INDIANA DEPARTMENT OF CHILD SERVICES

Quarterly Report
to
The Indiana State Budget Committee
and
The Indiana Legislative Council

Submitted by:
James W. Payne, Director
For the quarter ended
June 30, 2009

Protecting our children, families and future

Pursuant to IC 31-25-2-4, once every three months the Department of Child Services is required to submit a report to the Budget Committee and the Legislative Council that provides data and statistical information regarding caseloads of child protection workers. This report details:

1. The Department's progress in recruiting, training and retaining caseworkers
2. The methodology used to compute caseloads for each child protection worker
3. The statewide average caseloads for child protection caseworkers and whether they exceed the standards established by the Department
4. A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards
5. Recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services

1. Recruitment, Training and Retention of Family Case Managers

The Department of Child Services (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, stable homes. The greatest barrier the Agency faced was the lack of family case managers (FCMs). The General Assembly recognized this need and reacted by authorizing the hiring of 800 new FCMs over the biennium.

Recruitment

While the Agency completed the initial wave of hiring by the end of SFY 2008, this does not mean the Agency has abandoned its recruitment efforts as attrition is a very real aspect of any organization. DCS continues to look at personnel and training needs along with capacity. DCS currently has an embedded Human Resources Manager, plus four additional staff positions in the State Personnel Department assigned to support the Agency. In addition, six human resource generalists were hired for each of the DCS super regions. These generalists are located in the field offices and are the primary HR contact for each of the counties in their super region. With these resources, the recruitment and hiring process is able to continue operating smoothly.

The Human Resources Department and Field Operations staff established a process to address any ongoing hiring needs. They created a timeline to outline the necessary steps, which begins by identifying counties in need of staff and ends with the FCMs first day of work. The process takes a minimum of eleven weeks and requires interviewing a minimum of seven applicants for each position. Recruiting and interviewing are completed locally and facilitated by the field HR Generalists. The Central Office Employment and Recruiting Specialist manages the hiring process. A detailed timeline of the complete process is included in Exhibit 1. Whenever possible, more lead time is added to allow for more flexibility.

Training

Over time, DCS' training has been revised based upon the feedback of graduates. During most of fiscal year 2006, training took place over a twelve week period. Four of the twelve weeks took place in Indianapolis, with the other eight taking place in one of the regional training centers. In May 2006, the course was reduced to nine weeks of classroom work, followed by three weeks of on-the-job training. In January 2009, we again reduced classroom training days and increased on the job training for our new workers. The current 60 day new worker training now includes 35 classroom days, 15 local office based transfer of learning days, and 10 local office based on the job reinforcement days.

Additionally, when the Agency implemented new Practice Reform Skills in 2007, the new worker training was revised to incorporate some of these skills in the initial training experience. A Field Mentor Program was also implemented in 2007. This program matches a trainee with an experienced, trained, Family Case Manager in the County to provide one-on-one assistance. In collaboration with Dr. Anita Barbee from the University of Kentucky, a comprehensive Skill Assessment Scales tool was also developed to assist the Field Mentor with providing feedback to the trainee based on established, research-based competencies. This feedback provides a framework for developing additional training assistance if needed, as well as reinforcing clinically-proven best practice in the field.

Retention

Since July 1, 2005, DCS increased the total number of FCM positions by 750, from 842 to 1,592. Now that the agency has filled all of the newly created positions, the focus has shifted to managing vacancies and retaining current staff. In an effort to better capture the reasons for employee turnover, DCS developed a more comprehensive exit interview tool in November 2007. Since that time, DCS has gathered a total of 336 responses, the majority of which are from Family Case Managers. Of the employees that have responded since November 2007, approximately 43.1% indicated that they left for a better job opportunity. Of those individuals pursuing better opportunities, approximately 28.3% left for a better rate of pay, whereas 33.8% left for a different type of work and another 16.6% left due to supervision issues. Other responses included better benefits packages, better work hours, and more responsibility.

As a result of feedback received from exit interview data, DCS also began an aggressive campaign to address turnover related to a poor supervisor – employee relationship. Specifically, DCS' efforts sought to address feedback, which indicated that while most employees generally felt that they were aware of the Agency's direction and vision, the consensus was that they were not recognized for a job well-done, nor were their supervisors open to suggestions or able to

provide constructive feedback. To address these issues, DCS implemented a Practice Reform Model designed to assist in providing the skills to improve communication, feedback and teamwork at all levels. Since its implementation in the spring of 2008, we have received increased positive feedback with regard to supervisor recognition of a job well-done, openness to suggestions, and the ability to provide constructive feedback. DCS also provides a New Supervisor Training Program designed to provide new supervisors with some of the fundamental skills necessary to be successful in serving in that capacity.

In addition, DCS is partnering with Casey Family Programs to roll out two different training initiatives. All DCS Local Office Directors and Regional Managers are participating in a leadership in a time of change seminar, which will later be rolled out to all agency supervisory staff. Selected DCS supervisors, trainers, local office directors and central office representatives are participating in a train the trainer workshop focused on the role of supervisors in staff recruitment and retention, which will also be rolled out for all agency supervisory staff. The initial sessions of these trainings will conclude in July 2009 and a phased roll out for supervisory staff will begin later this year.

In December 2008, as an additional measure to address supervision issues, DCS reallocated several supervisor positions to counties which did not have full-time dedicated supervisor support. Previously, there were a number of counties in which the Family Case Manager Supervisors were “shared” between neighboring counties. In both the exit interview survey, as well as in conversations with Family Case Managers, it was expressed that this created inconsistencies and frustration among case managers. As a result, there is now dedicated supervision, in the form of either a Family Case Manager Supervisor or Local Office Director, in all 92 counties.

DCS has also been tracking turnover data for the FCM position since March 2007. An analysis of this data has indicated there has been a drop in actual FCM turnover to 16.39%, as well as a drop in negative FCM turnover to 14.55% agency wide. Negative turnover is defined as any turnover where the incumbent is no longer employed by DCS. This includes resignations, terminations, transfers to another state agency, or retirements. This information, in conjunction with the data received in the exit interview surveys, has assisted the agency with identifying and correcting geographic areas or regions with significant turnover. This information used in conjunction with the caseload data report allows the agency to anticipate where vacant positions should be reallocated to meet operational needs.

2. Caseload data

Overview

On a monthly basis, DCS gathers information to determine which counties are in the greatest need of staff. The information is gathered from Indiana's automated child welfare reporting system (ICWIS) and analyzed by the Human Resources Department and Field Operations Executive Management team. ICWIS provides information on the number of new investigations opened each month and the number of children served by the county. Local office directors confirm staffing levels, including total staff, staff in training, and staff unavailable for other reasons including leaves of absence. Based on this information, DCS uses formulas to determine which counties are in the greatest need of staff. In order to limit the inconsistencies found in self-reported numbers, DCS converted to the use of PeopleSoft-generated numbers for staffing reports effective July 1, 2008.

In recent months, DCS moved to a regionally-based organizational structure, consistent with the Regional Services Councils created by HEA 1001. The Agency is organized into eighteen regions. Each region is comprised of between one and nine counties. Following the shift to a regional based approach, DCS also shifted the focus of its Family Case Manager hiring from a county-based effort to a regional approach. Hiring FCMs on a regional basis allows the Regional Manager to allocate resources as needed. With fluctuations and spikes in caseloads, along with FCM vacancies, this process allows the Regional Manager the flexibility of assigning an FCM to another county within their Region either temporarily or on a permanent basis. FCM need for each Region is determined by using the same process outlined above, with the totals for each county within a region added together for a regional total.

Caseload Breakdown

Pursuant to IC 31-25-2-5, enacted in the spring of 2007, the Department of Child Services is required to ensure that staffing levels of family case managers are maintained so that each county has enough family case managers 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 standard represents that of the Child Welfare League of America.

Exhibit 2 shows the average number of FCMs needed to reach 12 investigations OR 17 on-going children over the past twelve months. Please note that these numbers are cyclical and vary from month to month.

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, week to week. We will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

In addition to calculating the monthly caseload statistics by average and peak, a third report was created to track the actual caseload data. This report details the actual caseloads for each county for a given month. These numbers are totaled and entered into the formula to determine the actual number of FCMs needed for that month. Exhibit 3 is a comparison graph that shows the actual number of case managers needed each month from July 2006 to July 2007 compared to the actual number of case managers needed from July 2007 to July 2008 and from July 2008 to July 2009. As represented by the graph our overall actual need is continuing a steady trend, with our total actual need for June 2009 at approximately 1550.

A new software tool was implemented to help Regional Managers monitor the FCM's 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 have remained 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 are also monitoring the number of overdue assessments or assessments that are not completed within the required timeframe. In March 2008, the number of assessments statewide was 2,932. As of June 22, 2009 there were only 92 overdue assessments. Please 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.

3. <u>Percentage of caseloads in compliance with standards.</u>

Analysis of Exhibit 2 indicates that, as of June, 2009, 88.9% or 16 of 18 regions were in compliance with the caseload averages of 12 and 17. The two regions that were not in

compliance as of June 30, 2009 were Region 10 and Region 1. Both regions ended the quarter within one staff member of meeting the 12 and 17 requirements. Caseload numbers in these regions have rised significantly so in order to address this trend, the agency has since been diverting additional statewide FCM vacancies to these regions. As of July 13, 2009 Region 1 filled eight vacancies and Region 10 filled five vacancies, thus bringing both regions over the 12 and 17 requirement. Please note: due to periodic shifts in caseloads and turnover, while individual counties may not meet the standard, the agency as a whole is in compliance with the standards set forth by the legislature.

Caseload weighting is being implemented to more accurately reflect caseloads based on the amount of work required to perform case management tasks. For example, Voluntary Informal Adjustments (IAs) typically require fewer FCM contacts with the family, less court time, and less ICWIS input than an involuntary CHINS case. In May 2009, IAs weighted at 50% of the value of a CHINS case. In addition, some abuse assessments involving out of home placements, multiple victims, or sexual abuse may require much more time and effort than what is required for a single victim of neglect. In the future, this weighting process will allow DCS to more accurately determine where resources should be deployed and will allow the Agency to implement efficiencies by specializing functions such as determining IV-E foster care eligibility, licensing foster homes, investigating institutional abuse or neglect allegations. Such tasks are handled more efficiently by selected subject matter experts who can still be used to assist in assessing abuse reports or processing ongoing cases during peak periods of activity for DCS or to cover vacancies throughout the region.

4. Plans to reduce caseloads

As of June 30th, 2008 the Department of Child Services has filled all of the new Family Case Manager positions as funded by the General Assembly for SFY 2008. The caseload projections will continue to be calculated and analyzed on a monthly basis and vacant positions will be filled as needed.

DCS was previously approved to reclassify the approximately 36 “FCM 3” positions that existed statewide in its efforts to identify additional ways to manage and reduce caseloads. The FCM 3 position is akin to an assistant case manager and restricts some of the duties that FCMs are normally required to complete such as performing assessments and being on-call. These positions were reclassified to FCM 2 positions, which will allow local offices to utilize them to handle normal FCM duties as needed. This reclassification became effective June 7, 2009.

5. Effective and Efficient Delivery of Child Protection Services

Beginning December 2005, DCS embarked upon a comprehensive practice reform initiative. It is a grass roots initiative that will teach Family Case Managers how to engage and team with families in ways the Department has never done and better equip the underlying needs of the family to be identified and addressed. We believe this approach will have significant long-term impact on positive outcomes for children and families, leading to shorter lengths of stay, faster reunification or permanence and will ultimately reduce case loads.

Through its initiatives, DCS has been building a framework for an effective and sustainable child services function and DCS is beginning to see improved outcomes which correlate to a safer environment for Indiana children. DCS is required to submit data to the federal Administration of Children and Families (ACF). For example, AFCARS (Adoption and Foster Care Analysis and Reporting System) data is submitted to ACF twice a year with data extracted from ICWIS. AFCARS reporting periods are broken down into periods *A (10-1 through 3-31)* and B *(4-1 through 9-30)* for each federal fiscal year. These scores give an indication of how states are doing compared to the expectation of the national standard, and is the baseline when getting ready for a Children and Family Services Review (CFSR).

The composites are made up of the following collective measures:

Permanency Composite 1: Made up of 4 measures taken related to scores regarding reunification in less than 12 months, media stay of children in foster care, re-entry into foster care, etc.
Permanency Composite 2: Made up of 5 measures taken related to length of stay in foster care, adoption in less than 24 months, adoption less than 12 months, etc.
Permanency Composite 3: Made up of 3 measures taken related to permanency achieved prior to 18, permanency with TPR, and emancipation
Permanency Composite 4: Made up of 3 measures taken related to less than two placements for children in care for 12, 24 and 24+ months respectively.

Indiana's performance on the composites for FY 2008 are summarized below:

Permanency Composite 1: Timeliness and Permanency of Reunification (standard: 122.6 or higher): 124.6

Permanency Composite 2: Timeliness of Adoptions (standard: 106.4 or higher): 117.2

Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time (standard: 121.7 or higher): 133.4

Permanency Composite 4: Placement Stability (standard: 101.5 or higher): 100.7

Based on these scores, Indiana exceeds the national standards on Permanency Composites 1, 2, and 3. Permanency Composite 4 (Placement Stability) seems to be steadily improving over these three years, and is not too far from meeting the national standard. Although there is still work to be done, these scores demonstrate that DCS's activities are paying off.

Exhibit 1

	Cohort #	Identify County	Training Location chosen	Pre-Screened Applicants routed to Hiring Manager	Interviews Scheduled	Position Offered	Position Accepted	Offer Letter Sent	Hotel Confirmation Complete	**Start Date**	Graduation Date
Responsibility		Candi Sexton/ Field Op's Executive Managers		Field HR	Regional Managers, County Directors	Regional Managers, County Directors, Field HR	Applicant	Field HR	Candi Sexton/ Shirley Gollmer	**Employee**	Employee
Time Frame:		Day One		**Day 1**	**Day 2 -8**	**Day 9**	**Day 16**	Day 20	*Day 23*	Day 30	Day 114
	78	15-Jul-08	Indianapolis	10-Aug	11-Aug	18-Aug	25-Aug	29-Aug	*1-Sep*	**8-Sep**	1-Dec
	79	5-Aug-08	Indianapolis	31-Aug	1-Sep	8-Sep	15-Sep	19-Sep	*22-Sep*	**29-Sep**	22-Dec
	80	26-Aug-08	Indianapolis	21-Sep	22-Sep	29-Sep	6-Oct	10-Oct	*13-Oct*	**20-Oct**	12-Jan
	81	16-Sep-08	Indianapolis	12-Oct	13-Oct	20-Oct	27-Oct	31-Oct	*3-Nov*	**10-Nov**	2-Feb
	82	7-Oct-08	Indianapolis	2-Nov	3-Nov	10-Nov	17-Nov	21-Nov	*24-Nov*	**1-Dec**	23-Feb
	83	11-Nov-08	Indianapolis	7-Dec	8-Dec	15-Dec	22-Dec	26-Dec	*29-Dec*	**5-Jan**	30-Mar
	84	2-Dec-08	Indianapolis	28-Dec	29-Dec	5-Jan	12-Jan	16-Jan	*19-Jan*	**26-Jan**	20-Apr
	85	23-Dec-08	Indianapolis	18-Jan	19-Jan	26-Jan	2-Feb	6-Feb	*9-Feb*	**16-Feb**	11-May
	86	13-Jan-09	Indianapolis	8-Feb	9-Feb	16-Feb	23-Feb	27-Feb	*2-Mar*	**9-Mar**	1-Jun
	87	3-Feb-09	Indianapolis	1-Mar	2-Mar	9-Mar	16-Mar	20-Mar	*23-Mar*	**30-Mar**	22-Jun
	88	25-Feb-08	Indianapolis	22-Mar	23-Mar	30-Mar	6-Apr	10-Apr	*13-Apr*	**20-Apr**	13-Jul
	89	17-Mar-09	Indianapolis	12-Apr	13-Apr	20-Apr	27-Apr	1-May	*4-May*	**11-May**	3-Aug
	90	7-Apr-09	Indianapolis	3-May	4-May	11-May	18-May	22-May	*25-May*	**1-Jun**	24-Aug
	91	28-Apr-09	Indianapolis	24-May	25-May	1-Jun	8-Jun	12-Jun	*15-Jun*	**22-Jun**	14-Sep
	92	19-May-08	Indianapolis	14-Jun	15-Jun	22-Jun	29-Jun	3-Jul	*6-Jul*	**13-Jul**	5-Oct
	93	9-Jun	Indianapolis	5-Jul	6-Jul	13-Jul	20-Jul	24-Jul	27-Jul	**3-Aug**	26-Oct
	94	30-Jun	Indianapolis	26-Jul	27-Jul	3-Aug	10-Aug	14-Aug	17-Aug	**24-Aug**	16-Nov
	95	21-Jul	Indianapolis	16-Aug	17-Aug	24-Aug	31-Aug	4-Sep	7-Sep	**14-Sep**	7-Dec
	96	11-Aug	Indianapolis	6-Sep	7-Sep	14-Sep	21-Sep	25-Sep	28-Sep	**5-Oct**	28-Dec
	97	1-Sep	Indianapolis	27-Sep	28-Sep	5-Oct	12-Oct	16-Oct	19-Oct	**26-Oct**	18-Jan
	98	22-Sep	Indianapolis	18-Oct	19-Oct	26-Oct	2-Nov	6-Nov	9-Nov	**16-Nov**	8-Feb
	99	13-Oct	Indianapolis	8-Nov	9-Nov	16-Nov	23-Nov	27-Nov	30-Nov	**7-Dec**	1-Mar
	100	3-Nov	Indianapolis	29-Nov	30-Nov	7-Dec	14-Dec	18-Dec	21-Dec	**28-Dec**	22-Mar

Verified Graduation Dates
12/5/2008
12/30/2008
1/21/2009
2/10/2009
2/27/2009

Exhibit 2

Region	County	12/17 FCM Projected Need	Current FCM's	12/17 FCM Need	FCM % Attained
1	Lake	150	149	1	99.33%
2	Jasper	3	4	-1	133.33%
2	Laporte	13	17	-4	130.77%
2	Newton	4	4	0	100.00%
2	Porter	19	20	-1	105.26%
2	Pulaski	2	4	-2	200.00%
2	Starke	6	7	-1	116.67%
3	Elkhart	41	43	-2	104.88%
3	Kosciusko	9	9	0	100.00%
3	Marshall	9	10	-1	111.11%
3	Saint Joseph	73	71	2	97.26%
4	Adams	5	5	0	100.00%
4	Allen	99	103	-4	104.04%
4	Dekalb	13	12	1	92.31%
4	Huntington	5	8	-3	160.00%
4	LaGrange	6	8	-2	133.33%
4	Noble	9	9	0	100.00%
4	Steuben	11	12	-1	109.09%
4	Wells	5	5	0	100.00%
4	Whitley	3	3	0	100.00%
5	Benton	2	3	0	126.19%
5	Carroll	1	2	-1	200.00%
5	Clinton	6	7	-1	116.67%
5	Fountain	6	5	1	83.33%
5	Tippecanoe	32	35	-3	109.38%
5	Warren	1	2	-1	200.00%
5	White	4	5	-1	125.00%
6	Cass	5	6	-1	110.87%
6	Fulton	5	6	-1	115.36%
6	Howard	14	16	-2	114.29%
6	Miami	9	8	1	88.89%
6	Wabash	5	6	-1	120.00%
7	Blackford	3	3	0	100.00%
7	Delaware	27	31	-4	114.81%
7	Grant	15	17	-2	113.33%
7	Jay	3	3	0	100.00%
7	Randolph	5	4	1	80.00%
8	Clay	3	3	0	100.00%
8	Parke	2	2	0	100.00%
8	Sullivan	3	4	-1	120.53%
8	Vermillion	3	4	-1	133.33%
8	Vigo	21	25	-4	119.05%
9	Boone	8	8	0	100.00%

Region	County	12/17 FCM Projected Need	Current FCM's	12/17 FCM Need	FCM % Attained
9	Hendricks	12	11	1	91.67%
9	Montgomery	12	14	-2	116.67%
9	Morgan	10	11	-1	110.00%
9	Putnam	7	7	0	100.00%
10	Marion	308	307	1	99.68%
11	Hamilton	15	19	-4	126.67%
11	Hancock	9	8	1	88.89%
11	Madison	34	35	-1	102.94%
11	Tipton	2	3	-1	150.00%
12	Fayette	6	10	-4	166.67%
12	Franklin	4	4	0	100.00%
12	Henry	12	15	-3	125.00%
12	Rush	5	6	-1	120.00%
12	Union	2	3	-1	150.00%
12	Wayne	17	21	-4	123.53%
13	Brown	3	4	0	134.65%
13	Greene	8	9	-1	112.50%
13	Lawrence	8	8	0	100.00%
13	Monroe	23	24	-1	104.35%
13	Owen	7	6	1	85.71%
14	Bartholomew	18	18	0	100.00%
14	Jackson	12	13	-1	108.33%
14	Jennings	13	13	0	100.00%
14	Johnson	15	18	-3	120.00%
14	Shelby	8	9	-1	112.50%
15	Dearborn	12	13	-1	108.33%
15	Decatur	9	8	-1	88.89%
15	Jefferson	10	13	-3	130.00%
15	Ohio	1	2	-1	200.00%
15	Ripley	9	9	0	100.00%
15	Switzerland	3	4	-1	133.33%
16	Gibson	8	8	-1	100.00%
16	Knox	16	16	0	100.00%
16	Pike	4	4	0	100.00%
16	Posey	5	6	-1	113.86%
16	Vanderburgh	43	45	-2	104.65%
16	Warrick	8	9	-1	112.50%
17	Crawford	5	6	0	120.00%
17	Daviess	7	7	0	100.00%
17	Dubois	4	5	-1	125.00%
17	Martin	3	4	-1	133.33%
17	Orange	4	5	-1	125.00%
17	Perry	5	6	-1	120.00%
17	Spencer	2	3	-1	150.00%
18	Clark	28	30	-2	107.14%

Projected FCM Staffing Needs

Region	County	12/17 FCM Projected Need	Current FCM's	12/17 FCM Need	FCM % Attained
18	Floyd	11	13	-2	115.20%
18	Harrison	7	11	-3	157.14%
18	Scott	14	15	-1	107.14%
18	Washington	5	7	-2	140.00%
State Wide Total		**1463**	**1553**	**-90**	**106.16%**

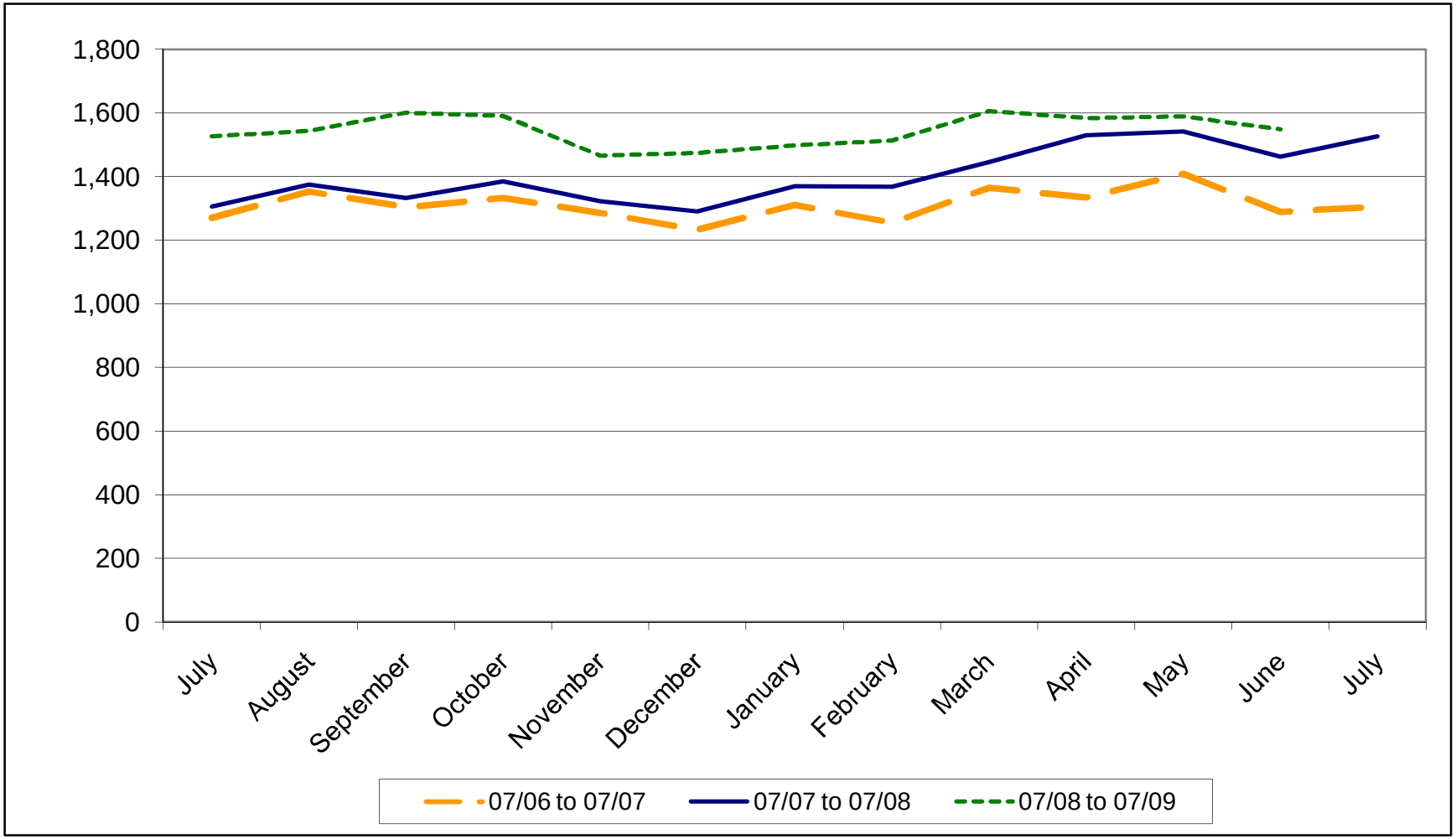
Department of Child Services
Statewide Monthly Caseload Information
From July 2006 to July 2009

Month	New Investigations	CHINS	SRA	IA	Needed
July 2006	4184	13114	817	1736	1270.255
August 2006	5162	13105	809	1785	1353.637
September 2006	4456	13201	795	1861	1304.098
October 2006	4917	13101	763	1836	1333.279
November 2006	4376	13042	769	1854	1286.137
December 2006	3860	12952	689	1859	1233.431
January 2007	4826	12871	739	1845	1311.284
February 2007	4243	12866	704	1773	1256.113
March 2007	5476	12975	686	1788	1365.098
April 2007	5064	13068	638	1814	1334.941
May 2007	5868	13143	583	1904	1408.412
June 2007	4418	13158	490	1997	1288.461
July 2007	4658	13218	397	1976	1305.284
August 2007	5509	13251	294	2037	1375.672
September 2007	4997	13320	195	2079	1333.711
October 2007	5533	13474	105	2138	1385.613
November 2007	4851	13443	51	2127	1323.132
December 2007	4387	13516	17	2198	1290.936
January 2008	5294	13522	0	2269	1370.049
February 2008	5266	13519	0	2292	1368.892
March 2008	5963	13737	0	2381	1445.034
April 2008	6689	13904	0	2641	1530.652
May 2008	6450	14211	0	2861	1541.735
June 2008	5349	14355	2	2936	1462.985
July 2008	5993	14525	0	2934	1526.417
August 2008	6119	14581	0	2990	1543.505
September 2008	6645	14796	0	2992	1600.103
October 2008	6381	15025	2	2956	1589.574
November 2008	4911	15000	2	2947	1465.074
December 2008	5091	14854	0	2981	1473.368
January 2009	5502	14700	1	2955	1497.088
February 2009	5797	14561	1	2932	1512.142
March 2009	6795	14659	1	3008	1605.544
April 2009	6477	14628	0	3116	1583.515
May 2009	6406	14775	1	3152	1588.422
June 2009	5859	14931	1	3081	1547.838
July 2009					

Prepared by:
Office of Data Management
7/21/2009

Source:
ICWIS Intake Report
ICWIS CHINS JD/JS Report
ICWIS Statistcal Report by County

Department of Child Services
Comparison of Statewide Monthly Needed Caseworkers
From July 2006 to July 2009



Prepared by:
Office of Data Management
7/21/2009

Source:
ICWIS Intake Report
ICWIS CHINS JD/JS Report
ICWIS Statistcal Report by County