining a Healthy Lifestyle	• Youth will maintain a healthy lifestyle
	• Youth will understand the benefits and consequences of using emergency services vs. using a primary medical provider
	• Youth will have a full scope understanding of pregnancy, including the financial impact
		Provide education on:
		  ○ Maintaining a healthy lifestyle
		  ○ Emergency care vs. care from a primary care physician
		  ○ STD and pregnancy prevention

OUTCOME AREA: HOUSING

Result:

- Young people have and maintain safe, stable and affordable housing that allows for access to services and transportation.

NYTD: **ALL activities listed under "Provider Responsibilities" are reportable as the NYTD service element **"Housing Education and Home Management"**

CORE COMPETENCIES	YOUTH OUTCOMES	PROVIDER RESPONSIBILITIES
Understanding Available Housing Resources	Youth will understand: • Tenant and lease rules and responsibilities • How to access rent and utility subsidies • The benefits and consequences of using a payee	Provide education on: • Tenant and lease rules and responsibilities • Accessing rental and utility subsidies • Using a payee
Financial Resources	Youth will understand: • The benefits, consequences and responsibilities associated with a co-signer/roommate • How to turn on, utilize and pay for utilities • The benefits and costs of renters insurance • Credit and loan/mortgage issues associated with housing • The benefits, consequences and costs of home ownership	Provide education on: • Having a co-signer and/or roommate • Utilities • Security deposits and utility deposits • Renters insurance • Home ownership Use the wage calculator tool provided by the IHCDA to assist youth in understanding the costs associated with the different types of housing.
Homelessness Prevention	Youth will understand: • Available housing options • How to leave housing appropriately Youth will demonstrate: • The ability to handle a housing crisis, if necessary • Appropriate landlord communication	Provide education on: • Available, appropriate, and affordable housing • Vacating a housing arrangement • Handling of a housing crisis • Landlord communications Work with IHCDA to utilize the homelessness prevention curriculum: Provider will utilize

		homeless vulnerability assessment provided by the IHCDA
Housing Options	Youth will understand: • Available supportive housing options • How to locate housing using multiple methods • How to choose safe and affordable housing, including considering included utilities and amenities	Provide education on: • Supportive housing options • A variety of methods to locate housing • How to choose safe and affordable housing, including consideration of included amenities (i.e., dead bolt, windows that lock, kitchen appliances, etc.) Arrange for youth to visit an apartment or home for rent.
Housing Stability	Youth will understand: • Tenant rights and responsibilities associated with their lease • The definition of visitors, guests, household composition • Various ways to manage their utility cost and consumption • Consequences of violating lease rules • How to repair rental history • How to get housing back once lost • Home safety	Review the lease, tenant's Rights and Responsibilities with youth Encourage youth to attend apartment orientation Provide education on: • Consequences of violating lease rules • Keeping utility costs affordable • Vacating housing appropriately • Repairing rental history • Home safety

OUTCOME AREA: ACTIVITIES OF DAILY LIVING

Result:

- Young people will effectively manage their independent living/transition plan and demonstrate daily living skills.*

*There may be a portion of youth who cannot meet this full goal. Youth will achieve their fullest potential.

CORE COMPETENCIES	YOUTH OUTCOMES	PROVIDER RESPONSIBILITIES
Basic living skills	• Youth will know how to perform activities of daily living, including cooking, cleaning, doing laundry, comparison shopping, etc. • Youth will demonstrate appropriate personal hygiene	Provide resources and support to ensure youth are able to perform activities of daily living Provide opportunities for youth to practice daily living skills
Social Skills	• Youth will understand appropriate boundaries and practice strategic sharing • Youth will be aware of civic engagement opportunities and the benefits of participation • Youth will engage appropriately with peers • Youth will know healthy rules, conflict resolution and time management	Provide resources and support to youth to develop healthy social skills, including but not limited to: • Boundaries and strategic sharing • Etiquette
Have legal documents and knowledge on how to obtain documents	Youth will have in their possession their drivers license/state ID, birth certificate, social security card or other documentation that applies to youth's specific needs	Assist youth in obtaining vital records
Navigation or access to public systems and community resources	Youth will know how to locate and access the following systems: • Legal • DCS Medicaid • TANF • Food Stamps • Childcare Vouchers	Assist youth in locating and accessing the legal, Medicaid, TANF, food stamps, and child care systems, if applicable.
Health/Financial	Refer to other sections of the service standards	
Family and Healthy Relationship Education	Youth will understand: • How to avoid peer pressure	

	• Parenting skills, of applicable • Critical aspects of child development education, child care, and family planning	
Safety	Personal • Youth will be aware of surroundings • Youth will understand basic safety plans, including information that they should carry with them • Youth will always let someone know their whereabouts Household • Youth will know what to do to keep themselves safe during natural disasters. • Youth will know what to do to prevent and keep themselves safe in a fire • Youth will have functional locks to their residences and will understand the importance of keeping doors locked Internet • Youth will understand the potential hazards associated with online social networking, including appropriate and inappropriate information to share on social networking sites.	Provide basic safety education Educate youth on legal consequences related to drinking and driving Educate youth on legal rights and responsibilities, including what to do if the youth is a victim of a crime

OUTCOME AREA: YOUTH ENGAGEMENT

Result:

- Youth will have the opportunity to participate in activities that ensure they are meaningfully and actively engaged in decisions that affect them and their community

CORE COMPETENCIES	YOUTH OUTCOMES	PROVIDER RESPONSIBILITIES
Engagement on Personal Level	• Youth will demonstrate self-advocacy skills • Youth will have knowledge of court proceedings, roles of court participants, and how to self-advocate within court proceedings • Youth will demonstrate effective self-advocacy skills in multiple situations • Youth will demonstrate leadership skills and seek opportunities to apply them • Youth will be able to state the benefits of having/being an appropriate role model • Youth will demonstrate knowledge of awareness of resources	Provide education and opportunities for youth to gain self-advocacy knowledge and skills.
Engagement on Community Level	• Youth will understand the benefits of volunteering and how to locate volunteer opportunities in their own communities • Youth will recognize the value of civic engagement	Provide education and opportunities for youth to gain knowledge and skills in volunteerism and community engagement
Engagement on Youth Advocacy/Public Policy Level	• Youth will have basic knowledge of how public policies are created and the legislative processes • Youth will demonstrate that they know how to research and locate resources of interest • Youth will know how to access, influence and/or participate in Youth Advisory Board activities	Provide education and opportunities for youth to gain advocacy knowledge and skills.

V. STAFFING QUALIFICATIONS

Direct Worker
For Staffed Supported Housing:
Bachelors Degree is highly recommend OR at minimum have 3 years experience in child focus setting.

For all other programs:
Bachelor's degree in social work, psychology, sociology, or a directly related field.

Supervisor
Master's degree in social work, psychology, or other directly related human services field OR Bachelor's degree with minimum of 5 years/preferred 7years of experience in social services, case management, education in a community setting, or other relevant experience.

Supervision/consultation is to include not less than one (1) hour of face to face supervision/consultation per 20 hours of direct client services provided, nor occur less than every two (2) weeks.

Services will be conducted with behavior and language that demonstrates respect for socio-cultural values, personal goals, life-style choices, as well as complex family (biological or other) interactions; services will be delivered in a neutral valued culturally competent manner.

VI. GOALS and OUTCOME MEASURES

Goal#1
Timely provision of services to the older youth and regular, timely communication with referring worker

Outcome Measures:

- 95% of all youth that are referred will have face-to-face contact with the Older Youth Service Provider within 10 days of the referral.
- 95% of youth will have an ACLSA completed within 30 days of referral and a written service plan (IL Learning Plan) prepared with the youth, which shall be provided to the referring agent within 30 days of completion of the assessment.
- 95% of all youth will have monthly written summary reports prepared and sent to the referring worker via the NYTD web-portal. All reports must be submitted by the 10th day of the month in the approved format and submitted via the NYTD web portal or billing will not be approved.

Goal #2
DCS and youth satisfaction with services

Outcome Measures:

- DCS satisfaction will be rated 4 and above out of a possible five (5) points on the Service Satisfaction Report.
- 90% of the youth who have participated in services will rate the services "satisfactory" or above.

Goal #3
Increase the percentage of youth who have a safe and stable place to live.

Outcome Measures:
- 80% of youth receiving room and board assistance will have safe stable housing within 6 months of receiving room and board assistance.
- 95% of youth being provided Older Youth Services will have a plan for housing identified on the Transition/IL plan and/or IL Learning plan prior to case closure.

Goal #4
Increase the percentage of youth who complete/seek educational training.

Outcome Measures:
- 70% of youth who identify an educational goal will be working towards that goal as defined by the action steps in the Transition/IL plan and/or IL Learning Plan.

Goal #5
Increase the percentage of youth who have relational permanency/social capital.

Outcome Measures:
- 80% of youth will be able to identify at least one supportive relationship, by six (6) months after initiation of services.
- 85% of youth will be able to identify two (2) or more supportive relationships by the end of one (1) year of services.

Goal #6
Increase the percentage of youth who successfully enter/receive independent living services after age 18

Outcome Measures:
- 95% of the youth will receive information on Collaborative Care and Voluntary IL.

Goal #7
Increase opportunities for youth to practice decision making/problem solving skills.

Outcome Measures:
- 85% of youth will have identified responsibilities outlined in the Transition/IL Plan and/or IL Learning Plan.
- 75% of youth will participate in at least one (1) community or leadership opportunity.

Goal #8
Increase the number of youth who leave care with an active savings or Individual Development Account with available funding.

Outcome Measures:

- 80% of youth will have at least one (1) savings or IDA account with available funding prior to ending services.

VII. DOCUMENTATION REQUIREMENTS

1. Service Access

Services must be accessed through a valid DCS or Juvenile Probation referral. Referrals are valid from the start date until the end date as identified on the referral form. Providers must initiate, via a 3CM, a reauthorization for services to continue beyond the approved period.

2. Case Record Documentation

Necessary case record documentation for service eligibility for CHINS and probation youth must include:

- Authorized DCS/probation Referral
- Case Plan indicating the need for independent living services for Chafee IL Services and Chafee Voluntary IL Services
- Initial Ansell-Casey Life Skills Assessment and ongoing assessments every year during the service provision period
- Documentation of regular contact with the referred youth and the DCS
- Monthly written reports on the required form regarding the progress of the youth provided to the referral source via the NYTD we portal. This report must include the youth's full name and ICWIS number. All reports must be turned in by the 10th of the month unless otherwise specified by the referring party.

3. Quarterly Regional IL Meetings

All contracted Chafee and Collaborative Care Providers will have at least one representative present at the Quarterly Regional IL Meeting in the regions which they serve.

4. Monthly Reporting

All reports must be typed and prepared in Microsoft Word or Adobe format. Reports must detail the date and time of day spent with the youth and the goal the youth is working toward. The narrative of the report should detail what goal orientated activities occurred during the time being billed. The approved format is located on the website of the Department of Child

Services at www.in.gov/dcs. Password protected documents are not an acceptable format for report submission. The signature of the individual service provider, including the date in which the report was completed, who writes an IL report is required on all reports. A hand signature is preferable, but if the individual agency does not have the technology to provide an uploaded report with a hand signature then a typed signature will suffice. Youth signatures on monthly reports are required for auditing purposes, but are not required prior to submission into the web portal.

The National Youth in Transition Database (NYTD)

Data must be reported monthly regarding independent living services provided to youths over the age of 16. This federal and state requirement is fulfilled by service providers submitting their monthly provider reports by the 10th of the month, through the NYTD web portal, which can be accessed through the following link:
https://iposciqa.dcs.in.gov/DCS/NYTD/ProviderLogin.aspx.

When submitting monthly reports, providers are also required to mark which service elements, as defined by the federal government, were provided to every youth during a report period. The information regarding service elements that are required for Older Youth Service providers to submit are in compliance with the Chafee National Youth in Transition Database; Final Rule and all technical documents that support the information described in this rule. Providers can be assigned user names and passwords through the DCS NYTD helpdesk email (DCSNYTD@dcs.in.gov). Once providers enter the required information into the web portal and attach the monthly report, the report automatically loads into the youth specific case in the DCS case management system, as a contact. Monthly report templates, definitions and an informational webinar can be found through the following link: http://www.in.gov/dcs/2793.htm. Failure to upload monthly reports on time or through the NYTD web portal will result in the denial of all claims submitted for each reporting period missing a monthly report.

Service element descriptions can be found in two separate places:

- In the Service Standards, following the provider activity description in each outcome area, the NYTD service element is identified in (bold)
- Each of the federal service elements, definitions and examples from Indiana's Service Standards can be found by following the link: http://www.in.gov/dcs/2793.htm. Please note that not all service activities listed in Indiana's Service Standards are reportable as a NYTD service element. Additionally, some activities can be reported under two NYTD service elements. Questions regarding NYTD reporting should be directed to the email box: dcsnytd@dcs.in.gov.

VIII Sources for Citations

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Samuels, G. (2008). *A reason, a season, a lifetime: Relational permanence among young adults with foster care backgrounds.* Retrieved from http://www.chapinhall.org/sites/default/files/old_reports/415.pdf

State of Indiana

Annual Progress and Services Report

Attachment M

CFS-101 Part I for FY2013

CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV

Fiscal Year 2013, October 1, 2012 through September 30, 2013

1. State or Indian Tribal Organization (ITO): INDIANA	**2. EIN:** 36-60000158-J7	
3. Address: Department of Child Services, 402 W. Washington Street, W306 MS 08, Indianapolis, IN 46204-2739	**4. Submission:** [X] New [ ] Revision	
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds	$	6,780,063.00
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)	$	678,006.00
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.	$	6,552,150.00
a) Total Family Preservation Services	$	2,293,252.50
b) Total Family Support Services	$	1,310,430.00
c) Total Time-Limited Family Reunification Services	$	327,607.50
d) Total Adoption Promotion and Support Services	$	1,310,430.00
e) Total for Other Service Related Activities (e.g. planning)	$	655,215.00
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment)	$	655,215.00
7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)	$	413,933.00
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)	$	41,393.00
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:		
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS $0.00, PSSF $0.00, and/or MCV(States only)$0.00.		
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS $0.00, PSSF $0.00, and/or MCV(States only)$0.00.		
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)	$	555,300.00
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds	$	4,013,399.00
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	$	1,204,019.00
11. Estimated Education and Training Voucher (ETV) funds	$	1,339,235.00
12. Re-allotment of CFCIP and ETV Program Funds:		
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program	$	-
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program	$	-
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program	$	500,000.00
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program	$	200,000.00

13. Certification by State Agency and/or Indian Tribal Organization.

The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.

Signature and Title of State/Tribal Agency Official	**Signature and Title of Central Office Official**
Jerry W Payne	Robin A Degner / Controller

State of Indiana

Annual Progress and Services Report

Attachment N

CFS-101 Part II Planned Expenditures

for FY2013

CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services

State or Indian Tribal Organization (ITO): INDIANA For FFY OCTOBER 1 ,2012 TO SEPTEMBER 30, 2013

SERVICES/ACTIVITIES	TITLE IV-B (a) Subpart I CWS	TITLE IV-B (b) Subpart II PSSF	TITLE IV-B (c) Subpart II MCV *	(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV-E	(h) STATE, LOCAL, & DONATED FUNDS	(i) NUMBER TO BE Individuals	(i) NUMBER TO BE Families	(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
1.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	$ -	$ 2,293,252.50		$ -				$ 26,180,000.00			At Risk AB/NE	Statewide
2.) PROTECTIVE SERVICES	$ 4,397,400.00			$ 555,300.00				$ 86,362,012.00			Reports of AB/NE	Statewide
3.) CRISIS INTERVENTION (FAMILY PRESERVATION)	$ -	$ 1,310,430.00		$ -				$ 49,988,822.00			AB/NE	Statewide
4.)TIME-LIMITED FAMILY REUNIFICATION SERVICES	$ -	$ 327,607.50		$ -				$ 37,902,520.00			Children in Foster Care & their Families	Statewide
5.) ADOPTION PROMOTION AND SUPPORT SERVICES	$ -	$ 1,310,430.00						$ 1,621,000.00			All Elligible Children	Statewide
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)	$ -	$ 655,215.00						$ 11,677,000.00				Statewide
7.) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	$ -						$ 20,329,914.31	$ 74,141,858.00			Children in Foster Care	Statewide
(b) GROUP/INST CARE	$ -						$ 20,899,422.15	$ 145,250,153.00			Children in Foster Care	Statewide
8.) ADOPTION SUBSIDY PMTS.	$ -						$ 33,848,722.00	$ 43,511,057.00			Adoptive Children	Statewide
9.) GUARDIANSHIP ASSIST. PMTS.	$ -						$ -	$ -				Statewide
10.) INDEPENDENT LIVING SERVICES	$ -	$ -			$ 4,013,399.00		$ -	$ 811,525.00			All Elligible Children	Statewide
11.) EDUCATION AND TRAINING VOUCHERS	$ -				$ -	$ 1,338,235.00	$ -	$ 267,647.00			Children Ages 18-20	Statewide
12.) ADMINISTRATIVE COSTS	$ 678,006.00	$ 655,215.00	$ -				$ 24,356,368.48	$ 63,550,112.00				
13.) STAFF & EXTERNAL PARTNERS TRAINING	$ 580,000.00	$ -		$ -	$ -	$ -	$ 2,349,816.90	$ 1,884,030.00				
14.) FOSTER PARENT RECRUITMENT & TRAINING	$ 625,340.00	$ -		$ -			$ 235,213.68	$ 699,500.00				
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING	$ 499,317.00	$ -		$ -			$ -	$ -				
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING	$ -						$ -	$ -				
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING	$ -	$ -	$ 413,933.00				$ -	$ -				
18.) TOTAL	$ 6,780,063.00	$ 6,552,150.00	$ 413,933.00	$ 555,300.00	$ 4,013,399.00	$ 1,338,235.00	##############	$ 543,847,236.00				

*** States Only, Indian Tribes are not required to include information on these programs**

State of Indiana

Annual Progress and Services Report

Attachment O

CFS-101 Part III: Annual Expenditures for FY 2010

CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) : Fiscal Year 2010: October 1, 2009 through September 30, 2010

1. State or Indian Tribal Organization (ITO): INDIANA	2. EIN: 36-6000158-J7	3. Address: Department of Child Services, 402 W. Washington Street, W306 MS 08, Indianapolis, IN 46204-2739				
4. Submission: [X] New [ ] Revision						
Description of Funds	***Estimated Expenditures***	***Actual Expenditures***	***Number served*** *Individuals*	***Number served*** *Families*	***Population served***	***Geographic area served***
5. Total title IV-B, subpart 1 funds	$ 6,253,402.00	$ 6,253,402.00			AB/NE	Statewide, 92 Counties
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)	$ 625,340.00	$ 625,340.00				
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)	$ 7,213,920.00	$ 7,213,920.00			AB/NE Foster Children	Statewide, 92 Counties
a) Family Preservation Services	$ 2,524,872.00	$ 2,524,872.00				
b) Family Support Services	$ 1,442,784.00	$ 1,442,784.00				
c) Time-Limited Family Reunification Services	$ 360,396.00	$ 360,396.00				
d) Adoption Promotion and Support Services	$ 1,442,784.00	$ 1,442,784.00				
e) Other Service Related Activities (e.g. planning)	$ 721,392.00	$ 721,392.00				
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007)	$ 721,392.00	$ 721,392.00				
7. Total Monthly Caseworker Visit Funds (STATE ONLY)	$ 428,370.00	$ 428,370.00				
a) Administrative Costs (not to exceed 10% of MCV allotment)	$ 42,837.00	$ 42,837.00				
8. Total Chafee Foster Care Independence Program (CFCIP) funds	$ 3,559,387.00	$ 3,559,387.00				
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	$ 1,067,816.00	$ 106,816.00			Children ages 18-21	Statewide, 92 Counties
9. Total Education and Training Voucher (ETV) funds	$ 1,193,290.00	$ 1,193,290.00			Children ages 18-23	Statewide, 92 Counties
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.						
Signature and Title of State/Tribal Agency Official	***Date***	***Signature and Title of Central Office Official***				***Date***