

# DHS - DIV OF CHILDREN & FAMILY SERVICES

## Enabling Laws

Act 20 of First Extraordinary Session of 2003  
A.C.A. §25-10-102

## History and Organization

In 1985, the 75th Arkansas General Assembly enacted Act 348 that reorganized the Department of Human Services (DHS). Included in this Act was the provision to create a Division of Children and Family Services (DCFS). This legislative action culminated several years of departmental review and legislative interest in the delivery of services to the children, youth, and families throughout the State of Arkansas.

Specifically, Act 348 combined into DCFS all functions and duties of the Division of Youth Services (DYS) as provided in Act 502 of 1977, child welfare functions of the Division of Social Services, and residential treatment services for emotionally disturbed youth previously provided by the Division of Mental Health Services (DMHS).

DCFS' target population included children, and when appropriate, families of children who were or may be at risk of being abused, neglected, exploited, dependent, delinquent, or who were experiencing serious emotional problems. In addition, DCFS served unmarried parents, children in need of substitute care, day care or supervision, and youth entering the justice system.

The service delivery system included two (2) Youth Services Centers for delinquent youth committed by the courts, an office in each county staffed with direct service worker(s), and a network of private providers supplying contracted services to the target population.

In 1993, the 70th General Assembly enacted Act 1296, which authorized the Governor to create a Division of Youth Services (DYS) with DHS. The juvenile justice functions of DCFS were transferred to the newly created DYS.

In 1997, the 81st General Assembly enacted Act 1132 which authorized the creation of the Division of Child Care and Early Childhood Education (DCC) within DHS. The daycare licensing, day care eligibility, and special nutrition functions of DCFS were transferred to the newly created division.

In 1997, the 81st General Assembly also enacted Act 1240, which authorized the formation of a family protection unit within the Arkansas State Police (ASP) to conduct child abuse investigations. The Central Intake and Special Investigation functions of DCFS were transferred to the newly created Family Protection Unit. Presently called Crimes Against Children Division of Arkansas State Police.

Act 1014 of 1997 created the Child Welfare Agency Review Board. The Board was given the authority to promulgate rules and regulations to enforce the provisions of this act. The Board was also given authority to identify and implement alternate methods of regulations and enforcement.

The Board licenses residential child welfare facilities and child placement agencies including agencies that provide foster care or adoption services.

To accomplish the mandates of Act 348, DCFS is functionally organized into four (4) major sections:

1. Office of Community Services - provides administrative and oversight activities of the direct service workers located in each county office and a statewide network of community local providers with a client advocate that provides intervention in specific matters.
2. Office of Community Support - services include foster care, adoptions, behavioral treatment units, CAPTA program managements, interstate compact, independent living, IFS/counseling, family support, central registry, day care, home studies, psychological evaluations, drug screenings/assessments and family protection. This office also provides management functions for each of these areas of service.
3. Office of Finance and Administrative Support - provides management support in the following areas - financial support, budgeting, funds management, accounts payable, contracts management, eligibility and personnel.
4. Office of Legislative Analysis, Research and Planning - provides administrative and programmatic support in areas of planning, policy development, child welfare agency licensing, professional development, quality assurance and COA accreditation.

DCFS is dedicated to the establishment of a coordinated and integrated service delivery system based on the following objectives:

- The protection of children
- Continuation and expansion of the family-centered approach to service delivery to help strengthen and maintain natural families when possible
- Development and expansion of programs including therapeutic parenting for parents of emotionally disturbed youth, therapeutic group care for emotionally/behaviorally disturbed youth, respite care for handicapped youth in foster care, cash assistance to prevent children from entering foster care, home-maker services, support groups for abuse survivors, sexual abuse victims and adoptive parents, child protective teams; therapeutic foster homes, independent living, sexual abuse treatment, health services and community based family preservation/family support systems.
- Continuing development and implementation of integrated administrative/management systems including: a comprehensive management information system, restructuring purchase of service and contracting systems, revising and publishing policy/procedure manuals, instituting a quality assurance monitoring system and enhanced training of supervisory and direct staff.

In December 2001 Arkansas DCFS applied for accreditation through the Council on Accreditation for Children and Family Services (COA) because we want to adhere to standards that will ensure that the children and families we serve receive the best child welfare practice available. We want to be able to assure the taxpayers of the state of Arkansas that we offer the best services to their children and families and that we are dedicated to continuous quality improvement.

COA accreditation is the highest standard for child welfare services. Only three state public child welfare agencies are currently accredited by COA (i.e., Illinois, Kentucky and Louisiana). Arkansas

DCFS already has eight out of ten areas and Central Office accredited. The two additional areas are expected to receive notice of accreditation in the summer of 2004. Re-accreditation efforts will begin at that time. Sufficient staffing to deliver services is key to maintaining the accreditation that DCFS and our stakeholders have worked so hard over the past two years to achieve.

In July 2001, the federal Administration for Children and Families in Health and Human Services conducted the on-site review portion of the Child and Family Service Review (CFSR) of Arkansas child welfare services, as required by Congress. Based on the report from the CFSR, which was received in 2002, DCFS and our stakeholders developed the federally mandated Program Improvement Plan (PIP), which is a plan to address issues identified in the CFSR. Development and implementation of the PIP and meeting goals outlined in the PIP are required to avoid financial penalties as a result of the CFSR. Implementation of the PIP and ability to meet the goals are dependent upon sufficient staff to implement needed changes.

During 2002 and 2003 DCFS and DHS worked with the Casey Strategic Planning Group to develop a structure for Belief Based Performance Management. General and Specific Beliefs were identified along with Outcomes, Measures, Impact Measures and Interventions for all of the Beliefs. The General and Specific Beliefs are as follows:

General Belief: Every Child Matters

- Child safety comes first
- Children deserve to thrive, not just survive
- Never give up on a child
- Children deserve a forever family

General Belief: People Need Family

- People do best in supportive families
- As family function improves, individual outcomes improve

General Belief: Strong Communities Build Strong Families

- People are best supported by their own communities
- People belong in community
- DHS can't do it alone

General Belief: Our Job Is To Empower People To Help Themselves

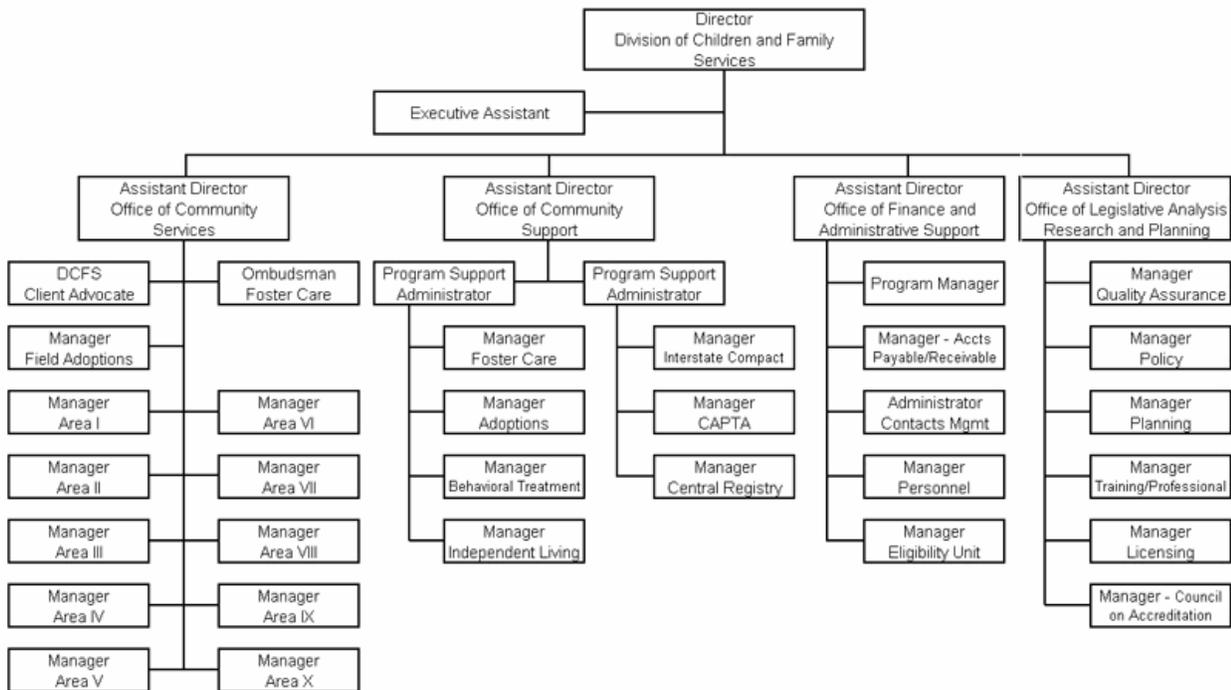
- People need skills to succeed
- Jobs empower
- We have high expectations of our contractors, our clients and ourselves
- Everyone has strengths that can be built on
- No individual or system should limit any person's potential
- Our services should promote self worth, dignity and respect

General Belief: We Have A Responsibility To Provide Services That Work

- Family centered services are most effective
- Coordinated, consistent services promote better outcomes
- Individuals and families should have access to appropriate resources

- Early and appropriate intervention promotes successful outcomes
- Actions based on continuous measurement of outcomes and promotes improved practice
- Substance abuse services are essential and will be addressed

DCFS began by looking at data we were already capturing and examining key outcomes by viewing them through those beliefs. In the spring of 2004, we developed our five-year Child and Family Service Plan, which is required for federal funding, based on these beliefs.



## Agency Commentary

The Division of Children and Family Services (DCFS) is committed to child protection and family preservation. Every child is entitled to grow up in a permanent family. The primary and preferred way of achieving this goal is to provide families experiencing turmoil with services to prevent the need to place children outside their homes. The Division recognizes that there are a limited number of situations when children cannot safely remain at home and must be separated from their family. The Division strives to preserve and strengthen the child's family ties when it is in the best interest of the child, and to protect the child by considering the child's health and safety as the paramount concern in determining whether or not to remove the child from the home. When a child must be separated from the family, DCFS will provide a healthy and safe environment and will make appropriate and timely efforts to provide services to reunite the family. DCFS will provide appropriate permanent homes for children who cannot be reunited with their families.

Our mission is to:

1. Protect children;
2. Maintain families, if this is appropriate, with the child's health and safety always considered paramount;
3. Provide quality services within available resources which enable families to maximize their

- potential and increase their abilities;
- 4. Preserve and enhance human dignity and worth;
- 5. Prevent or reduce the need for services.

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#### Every Child Matters

- Child safety comes first
- Children deserve to thrive, not just survive
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- Children deserve a forever family

#### People Need Family

- People do best in supportive families
- As family function improves, individual outcomes improve

#### Strong Communities Build Strong Families

- People are best supported by their own communities
- People belong in community
- DHS can't do it alone

#### Our Job Is To Empower People To Help Themselves

- People need skills to succeed
- Jobs empower
- We have high expectations of our contractors, our clients and ourselves
- Everyone has strengths that can be built on
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Children and Family Services (COA) because we want to adhere to standards that will ensure that the children and families we serve receive the best child welfare practice available. We want to be able to assure the taxpayers of the state of Arkansas that we offer the best services to their children and families and that we are dedicated to continuous quality improvement.

COA is an international, independent not-for-profit child and family service accrediting organization that accredits nearly 1,200 public and private organizations in the United State and Canada. COA promotes standards; champions quality services for children, youth and families; and advocates for the value of accreditation, as demonstrated by:

- developing standards of best practice
- developing a program of provider accreditation
- advocating for national and international policies that promote high-quality services
- building multicultural and multiracial insights and capacities with respect for diversity
- promoting a service focus that builds on individual and family strengths
- providing education and technical assistance programs

COA Accreditation accomplishes the following:

- Ensures that children and families receive the highest quality services
- Identifies organizations in which consumers can have confidence
- Enables organizations to receive public and private support
- Provides a solid risk-management strategy and an ongoing plan for quality improvement
- Enables organizations to meet measurement and reporting requirements of regulators
- Demonstrates accountability in management of resources
- Builds staff morale and increases program effectiveness

One standard in COA accreditation requirements is sufficient direct service staff so that services offered to consumers will be delivered in a quality manner and sufficient supervisors to support those direct service staff. The standards specify different staffing ratios for different services and require a supervisor for every 5 to 7 workers.

COA accreditation is the highest standard for child welfare services. Only three state public child welfare agencies are currently accredited by COA (i.e., Illinois, Kentucky and Louisiana). Arkansas DCFS already has eight out of ten areas and Central Office accredited. The two additional areas are expected to receive notice of accreditation in the summer of 2004. Re-accreditation efforts will begin at that time. Sufficient staffing to deliver services is key to maintaining the accreditation that DCFS and our stakeholders have worked so hard over the past two years to achieve.

To continue our mission of protecting children, preserving families and maintaining the accreditation of COA, the Division of Children and Family Services 2005-2007 Biennial Budget represents a request for unfunded appropriation above base level in 2006 of \$14,219,057 and \$17,451,974 in 2007. The Division is also requesting additional State General Revenue of \$1,116,013 in 2006 and \$2,731,289 in 2007.

The additional State General Revenue is needed to increase staffing to the 100 percent level to allow reasonable caseloads for workers and to meet the requirements of the Council of Accreditation (COA)

and allow implementation of the Program Improvement Plan (PIP). Due to a decrease in federal funding, the Division has consistently been reducing the number of staff. This was done to continue the court-mandated services along with the supportive and preventative programs. Staffing has decreased from 986 filled positions in SFY2001 to 859 filled positions in SFY 2004, which equates to a 13 percent decrease.

In July 2001, the federal Administration for Children and Families in Health and Human Services conducted the on-site review portion of the Child and Family Service Review (CFSR) of Arkansas child welfare services, as required by Congress. Based on the report from the CFSR, which was received in 2002, DCFS and our stakeholders developed the federally mandated Program Improvement Plan (PIP), which is a plan to address issues identified in the CFSR. Development and implementation of the PIP and meeting goals outlined in the PIP are required to avoid financial penalties as a result of the CFSR. Implementation of the PIP and ability to meet the goals are dependent upon sufficient staff to implement needed changes.

#### PERSONNEL REQUESTS:

The Department of Human Services (DHS), Division of Children and Family Services (DCFS) requests to reclassify three DHS/DCFS Area Manager positions, grade 24, class code 040Z, that currently are authorized as Family Service Worker Principal, grade 23, class code M011. The DCFS request will allow the ten positions functioning as Area Manager in the division to be authorized as the same job classification.

Each DHS/DCFS Area Manager works under administrative direction and is responsible for managing the operations of child welfare programs in one of ten specified geographic service areas of the state. Agency policy, as well as state and federal laws and regulations govern the position. Service areas range from the large, densely populated area of Pulaski County with five sizeable offices to areas ranging from five to eleven assigned counties each. Under the planned hierarchy, the Area Manager position will supervise the Family Service Worker Principal, a grade 23 classification designated to function as the lead supervisor in each identified county located in a given service area. (As part of the biennial budget request, DCFS seeks that fifty-six Family Service Worker Supervisor positions be reclassified to Family Service Worker County Supervisor.)

In addition to directing the activities of Family Service Worker Principal positions, the DHS/DCFS Area Manager is responsible for the supervision of professional and administrative support personnel in the area, to include interviewing applicants and recommending for hire, approving leave, making work assignments, and evaluating the work of incumbents. Other functional duties are monitoring the unit budget; reviewing, verifying, and approving unit expenditures; advising management of potential budget problems; making budget recommendations; conducting staff meetings; reviewing and interpreting policies; disseminating information and providing in-service training for staff; providing technical assistance regarding child welfare programs; reviewing reports; assisting with developing and evaluating program activities; approving and overseeing the implementation of corrective actions; receiving complaints; and conferring and coordinating with attorneys, the general public, elected officials, and state and local law enforcement officials in order to solve problems.

Reclassifying the three Family Service Worker Principal positions to the DHS/DCFS Area Manager

classification will facilitate efforts by the Division of Children and Family Services to obtain accreditation from the Council on Accreditation for Children and Family Services (COA). COA is an internationally-recognized accrediting body that promotes best-practice standards and champions quality services for children, youth, and families. In order to meet COA requirements, DCFS must comply with mandated generic and specialized standards governing all aspects of agency administration and client service delivery systems. Crucial to this effort is the establishment of an effective and efficient organizational hierarchy to reflect a logical and orderly flow of management, staff support, and direct service positions and functions. DHS/DCFS Area Managers figure prominently in activities related to achieving COA accreditation and will perform an essential role in ensuring that the division continues to maintain compliance with mandatory standards once accreditation is realized.

The Department of Human Services (DHS), Division of Children and Family Services (DCFS) requests to reclassify a total of 29 Family Service Worker Principal, grade 23, class code M011, positions to Family Service Worker County Supervisor, grade 23, class code M015. Effecting the requested reclassification of 29 positions will allow DCFS to establish an identified position to function as the lead supervisor in 25 identified counties located in 10 geographic service areas. Currently, no clear line of authority exists in these counties, with a grade 22 Family Service Worker Supervisor responsible for the direct supervision of other Family Service Worker Supervisors of the same grade but with less functional responsibility and a lower-level of decision-making authority. Five county offices are located in Pulaski County, with the other 24 offices situated in counties throughout the state.

The problem is acute in the larger counties, where the Family Service Worker Supervisor functioning as the lead county supervisor must address administrative, teamwork, and casework issues with unit supervisors of the same grade. An especially difficult situation arises when the lead Family Service Worker Supervisor must administer disciplinary or other personnel actions related to a unit-level Family Service Worker Supervisor. By instituting a Family Service Worker County Supervisor as the primary supervisor in each identified county, the described compression of positions will be eliminated and a clear delineation of supervision and authority will be established for DCFS county offices.

Each Family Service Worker County Supervisor in DCFS works under the direction of the DHS/DCFS Area Manager and has responsibility for supervising and directing Family Service Worker Supervisors, support staff, and Family Service Workers. The Family Service Worker County Supervisor also provides technical assistance and consultation on case management for all staff.

The functional duties of the Family Service Worker County Supervisor include establishing procedures, monitoring service delivery, and making suggestions for improvements; conducting training on policy, social work principles, and community networking; providing technical assistance by answering case-specific questions and providing information on resources and agency policy interpretation for subordinates; responding to complaints and questions; interviewing and recommending for hiring, monitoring performances, handling disciplinary action, completing and submitting personnel forms, and maintaining personnel records; serving as client advocate and coordinating services with providers and other agencies; developing and monitoring contracts, appropriations, expenditures, and budgets; and recruiting foster parents and community resources.

The Department of Human Services (DHS), Division of Children and Family Services (DCFS) requests a CLIP reclassification for ten Family Service Worker positions, grade 19, class code M004. DCFS seeks that these positions be reclassified to Family Service Worker Specialist, grade 20, class code M005.

Currently, an incumbent occupies five of the identified ten Family Service Worker positions, which previously have not been designated as Career Ladder Incentive Program (CLIP) positions, and the division is in the process of hiring for the remaining five positions. A review of these ten positions indicates that the involved employees will be eligible for promotion during the 2005-2007 biennium. Effecting the requested CLIP reclassification will enable DCFS to promote these individuals from Family Service Worker to Family Service Worker Specialist under the auspices of the DCFS Family Service Worker Advancement Program that function as CLIP for employees in Family Service Worker classifications. Prior to promotion, each affected employee must meet a requirement for years of experience and satisfy other mandated criteria under the promotional process for Family Service Worker classifications.

Each Family Service Worker Specialist in DCFS works under limited and indirect supervision and is responsible for providing protective, foster care, and supportive services to abused and neglected children. The Family Service Worker Specialist additionally provides guidance on direct casework services to trainees and workers and leads special projects and initiatives. The position is governed by state and federal laws and by agency policy. The functional duties of the Family Service Worker Specialist include recommending the opening of protective services, foster care, or supportive services cases and providing direct casework services for complicated, multi-problem, or severe cases; conducting home studies and assessing suspected child abuse and neglect complaints; attending and/or conducting staffings to discuss assessment findings and observations; developing, implementing, and documenting progress on case plans with specific and measurable goals, objectives, tasks, and time frames for all parties involved in the case; informally recruiting and providing guidance to foster families in support of formal recruiter-trainer activities; visiting foster parents on a regular basis to monitor progress toward case objectives; intervening in crisis situations, removing the children from the home when there is immediate threat to the child's safety/life, and arranging for temporary placement in a foster home, group home, or treatment facility; and arranging transportation services through the use of staff or volunteers and providing transport when necessary.

Other duties are preparing court reports for custody hearings, presenting expert testimony, and providing technical assistance to trainees and workers; acting as lead worker by assigning and reviewing work, training and mentoring trainees and workers, and providing input on employee evaluations; providing counseling and guidance to clients in defining their needs, issues, and courses of action, and referring clients to other professionals, agencies, services, or community resources, as appropriate to clients' problems; developing and maintaining increasingly effective working relationships with clients, law enforcement officials, medical personnel, school staff, education officials, day care personnel, foster parents, agency and private attorneys, judges, court officials, treatment facilities, and the community at large; serving as direct advocate for children and families; and serving as acting supervisor or lead staff member on projects and initiatives

As stated earlier, staffing for DCFS has decreased from 986 filled positions in SFY 2001 to 859 filled positions in SFY 2004, representing a 13 percent decrease. Foster care placements only for that

same time frame have increased 13 percent. With the projected increases in foster care and adoption placements, as indicated below, the staffing levels are inadequate to meet the needs of the children and families that the Division serves.

<u>Year</u>	<u>Foster Care</u>			<u>Growth</u>
	<u>Federal</u>	<u>State</u>	<u>Total</u>	
2001	1,204	1,657	2,861	
2002	1,176	1,909	3,085	7.83%
2003	1,229	1,869	3,098	0.42%
2004	1,570	1,662	3,232	4.33%
Budgeted 2005	1,758	1,546	3,304	2.24%
Projected 2006	1,969	1,453	3,422	3.57%
Projected 2007	2,206	1,380	3,586	4.77%

<u>Year</u>	<u>Adoption</u>			<u>Growth</u>
	<u>Federal</u>	<u>State</u>	<u>Total</u>	
2001	1,278	193	1,471	
2002	1,396	294	1,690	14.89%
2003	1,494	429	1,923	13.79%
2004	1,682	445	2,127	10.61%
Budgeted 2005	1,887	462	2,349	10.43%
Projected 2006	2,117	479	2,596	10.54%
Projected 2007	2,376	497	2,872	10.64%

<u>Year</u>	<u>Total</u>			<u>Growth</u>
	<u>Federal</u>	<u>State</u>	<u>Total</u>	
2001	2,482	1,850	4,332	
2002	2,572	2,203	4,775	10.23%
2003	2,723	2,298	5,021	5.15%
2004	3,252	2,107	5,359	6.73%
Budgeted 2005	3,646	2,008	5,653	5.49%
Projected 2006	4,087	1,932	6,019	6.46%
Projected 2007	4,582	1,877	6,458	7.30%

Actual data source for 2001 - 2004: Children's Reporting and Information System (CHRIS)

With the inadequate staffing levels, the Division is at risk of being held by the courts "as no reasonable efforts being shown" which would jeopardize the current funding that we have due to penalties and the inability to access federal dollars. The Worker Caseload Report for April 2004 reflects the following caseload by worker by area:

Area 1	32.5	Area 6	28.8
Area 2	40.6	Area 7	24.3
Area 3	27.2	Area 8	18.4
Area 4	19.0	Area 9	19.5
Area 5	24.8	Area 10	15.5

The standards for staffing for COA are the following: Foster Care - 18 children; Family Centered Case Work - 12 or fewer families; Investigations - 15 children; Intensive Child Protection Service - 15 children and Kinship Care - 12 to 15 children. In addition to meeting the needs of the children and families, the additional staffing will enable the Division to recruit and retain staff. Currently, the turnover rate for Family Service Workers is 25 percent or 1 out of every 4 workers. The additional request for 2007 will allow for the funding and appropriation for all direct worker positions to be filled so that the needs of the increasing number of children and families can be met by the Division.

The Division is requesting additional appropriation in 2006 and 2007. The additional appropriation will allow for the following:

Foster Board Payments (Federal and State):

The Summary of Foster Board/Adoption Subsidy Payment report reflects that Federal Foster Care placements are projected to increase at an average of 12 percent each year. The projection is based on a conservative approach. When reviewing the report, the data indicates that the growth from 2002 to 2003 was 6.63 percent and from 2003 to 2004 had increased by 27.68 percent. The Division does not anticipate the growth of 27.68 percent to remain the projection over the next several years, therefore, took a conservative approach with a projected growth rate of 12 percent. The increase from 2003 to 2004 is a result of more children being determined IV-E eligible. The Division brought the Eligibility services in-house over a year ago with the anticipation that more children would be determined IV-E eligible. The process is more defined and monitors are in place to ensure that children meet the eligibility requirements.

The Summary of Foster Board/Adoption Subsidy Payment report reflects that State Foster Care placements are declining at an average of 7 percent each year. This is a result of more children being determined IV-E eligible.

The standard foster board rates are as follows: 0-5 years of age \$400; 6-11 years of age \$425.00; 12-14 years of age \$450.00; and 15-18 years of age \$475.00. It should be noted that our standard board rates have not increased in the last 6 years.

<u>Year</u>	<u>Federal Foster Care</u>			
	<u>Dollars</u>	<u>Growth</u>	<u>Placements</u>	<u>Growth</u>
2001	5,302,068		1,204	
2002	5,231,293	-1.33%	1,176	-2.33%
2003	5,578,315	6.63%	1,229	4.51%
2004	7,122,420	27.68%	1,570	27.75%
Budgeted 2005	7,977,110	12.00%	1,758	12.00%
Projected 2006	8,934,364	12.00%	1,969	12.00%
Projected 2007	10,006,487	12.00%	2,206	12.00%

<u>Year</u>	<u>State Foster Care</u>			
	<u>Dollars</u>	<u>Growth</u>	<u>Placements</u>	<u>Growth</u>
2001	6,631,165		1,657	

2002	7,442,705	12.24%	1,909	15.21%
2003	7,093,730	-4.69%	1,869	-2.10%
2004	6,206,472	-12.51%	1,662	-11.08%
Budgeted 2005	5,675,459	-8.56%	1,546	-6.98%
Projected 2006	5,334,931	-6.00%	1,453	-6.02%
Projected 2007	5,041,510	-5.50%	1,380	-5.02%

#### ADOPTION SUBSIDY PAYMENTS (Federal and State):

The Summary of Foster Board/Adoption Subsidy Payment report reflects that Federal Adoption Placements increased 13.11 percent from 2003 to 2004. The projected annual growth rate is 12 percent.

The State pays four types of adoption subsidies -- non-recurring, legal, maintenance and special subsidy. Except for legal subsidies, the child must meet certain eligibility requirements. Non-recurring covers one-time costs associated primarily with pre-placement activities such as transportation, meals, etc. Special subsidy is to pay for services such as tutoring or orthodontic work for the adopted child (very rare and extremely limited in use). Maintenance is the monthly payment, similar to the foster board payment that is paid to the adoptive family every month for the care of the child until the child reaches age 18. To be eligible for any subsidy, the child must be determined to be special needs according to the Division's approved criteria. Special needs children are defined as: A child of any age or race who is documented to have a severe medical or psychological condition that requires on-going treatment or rehabilitation; a member of a sibling group of three or more being placed together (regardless of race or age); a single, healthy minority child over the age of 2 or a single, healthy Caucasian child over the age of 9.

Our adoption subsidy roles are steadily increasing due to an increase of almost one third in our foster care population in the last five years and the impact of Adoption and Safe Families Act (ASFA) which requires that children be moved quickly toward permanency and not allowed to languish in foster care. The standard board rates for adoption subsidies are the same as for foster care and they to have not increased in the last 6 years.

<u>Year</u>	<u>Dollars</u>	<u>Federal Adoption</u>		
		<u>Growth</u>	<u>Placements</u>	<u>Growth</u>
2001	6,643,166		1,278	
2002	7,517,526	13.16%	1,396	9.23%
2003	8,165,565	8.62%	1,494	7.02%
2004	9,236,087	13.11%	1,682	12.58%
Budgeted 2005	10,251,840	11.00%	1,887	12.20%
Projected 2006	11,481,036	11.99%	2,117	12.20%
Projected 2007	12,856,464	11.98%	2,376	12.20%

#### State Adoption

<u>Year</u>	<u>Dollars</u>	<u>Growth</u>	<u>Placements</u>	<u>Growth</u>
2001	1,006,937		193	
2002	1,616,886	60.57%	294	52.33%
2003	2,357,555	45.81%	429	45.92%
2004	2,442,110	3.59%	445	3.73%
Budgeted 2005	2,529,900	3.59%	462	3.73%
Projected 2006	2,620,723	3.59%	479	3.73%
Projected 2007	2,714,807	3.59%	497	3.73%

**CONTRACT SERVICES:**

This is an area in which there has been significant change over the past several years. Although the need for increased services is part of our Children and Family Service Review (CSFR) Statewide Assessment and Program Improvement Plan (PIP), contracts and professional services have been dramatically reduced due to the loss in federal funding.

Contract Services include the following categories:

Court Mandated/Critical:	Preventive/Supportive
Sex Offender Program	Adoption Services
Comprehensive Medical	Family Resource Centers
Counseling Services	Fatherhood Initiatives
Developmental Disabilities Services	Foster Parent Services
Emergency Shelter	Human Service Workers in Schools
Intensive Family Services	Parenting from Prison
Home Studies	
Residential Treatment Services	Training
Respite Care Service	Quality Assurance
Therapeutic Foster Care	Child Abuse Commission and
Psychological Evaluations	Citizens Review Panel

With the growth being experienced in foster care, these services are currently not at the level to meet the needs. From 2000 - 2004, the number of children entering foster care has increased by 13 percent. Please note the chart below showing the reasons why children are placed into care.

**Reasons Children were Placed into Care**

Reason	SFY2000	SFY2001	SFY2002	SFY2003	SFY2004
Neglect	1,147	1,008	1,110	1,231	1,390
Substance Abuse	461	444	547	516	570
Physical Abuse	499	401	480	447	488
Child's Behavior	485	421	460	440	419
Abandonment	374	326	293	279	294
Inadequate Housing	348	329	419	359	522
Caretaker Illness	309	286	328	359	413
Sexual Abuse	306	262	301	293	314
Parent Incarceration	321	277	322	342	415

Truancy	95	90	95	110	124
Child's Disability	40	40	49	44	47
Parent Death	28	24	20	17	21
Sex Offender	28	37	45	44	42
Relinquishment	67	52	51	38	36
Other	13	270	253	139	118
Total *	4,521	4,267	4,773	4,658	5,213

\* There are more reasons for entry than children in care because a child may have more than one reason for entry. Annual data represent average of quarterly data.

The increase is needed to restore the contract reductions that were taken in SFY 2005 along with the restoration of programs terminated in SFY 2005 as a result of loss in federal funding and to restore to the level needed to meet the needs of the children and to meet the court mandates that are received. Of the approximate 3,300 children in foster care monthly, 39 percent of the children are placed in one of the residential setting mentioned as a court mandated/critical service.

This increase will allow the Division to meet the needs of the children and to meet the court mandates that are received.

**OPERATING EXPENSES:**

This will allow for the additional travel reimbursement/gas expense that is anticipated due to the increase in staffing levels needed to adequately meet the needs of the children and families and to cover the anticipated travel reimbursement to foster parents due to the increase of children coming into foster care.

**TRAVEL/CONFERENCE FEES:**

This is necessary for staff to have training that will allow them to stay current with regulations and best practices. It will also allow them the ability to network with other peers to see how they are doing certain functions and ways in which they may have found to maximize the use of federal funds. The Division's PIP plan also includes mandates for staff training.

**CAPITAL:**

DCFS currently has 29 cars to cover the 10 areas of the state. The majority of this funding would allow DCFS to purchase new vehicles to be used throughout the state. Many of the state cars that DCFS has are not dependable. Our workers are required to go out at all of hours of the day and to many secluded areas of the state to remove children and/or to investigate. Even though staff has cell phones, they often travel to areas in which their cell phones do not work or the service is intermittent. For the safety of our workers and the children that they serve, newer or more dependable vehicles are needed.

DCFS has not replaced its computer systems in over 3 years. Less than 5 percent of the Division systems are currently under warranty. This funding would allow the Division to replace a third of its existing inventory each year as defined in the technology plan. This will ensure that the Division has systems that will continue to meet the demands of technology and updates.

## Audit Findings

DIVISION OF LEGISLATIVE AUDIT  
AUDIT OF :  
DEPARTMENT OF HUMAN SERVICES  
FOR THE YEAR ENDED JUNE 30, 2002

Findings

Recommendations

Audit findings are reported under the DHS-Director's Office/Office of Chief Counsel on page 3.

## Publications

### A.C.A 25-1-204

Name	Statutory Authorization	Required for		# Of Copies	Reason (s) for Continued Publication and Distribution
		Governor	General Assembly		
Arkansas Child Welfare Report Card	Act 1222 of 1995	N	Y	200	AR Child Welfare Public Accountability Act Mandated
Compliance Outcome Report	COR	N	N	500	Continuation monitoring objectives of Angela R Settlement
Impact on Welfare Reform	Act 1058 of 1997	N	N	100	Welfare Reform Act
Intensive Family Services	Act 1025 of 1991	N	N	50	Arkansas Family Preservation Services Program Act
Quarterly Performance Report	Act 1222 of 1995	N	Y	200	AR Child Welfare Public Accountability Act Mandated

## Department Appropriation / Program Summary

Appropriation / Program	Historical Data						Agency Request and Executive Recommendation							
	2003-2004		2004-2005		2004-2005		2005-2006				2006-2007			
	Actual	Pos	Budget	Pos	Authorized	Pos	Agency	Pos	Executive	Pos	Agency	Pos	Executive	Pos
0710P28 Fiscal Admin/Policy/Plng	14,828,792	94	17,004,838	100	18,771,746	109	19,975,343	109	19,918,936	109	21,616,083	109	21,503,269	109
0710P29 Child Protection/Family Spt	35,851,278	931	38,439,373	876	42,248,716	992	45,079,285	992	45,059,039	992	46,307,293	992	46,287,047	992
0710P30 Foster Care/Adoption Svcs	38,898,331	0	36,755,604	0	38,670,193	0	45,574,004	0	45,574,004	0	49,041,397	0	49,041,397	0
<b>Total</b>	<b>89,578,401</b>	<b>1,025</b>	<b>92,199,815</b>	<b>976</b>	<b>99,690,655</b>	<b>1,101</b>	<b>110,628,632</b>	<b>1,101</b>	<b>110,551,979</b>	<b>1,101</b>	<b>116,964,773</b>	<b>1,101</b>	<b>116,831,713</b>	<b>1,101</b>

Funding Sources		%		%		%		%		%		%	
General Revenue	4000010	39,569,687	44.2	39,569,687	42.9	41,213,656	42.7	40,597,643	42.7	43,179,634	43.4	40,948,345	42.6
Federal Revenue	4000020	42,023,444	46.9	54,179,153	58.8	56,744,944	58.9	55,928,369	58.9	57,882,190	58.2	56,649,844	59.0
Reallocation of Resources	4000410	1,211,866	1.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Transfer to Medicaid Match	4000660	(175,518)	(0.2)	(500,000)	(0.5)	(500,000)	(0.5)	(500,000)	(0.5)	(500,000)	(0.5)	(500,000)	(0.5)
Transfer to State Police	4000675	(1,211,319)	(1.4)	(1,244,025)	(1.3)	(1,244,025)	(1.3)	(1,244,025)	(1.3)	(1,244,025)	(1.3)	(1,244,025)	(1.3)
Various Program Support	4000730	8,160,241	9.1	195,000	0.1	195,000	0.2	195,000	0.2	195,000	0.2	195,000	0.2
<b>Total Funds</b>		<b>89,578,401</b>	<b>100.0</b>	<b>92,199,815</b>	<b>100.0</b>	<b>96,409,575</b>	<b>100.0</b>	<b>94,976,987</b>	<b>100.0</b>	<b>99,512,799</b>	<b>100.0</b>	<b>96,049,164</b>	<b>100.0</b>
Excess Appropriation/(Funding)		0		0		14,219,057		15,574,992		17,451,974		20,782,549	
<b>Grand Total</b>		<b>89,578,401</b>		<b>92,199,815</b>		<b>110,628,632</b>		<b>110,551,979</b>		<b>116,964,773</b>		<b>116,831,713</b>	

## **Analysis of Budget Request**

**Appropriation / Program:** 0710P28 - Fiscal Admin/Policy/Plng

**Funding Sources:** PWP-Administration Paying, DCF-Children and Family Services  
Fund Account

The Fiscal Administration, Policy and Planning Program has four (4) major sections:

- Office of Community Services - provides administrative and oversight activities of the direct service workers located in each county office and a statewide network of community local providers with a client advocate that provides intervention in specific matters.
- Office of Community Support - services include foster care, adoptions, behavioral treatment units, CAPTA program managements, interstate compact, independent living, IFS/counseling, family support, central registry, day care, home studies, psychological evaluations, drug screenings/assessments and family protection. This office also provides management functions for each of these areas of service.
- Office of Finance and Administrative Support - provides management support in the following areas - financial support, budgeting, funds management, accounts payable, contracts management, eligibility and personnel.
- Office of Legislative Analysis, Research and Planning - provides administrative and programmatic support in areas of planning, policy development, child welfare agency licensing, professional development, quality assurance and COA accreditation.

The Division had been operating under a Child Welfare Reform Federal Consent Decree until December 31, 2001. The original lawsuit (commonly known as "Angela R") was filed in 1991, alleging gross abuse and neglect of children of this State and the State's failure to protect those children. The consent decree was approved in 1994 and extended in 1999 and again in October of 2001. In December of 2001 the plaintiffs to the original lawsuit did not challenge DCFS compliance with the federal consent decree. Thus the decree ended on December 31, 2001.

Under the Agency Strategic Plan as indicated by the FY2004 year end Progress Report, the agency has met or exceeded the target for two of three key measures in this program. The IV-E eligibility processing time for recording eligibility authorizations was 38 days from entry into foster care, which was below the target of 30 days. The number of prior year audit findings repeated in subsequent audits of 0 exceeded the target of "no more than 2". The percentage of agency budget in administration and support compared to the total agency budget was 8.49%, which exceeded the target of "less than 14%".

Funding for this Program is derived from General Revenue (DCF - Children and Family Services Fund Account) and Federal Revenue.

The Agency Base Level request for this program is \$16,789,223 for FY2006 and \$16,920,921 for FY2007. Base Level for this program includes graduated salary increases of 3% to 1.5% each year over FY2005 salary levels, along with related Personal Services Matching costs for 109 Base Level positions. This includes a \$600 minimum increase for employees earning \$20,000 or below. Included in Personal Services Matching is a \$40 increase in the monthly contribution for State

employee's health insurance for a total State match of \$320 per month.

The Agency Change Level request for this program totals \$3,186,120 for FY2006 and \$4,695,162 for FY2007 in Appropriation, and is comprised of the following:

- Salary and matching appropriation of \$280,347 in FY2006 and \$287,820 in FY2007 for restoration of 9 positions that were authorized but not budgeted to allow for flexibility. Of this request, \$111,601 in FY2006 and \$273,043 in FY2007 is general revenue.
- Appropriation of \$438,500 in FY2006 and \$877,000 in FY2007 in Operating Expenses for staff and foster parent travel.
- Appropriation of \$56,407 in FY2006 and \$112,814 in FY2007 in Travel - Conference Fees for training of foster care staff.
- Appropriation of \$1,624,815 in FY2006 and \$1,847,414 in FY2007 in Professional Fees. Of this amount, \$881,667 in FY2006 and \$1,039,460 in FY2007 is for Counseling Services (court mandated services to strengthen family functions, promote reunification of families with children in placement, and to prevent unnecessary out-of-home placements) and Emergency Shelter Placements (temporary, short-term care for any child who is referred in an emergency situation, which includes children placed in emergency custody by the courts, children from whom the Division is searching for a suitable regular family foster home, and children who must be removed from a regular family foster home before another suitable family foster home is located), \$32,770 in FY2006 and \$67,103 in FY2007 is for Quality Assurance services (data collection and compilation of data used in Quarterly Performance Report and Annual Report Card), \$700,000 in FY2006 and \$719,600 in FY2007 is for University training contracts (for training of foster parents), \$4,241 in FY2006 and \$8,684 in FY2007 is for Citizen Review Panel and Fatherhood Initiative, and \$6,137 in FY2006 and \$12,567 in FY2007 is for Intensive Family Services.
- Appropriation of \$784,000 in FY2006 and \$1,568,000 in FY2007 in Capital Outlay. Of this amount, \$400,000 in FY2006 and \$800,000 in FY2007 is for replacement of vehicles. Of the Division's 28 operating vehicles, three have between 90,000 and 100,000 miles, eight have between 100,000 and 150,000 miles, and six have over 150,000 miles. The additional \$384,000 in FY2006 and \$768,000 in FY2007 is to allow the Division to replace a third of its existing inventory of computer systems each year.
- Appropriation of \$2,051 in FY2006 and \$2,114 in FY2007 for one CLIP reclassification from family service worker (grade 19) to family service worker specialist (grade 20). The reclassification will facilitate efforts by the Division to promote best-practice standards in care for children, youth, and families.

The Executive Recommendation provides for Base Level in Travel-Conference Fees each year of the biennium and for the Agency Request for restoration of positions, Regular Salaries, Extra Help, Personal Services Matching, Overtime, Operating Expenses, Professional Fees and Services, and Capital Outlay. The Executive Recommendation also provides for position reclassifications recommended by the Office of Personnel Management. Additional General Revenue funding of \$36,000 is recommended for position restorations.

## Appropriation / Program Summary

**Appropriation / Program:** 0710P28

DCFS-Fiscal Administration, Policy and Planning

**Funding Sources:**

PWP-Administration Paying, DCF-Children and Family Services Fund Account

Program Description	Program Goals
To provide administrative services for children and family services programs through the operation of four major functional sections which include: 1) Office of Community Services – provides administrative and oversight activities of the direct service workers located in each county office and a statewide network of community local providers. 2) Office of Community Support – Services include client advocacy, foster care, adoptions, behavioral treatment unit contract, CAPTA program management, interstate compact, independent living, IFS/counseling, family support, central registry, home studies, psychological evaluation, drug screenings/assessments and family protection. 3) Office of Finance and Administrative Support provides financial support, budgeting, funds management, accounts payable, day care, contracts management, and personnel. 4) Office of Legislative Analysis Research and Planning – Provides administrative and programmatic support in the areas of planning, policy development, managed care coordination, quality assurance, licensing and professional development.	1 To provide administrative support services for children and family.

Objective Code	Name	Description
25KC	Objective 1	To provide executive leadership and direction that supports the Division of Children and Family Services.
27KC	Objective 2	Community Support - To ensure that the support resources of the Division of Children and Family Services are managed and used efficiently and effectively

### Performance Measures

Objective	Key Measures		Type	Description	2004 Target Authorized / Actual	2006 Target	2007 Target
	Exec	Leg					
1	X	X	Efficiency	IV-E eligibility processing time for recording eligibility authorizations.	30 days from entry/38	29 days from entry	28 days from entry
1			Outcome	Percentage of Foster Care children with a reviewed application found to be eligible for IV-E or Title XIX funding.	76%/75%	78%	79%
1	X	X	Outcome	Number of prior year audit findings repeated in a subsequent audit.	No more than 2/0	No more than 2	No more than 1
1	X	X	Outcome	Percentage of agency key performance targets met.	65%/73%	70%	75%
1			Outcome	Number of days to enter all year-end closing entries into AASIS required for CAFR Report.		63 days	63 days

## Appropriation / Program Summary

**Appropriation / Program:** 0710P28

DCFS-Fiscal Administration, Policy and Planning

**Funding Sources:**

PWP-Administration Paying, DCF-Children and Family Services Fund Account

### Performance Measures

Objective	Key Measures		Type	Description	2004 Target Authorized / Actual	2006 Target	2007 Target
	Exec	Leg					
1			Outcome	Number of security and privacy policies promulgated by the State Executive Chief Information Officer implemented in required timeframe.		4	4
1	X	X	Effort	Percentage of agency budget in administration and support compared to the total budget.	<14%/8.49%	<14%	<14%
1			Efficiency	IV-E eligibility processing time reduction by the elimination of the manual process vs. an automated process.	30 days from entry into foster care./38	NA	NA
1			Efficiency	Agency Information Technology budget as a percent of total agency budget.	<.10%/0.73%	NA	NA
2			Outcome	Number of request for child maltreatment investigations		30,200	30,300
2			Efficiency	Average time to initiate the investigation of a complaint of a child placement facility		24 hours	24 hours
2			Output	Number of proprietary Information Technology systems maintained by agency staff or through contractual services	1/1	NA	NA
2			Outcome	Number of requests for child maltreatment reports	30,050/32,995	NA	NA
2			Outcome	Number of new placement facilities are licensed and complaints investigated.	25 issued 10 complaints Investigated/2 Issued; 6 complaints investigated	NA	NA
2			Efficiency	Average days to initiate the investigation of a complaint of a child placement facility.	24 hours/1 business day	NA	NA

## Appropriation / Program Summary

Appropriation / Program: 0710P28 Fiscal Admin/Policy/Plng  
**Authorized Program Amount 18,771,746**

### Historical Data

### Agency Request and Executive Recommendation

Commitment Item		2003-2004	2004-2005	2005-2006			2006-2007		
		Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Regular Salaries	5010000	3,122,773	3,638,937	3,755,011	3,962,044	3,962,044	3,865,059	4,078,386	4,078,386
<b>#Positions</b>		<b>94</b>	<b>100</b>	<b>100</b>	<b>109</b>	<b>109</b>	<b>100</b>	<b>109</b>	<b>109</b>
Extra Help	5010001	102,113	107,374	107,374	107,374	107,374	107,374	107,374	107,374
<b>#Extra Help</b>		<b>11</b>	<b>40</b>						
Personal Services Matching	5010003	874,307	1,084,178	1,152,489	1,227,854	1,227,854	1,174,139	1,250,746	1,250,746
Overtime	5010006	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Operating Expenses	5020002	1,672,187	2,073,558	2,073,558	2,512,058	2,512,058	2,073,558	2,950,558	2,950,558
Travel-Conference Fees	5050009	174,360	143,099	143,099	199,506	143,099	143,099	255,913	143,099
Professional Fees and Services	5060010	8,883,052	9,457,692	9,457,692	11,082,507	11,082,507	9,457,692	11,305,106	11,305,106
Capital Outlay	5120011	0	400,000	0	784,000	784,000	0	1,568,000	1,568,000
<b>Total</b>		<b>14,828,792</b>	<b>17,004,838</b>	<b>16,789,223</b>	<b>19,975,343</b>	<b>19,918,936</b>	<b>16,920,921</b>	<b>21,616,083</b>	<b>21,503,269</b>

Funding Sources									
General Revenue	4000010	5,737,049	5,489,069	5,421,483	5,533,084	5,457,483	5,465,315	5,738,358	5,501,315
Federal Revenue	4000020	6,955,099	11,455,962	11,310,362	11,458,298	11,358,083	11,398,845	11,760,786	11,446,566
Various Program Support	4000730	2,136,644	59,807	57,378	57,378	57,378	56,761	56,761	56,761
<b>Total Funding</b>		<b>14,828,792</b>	<b>17,004,838</b>	<b>16,789,223</b>	<b>17,048,760</b>	<b>16,872,944</b>	<b>16,920,921</b>	<b>17,555,905</b>	<b>17,004,642</b>
Excess Appro/(Funding)		0	0	0	2,926,583	3,045,992	0	4,060,178	4,498,627
<b>Grand Total</b>		<b>14,828,792</b>	<b>17,004,838</b>	<b>16,789,223</b>	<b>19,975,343</b>	<b>19,918,936</b>	<b>16,920,921</b>	<b>21,616,083</b>	<b>21,503,269</b>

## Objective Summary

**Objective:** 25KC DCFS-Admin-1

**Description:** To provide executive leadership and direction that supports the Division of Children and Family Services.

Commitment Item	Historical Data			Agency Request and Executive Recommendation					
	2003-2004	2004-2005	2005-2006			2006-2007			
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive	
Regular Salaries 5010000	2,067,487	2,565,918	2,643,015	2,703,004	2,703,004	2,720,108	2,781,921	2,781,921	
<b>#Positions</b>	<b>60</b>	<b>68</b>	<b>68</b>	<b>71</b>	<b>71</b>	<b>68</b>	<b>71</b>	<b>71</b>	
Extra Help 5010001	60,993	96,768	96,768	96,768	96,768	96,768	96,768	96,768	
<b>#Extra Help</b>	<b>6</b>	<b>38</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	
Personal Services Matching 5010003	566,435	763,584	809,522	832,866	832,866	824,675	848,378	848,378	
Overtime 5010006	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Operating Expenses 5020002	1,356,380	1,686,237	1,686,237	2,124,737	2,124,737	1,686,237	2,563,237	2,563,237	
Travel-Conference Fees 5050009	168,358	138,863	138,863	195,270	138,863	138,863	251,677	138,863	
Professional Fees and Services 5060010	8,277,349	9,203,619	9,203,619	10,818,056	10,818,056	9,203,619	11,029,782	11,029,782	
Capital Outlay 5120011	0	400,000	0	784,000	784,000	0	1,568,000	1,568,000	
Objective Total	12,497,002	14,954,989	14,678,024	17,654,701	17,598,294	14,770,270	19,239,763	19,126,949	

## Objective Summary

**Objective:** 27KC DCFS-Admin-2

**Description:** Community Support - To ensure that the support resources of the Division of Children and Family Services are managed and used efficiently and effectively

### Historical Data

### Agency Request and Executive Recommendation

Commitment Item		2003-2004	2004-2005	2005-2006			2006-2007		
		Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Regular Salaries	5010000	1,055,286	1,073,019	1,111,996	1,259,040	1,259,040	1,144,951	1,296,465	1,296,465
<b>#Positions</b>		<b>34</b>	<b>32</b>	<b>32</b>	<b>38</b>	<b>38</b>	<b>32</b>	<b>38</b>	<b>38</b>
Extra Help	5010001	41,120	10,606	10,606	10,606	10,606	10,606	10,606	10,606
<b>#Extra Help</b>		<b>5</b>	<b>2</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
Personal Services Matching	5010003	307,872	320,594	342,967	394,988	394,988	349,464	402,368	402,368
Operating Expenses	5020002	315,807	387,321	387,321	387,321	387,321	387,321	387,321	387,321
Travel-Conference Fees	5050009	6,002	4,236	4,236	4,236	4,236	4,236	4,236	4,236
Professional Fees and Services	5060010	605,703	254,073	254,073	264,451	264,451	254,073	275,324	275,324
Objective Total		2,331,790	2,049,849	2,111,199	2,320,642	2,320,642	2,150,651	2,376,320	2,376,320

## **Analysis of Budget Request**

**Appropriation / Program:** 0710P29 - Child Protection/Family Spt

**Funding Sources:** PWP-Administration Paying, PWE-Grants Paying

The purpose of the Child Protection and Family Support Program is to preserve and support the family unit through the provision of services that keep children in the home when possible.

Arkansas State Police has relieved DCFS from the responsibility of the maltreatment investigations of a criminal nature. Arkansas State Police also manages the Child Abuse Hotline and has civilian employees who assess child maltreatment reports. The U. S. Department of Health and Human Services, Administration for Children and Families, determined that funds for child protective services can not fund law enforcement activities. Therefore, Arkansas State Police and DCFS work under terms of a contractual agreement.

Under the Agency Strategic Plan as indicated by the FY2004 year end Progress Report, the agency has met or exceeded the target for the three key measures in this program. The percent of assessments initiated by Arkansas State Police (ASP) and DCFS within 24 or 72 hours was 85 percent, which exceeded the target of 77 percent. The percent of children remaining safely at home who have no founded maltreatment within one year after initiation of protective services was 91%, which exceeded the target of 88%. The percent of children receiving Protective Services who do not enter foster care within 12 months of initiation of service was 91%, which also exceeded the target of 88%.

Funding for this Program is derived from General Revenue (DCF - Children and Family Services Fund Account), Federal Revenue, and Various Program Support, which includes Central Registry fees and Child Support Payments.

The Agency Base Level request for this program is \$40,269,369 for FY2006 and \$41,209,848 for FY2007. Base Level for this program includes graduated salary increases of 3% to 1.5% each year over FY2005 salary levels, along with related Personal Services Matching costs for 992 Base Level positions. This includes a \$600 minimum increase for employees earning \$20,000 or below. Included in Personal Services Matching is a \$40 increase in the monthly contribution for State employee's health insurance for a total State match of \$320 per month.

The Agency Change Level request for this appropriation totals \$4,809,916 for FY2006 and \$5,097,445 for FY2007 in Appropriation, and is comprised of the following:

- Salary and matching appropriation of \$3,961,163 in FY2006 and \$4,068,628 in FY2007 for restoration of 116 positions that were authorized but not budgeted to allow for flexibility. Of this request, \$1,004,412 in FY2006 and \$2,458,246 in FY2007 is general revenue.
- Appropriation of \$821,644 in FY2006 and \$1,000,885 in FY2007 in Grants and Aid. This includes \$773,133 in FY2006 and \$901,549 in FY2007 for the following programs: Adoption Services (secure appropriate permanent families for children who cannot return to their birth parents), Family Resource Centers (community based organizations that develop and coordinate services for families to attempt to address problems that could result in foster care placements),

Court Ordered Home Studies (comprehensive evaluation of a prospective foster parent or home), Human Service Workers in the School Program, School Liaison, In Home Nursing (court ordered services for medically fragile children that are in DCFS custody), Psychological Evaluations (testing and evaluation by properly licensed mental health professional for diagnosis, treatment, and making recommendations to the Court as to mental health of a particular child), and Respite Care (temporary relief for foster parents). This request also includes \$48,511 in FY2006 and \$99,336 in FY2007 for day care payments for those children who are in foster care and are not IV-E eligible. The division allows for payment of day care for those foster parents who work. This allows the parents to continue to work and allows the Division to place more children.

- Appropriation for nine CLIP reclassifications of family service worker (grade 19) to family service worker specialist (grade 20). The reclassification will facilitate efforts by the Division to promote best-practice standards in care for children, youth, and families.
- Appropriation for 32 position reclassifications. These include reclassification of three Family Service Worker Principal positions (grade 23) to DCFS Area Manager positions (grade 24). This request will allow the ten positions functioning as Area Manager in the Division to be authorized as the same job classification. This request also includes reclassification of 29 positions from Family Service Worker Principal (grade 23) to Family Service Worker County Supervisor (grade 23). These will allow DCFS to establish an identified position to function as the lead supervisor in 25 counties located in 10 geographic service areas.

The Executive Recommendation reduces Travel-Conference Fees appropriation by \$20,245 each year of the biennium and approves the Agency Request for restoration of positions, Regular Salaries, Extra Help, Personal Services Matching, Operating Expenses, Professional Fees and Services, and Grants and Aid. The Executive Recommendation also provides for position reclassifications recommended by the Office of Personnel Management. Additional General Revenue funding of \$464,000 is recommended for position restorations.

## Appropriation / Program Summary

**Appropriation / Program:** 0710P29 DCFS- Child Protection and Family Support

**Funding Sources:** PWP-Administration Paying, PWE-Grants Paying

Program Description	Program Goals	
To preserve the family unit through the provision of services that support the family to keep children in the home when possible.	1	To preserve the family unit through the provision of services that support the family to keep children in the home when possible.

Objective Code	Name	Description
32KC	Objective 1	Provide case management services and staffing to support services to children and families served.
33KC	Objective 2	To manage contracted and provider treatment, counseling and other services offered to children and families.

### Performance Measures

Objective	Key Measures		Type	Description	2004 Target Authorized / Actual	2006 Target	2007 Target
	Exec	Leg					
1			Output	Average monthly caseload for Child maltreatment Assessments.	29/24.6	24	23
1	X	X	Outcome	Percent of assessments initiated by ASP and DCFS within 24 or 72 hours.	77%/85%	85%	87%
1			Outcome	Percentage of assessments completed within 30 days of the receipt of the report.	77%/69%	85%	86%
1	X	X	Outcome	Percent of children remaining safely at home who have no founded maltreatment within one year after initiation of protective services.	88%/91%	89%	90%
1	X	X	Outcome	Percent of children receiving Protective Services who do not enter foster care within 12 months of initiation of service.	88%/91%	90%	92%

## Appropriation / Program Summary

Appropriation / Program: 0710P29 Child Protection/Family Spt  
**Authorized Program Amount 42,248,716**

### Historical Data

### Agency Request and Executive Recommendation

Commitment Item		2003-2004	2004-2005	2005-2006			2006-2007		
		Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Regular Salaries	5010000	23,101,191	24,981,937	26,167,860	29,127,374	29,127,374	26,953,496	30,003,463	30,003,463
<b>#Positions</b>		<b>931</b>	<b>876</b>	<b>876</b>	<b>992</b>	<b>992</b>	<b>876</b>	<b>992</b>	<b>992</b>
Extra Help	5010001	123,614	134,694	134,694	134,694	134,694	134,694	134,694	134,694
<b>#Extra Help</b>		<b>14</b>	<b>25</b>						
Personal Services Matching	5010003	7,512,834	7,889,066	8,533,139	9,561,897	9,561,896	8,687,982	9,734,575	9,734,574
Overtime	5010006	6,566	0	0	0	0	0	0	0
Operating Expenses	5020002	2,736,221	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258
Travel-Conference Fees	5050009	27,696	50,245	50,245	50,245	30,000	50,245	50,245	30,000
Professional Fees and Services	5060010	150	5,372	5,372	5,372	5,372	5,372	5,372	5,372
Grants and Aid	5100004	2,318,888	2,461,801	2,461,801	3,283,445	3,283,445	2,461,801	3,462,686	3,462,686
Capital Outlay	5120011	24,118	0	0	0	0	0	0	0
<b>Total</b>		<b>35,851,278</b>	<b>38,439,373</b>	<b>40,269,369</b>	<b>45,079,285</b>	<b>45,059,039</b>	<b>41,209,848</b>	<b>46,307,293</b>	<b>46,287,047</b>

Funding Sources									
General Revenue	4000010	13,856,588	13,652,046	14,247,588	15,252,000	14,711,588	14,554,458	17,012,704	15,018,458
Federal Revenue	4000020	16,799,189	25,896,159	27,128,184	28,459,614	27,743,254	27,761,176	29,294,372	28,376,246
Reallocation of Resources	4000410	1,211,866	0	0	0	0	0	0	0
Transfer to State Police	4000675	(1,211,319)	(1,244,025)	(1,244,025)	(1,244,025)	(1,244,025)	(1,244,025)	(1,244,025)	(1,244,025)
Various Program Support	4000730	5,194,954	135,193	137,622	137,622	137,622	138,239	138,239	138,239
<b>Total Funding</b>		<b>35,851,278</b>	<b>38,439,373</b>	<b>40,269,369</b>	<b>42,605,211</b>	<b>41,348,439</b>	<b>41,209,848</b>	<b>45,201,290</b>	<b>42,288,918</b>
Excess Appro/(Funding)		0	0	0	2,474,074	3,710,600	0	1,106,003	3,998,129
<b>Grand Total</b>		<b>35,851,278</b>	<b>38,439,373</b>	<b>40,269,369</b>	<b>45,079,285</b>	<b>45,059,039</b>	<b>41,209,848</b>	<b>46,307,293</b>	<b>46,287,047</b>

## Objective Summary

**Objective:** 32KC Chld Prtc/Fmly Spt-1

**Description:** Provide case management services and staffing to support services to children and families served.

Commitment Item	Historical Data		Agency Request and Executive Recommendation					
	2003-2004	2004-2005	2005-2006			2006-2007		
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Regular Salaries 5010000	23,101,191	24,981,937	26,167,860	29,127,374	29,127,374	26,953,496	30,003,463	30,003,463
<b>#Positions</b>	<b>931</b>	<b>876</b>	<b>876</b>	<b>992</b>	<b>992</b>	<b>876</b>	<b>992</b>	<b>992</b>
Extra Help 5010001	123,614	134,694	134,694	134,694	134,694	134,694	134,694	134,694
<b>#Extra Help</b>	<b>14</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
Personal Services Matching 5010003	7,512,834	7,889,066	8,533,139	9,561,897	9,561,896	8,687,982	9,734,575	9,734,574
Overtime 5010006	6,566	0	0	0	0	0	0	0
Operating Expenses 5020002	2,736,221	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258	2,916,258
Travel-Conference Fees 5050009	27,696	50,245	50,245	50,245	30,000	50,245	50,245	30,000
Professional Fees and Services 5060010	150	5,372	5,372	5,372	5,372	5,372	5,372	5,372
Grants and Aid 5100004	310,885	1,016,999	1,016,999	1,790,132	1,790,132	1,016,999	1,918,548	1,918,548
Capital Outlay 5120011	24,118	0	0	0	0	0	0	0
Objective Total	33,843,275	36,994,571	38,824,567	43,585,972	43,565,726	39,765,046	44,763,155	44,742,909

**Objective Summary**

**Objective:** 33KC Chld Prtc/Fmly Spt-2

**Description:** To manage contracted and provider treatment, counseling and other services offered to children and families.

Commitment Item	Historical Data		Agency Request and Executive Recommendation					
	2003-2004	2004-2005	2005-2006			2006-2007		
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Grants and Aid 5100004	2,008,003	1,444,802	1,444,802	1,493,313	1,493,313	1,444,802	1,544,138	1,544,138
Objective Total	2,008,003	1,444,802	1,444,802	1,493,313	1,493,313	1,444,802	1,544,138	1,544,138

## **Analysis of Budget Request**

**Appropriation / Program:** 0710P30 - Foster Care/Adoption Srvs

**Funding Sources:** DCF-Children and Family Services Fund Account, PWE-Grants  
Paying

The major services provided by the Foster Care and Adoption Services Program include the following:

- Foster Care - placement of children in temporary home while the conditions which caused the placement away from the birth/legal family are being resolved
- Other Residential Services - targeted for children who have been diagnosed as having serious emotional, behavioral or a combination of both problems and are in need of placement and treatment.
- Adoption Services - provision of appropriate homes for children who cannot be reunited with their families.

Under the Agency Strategic Plan as indicated by the FY2004 year end Progress Report, the agency has met or exceeded the target for three of five key measures in this program for which data is available. The target for the number of times children are moved while in foster care was that 75% of children are moved less than 3 times. The Actual was 75%, which met the target. The percentage of children receiving the comprehensive medical exam within 60 days of entering care was 92%, which exceeded the target of 88%. The length of time children are in foster care (1 year or less) was 61% compared to the target of "greater than 61%". The length of time children are in foster care (1 to 2 years) was 17% compared to the target of "greater than 18%". The length of time children are in foster care (greater than 2 years) was 22% compared to the target of "greater than 21%".

Funding for this Program is derived from General Revenue (DCF - Children and Family Services Fund Account) and Federal Revenue.

The Agency Base Level request for this Program is \$36,755,604 per year.

The Agency Change Level request for this appropriation is \$8,818,400 for FY2006 and \$12,285,793 for FY2007, and includes the following:

- Appropriation of \$110,692 in FY2006 and negative \$182,729 in FY2007 due to projected decline in State Foster Care Payments as more children are found to be eligible for Federal Foster Care Payments.
- Appropriation of \$4,470,106 in FY2006 and \$5,638,763 in FY2007 for Comprehensive Residential Treatment (intensive therapeutic care in a residential treatment facility or hospital for individuals with severe emotional or behavioral problems), Sex Offender program (24 hour supervision in a sexual offender residential treatment, therapeutic foster care or comprehensive residential treatment program for youth diagnosed and/or adjudicated as a sexual offender), Residential Treatment (24 hour treatment services available up to one year for youth whose emotional and/or behavioral problems cannot be remedied in their own home), Therapeutic

Foster Care Services (intensive therapeutic care for children provided in family homes which operates within a comprehensive residential treatment system or as an adjunct to a mental health center for which a fee is paid to specifically trained foster families), Foster Parent Services, and Emergency Shelter.

- Appropriation of \$14,097 in FY2006 and \$29,886 in FY2007 for Home Studies (comprehensive evaluation of a prospective foster parent or home).
- Appropriation of \$1,816,708 in FY2006 and \$2,923,564 in FY2007 for Day Care Payments and Federal Foster Care Board Payments. Foster care board payments are made monthly to foster parents with rates that vary based on the age of the child. The total monthly stipend is a combination of individual stipends for Board and Care, Clothing, and Personal Needs. Day care payments are made due to the employment, training, or educational needs of the parents or caretaker based on eligibility.
- Appropriation of \$156,323 in FY2006 and \$250,407 in FY2007 for State Adoption Subsidy Payments and appropriation of \$2,250,474 in FY2006 and \$3,625,902 in FY2007 for Federal Adoption Subsidy Payments. Adoption subsidies are for children with special needs. They include non-recurring subsidies (for one-time costs associated with pre-placement activities such as transportation and meals), special subsidies (for services such as tutoring or orthodontic work), and maintenance subsidies (a monthly payment similar to a foster board payment that is paid to the adoptive family until the child reaches age 18), and legal subsidies.

The Executive Recommendation provides for the Agency Request.

## Appropriation / Program Summary

**Appropriation / Program:** 0710P30

DCFS-Foster Care and Adoption Services

**Funding Sources:**

DCF-Children and Family Services Fund Account, PWE-Grants Paying

Program Description	Program Goals
When children cannot safely remain at home and must be separated from the family, DCFS will provide a healthy and safe foster home placement and will make appropriate and timely efforts to provide services to reunite the family. For those children who cannot be reunited, DCFS will provide appropriate adoptive placements for children.	1 The purpose of foster care and adoption provides services that children have permanency and stability in their living situations.

Objective Code	Name	Description
40KC	Objective 1	Foster Care - Children are placed in appropriate foster care placements
41KC	Objective 2	Other Residential Services - To manage, operate and monitor the services provided to children placed in other substitute care program.
42KC	Objective 3	Adoption Services -Children placed in a safe and stable adoptive home.

### Performance Measures

Objective	Key Measures		Type	Description	2004 Target Authorized / Actual	2006 Target	2007 Target
	Exec	Leg					
1			Outcome	Foster homes recruited and approved	235/241	260	270
1			Outcome	Percent of Foster homes reevaluated annually	85%/87%	91%	92%
1			Outcome	Number of children placed in a stable foster care placement.	< 6 moves during stay/88%	<4 moves during stay	< 4 moves during stay
1	X	X	Outcome	Number of times children moved while in foster care	<3 moves/75%/75%	< 3 moves/76%	< 3 moves/77%
1			Outcome	Percentage of siblings placed together.	45% with 1 appropriate sibling/73%	70% with 1 appropriate sibling	71% with 1 appropriate sibling
1			Output	Number of average monthly number of foster care cases maintained	2,200/3,289	NA	NA
1			Output	Average foster home subsidy per child	Meet policy standard 90%/Yes	NA	NA
2			Outcome	Percentage of children receive the initial health screenings with the required time frames.	85%/84% - 24 hrs; 90% - 72 hrs	90%	92%

## Appropriation / Program Summary

**Appropriation / Program:** 0710P30

DCFS-Foster Care and Adoption Services

**Funding Sources:**

DCF-Children and Family Services Fund Account, PWE-Grants Paying

### Performance Measures

Objective	Key Measures		Type	Description	2004 Target Authorized / Actual	2006 Target	2007 Target
	Exec	Leg					
2	X	X	Outcome	Percentages of children receive the comprehensive medical exam within 60 days of entering care.	88%/92%	89%	91%
2	X	X	Outcome	Percent of children with Termination of Parental Rights and a goal of adoption in a permanent home.		62%	65%
2			Output	Number of Adoptive families supported by an adoption subsidy		1,330	1,340
2	X	X	Outcome	Length of time children are in foster care: 1 year or less	>61%/61%	>62%	>63%
2	X	X	Outcome	Length of time children are in foster care: 1 to 2 years	>18%/17%	>18%	>18%
2	X	X	Outcome	Length of time children are in foster care: Greater than 2 years	>21%/22%	>20%	>19%
2			Output	Average monthly number of foster care cases	2,500/3,289	NA	NA
2			Outcome	Length of time children are in foster care: 30-90 days – 16%	15%/12%	NA	NA
2			Outcome	Length of time children are in foster care: 3 – 6 months – 13%	30%/25%	NA	NA
2			Outcome	Length of time children are in foster care: 7 – 12 months – 15%	45%/41%	NA	NA
2			Outcome	Length of time children are in foster care: 13 – 24 months – 18%	60%/61%	NA	NA
2			Outcome	Length of time children are in foster care: 25 – 36 months – 8%	80%/72%	NA	NA
2			Outcome	Length of time children are in foster care: Over 36 months 11%	80%/15%	NA	NA

## Appropriation / Program Summary

**Appropriation / Program:** 0710P30 Foster Care/Adoption Srvs

**Authorized Program Amount** **38,670,193**

### Historical Data

### Agency Request and Executive Recommendation

Commitment Item		2003-2004	2004-2005	2005-2006			2006-2007		
		Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Grants and Aid	5100004	38,898,331	36,755,604	36,755,604	45,574,004	45,574,004	36,755,604	49,041,397	49,041,397
Total		38,898,331	36,755,604	36,755,604	45,574,004	45,574,004	36,755,604	49,041,397	49,041,397

Funding Sources									
General Revenue	4000010	19,976,050	20,428,572	20,428,572	20,428,572	20,428,572	20,428,572	20,428,572	20,428,572
Federal Revenue	4000020	18,269,156	16,827,032	16,827,032	16,827,032	16,827,032	16,827,032	16,827,032	16,827,032
Transfer to Medicaid Match	4000660	(175,518)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Various Program Support	4000730	828,643	0	0	0	0	0	0	0
Total Funding		38,898,331	36,755,604	36,755,604	36,755,604	36,755,604	36,755,604	36,755,604	36,755,604
Excess Appro/(Funding)		0	0	0	8,818,400	8,818,400	0	12,285,793	12,285,793
Grand Total		38,898,331	36,755,604	36,755,604	45,574,004	45,574,004	36,755,604	49,041,397	49,041,397

**Objective Summary**

**Objective:** 40KC Fstr Cr/Adpt Srvs-1

**Description:** Foster Care - Children are placed in appropriate foster care placements

Commitment Item	Historical Data		Agency Request and Executive Recommendation						
	2003-2004	2004-2005	2005-2006			2006-2007			
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive	
Grants and Aid 5100004	40,369	44,258	44,258	44,258	44,258	44,258	44,258	44,258	44,258
Objective Total	40,369	44,258	44,258	44,258	44,258	44,258	44,258	44,258	44,258

**Objective Summary**

**Objective:** 41KC Fstr Cr/Adpt Srvs-2

**Description:** Other Residential Services - To manage, operate and monitor the services provided to children placed in other substitute care program.

Commitment Item	Historical Data		Agency Request and Executive Recommendation					
	2003-2004	2004-2005	2005-2006			2006-2007		
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Grants and Aid 5100004	18,750,639	17,170,576	17,170,576	21,765,471	21,765,471	17,170,576	22,656,496	22,656,496
Objective Total	18,750,639	17,170,576	17,170,576	21,765,471	21,765,471	17,170,576	22,656,496	22,656,496

**Objective Summary**

**Objective:** 42KC Fstr Cr/Adpt Srvs-3

**Description:** Adoption Services -Children placed in a safe and stable adoptive home.

Commitment Item	Historical Data		Agency Request and Executive Recommendation					
	2003-2004	2004-2005	2005-2006			2006-2007		
	Actual	Budget	Base Level	Agency	Executive	Base Level	Agency	Executive
Grants and Aid 5100004	20,107,323	19,540,770	19,540,770	23,764,275	23,764,275	19,540,770	26,340,643	26,340,643
Objective Total	20,107,323	19,540,770	19,540,770	23,764,275	23,764,275	19,540,770	26,340,643	26,340,643