WRMA

Colorado Department of Human Services:

Colorado Child Welfare County Workload Study

August 2014

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Colorado Office of the State Auditor
1525 Sherman Street, 7th Floor
Denver, Colorado 80203

Submitted by:
ICF International Incorporated, L.L.C.
9300 Lee Highway
Fairfax, VA 22031

In Collaboration with:
Walter R. McDonald & Associates, Inc.
Local Office and Contact: 1626 Washington St.
Denver, CO 80203

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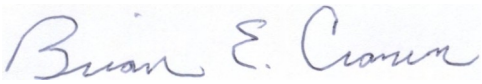
This report contains the results of our Colorado Child Welfare County Workload Study. The study was conducted pursuant to Section 2-3-103, C.R.S., which authorizes the State Auditor to conduct audits of all departments, institutions, and agencies of state government. The report presents our conclusions and the results of our workload study.



Brian E. Cronin, Ph.D.
ICF International
Senior Manager

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Colorado Child Welfare County Workload Study

August 2014
Report Highlights

Department of Human Services

PURPOSE

Establish a comprehensive picture of the State's child welfare county actual and estimated workload and staffing levels.

BACKGROUND

- The mission of the child welfare system is to provide services so that Colorado's children and families are safe and stable.
- Colorado is one of only nine states in the country with a state-supervised, county-administered child welfare system.
- The 64 counties in Colorado directly administer child welfare programs and services in their counties in accordance with state and federal laws and rules.
- Counties receive referrals of possible child abuse or neglect, investigate the allegations, and provide services to children and families, as necessary.
- In Fiscal Year 2013, counties received more than 83,000 referrals, screened in about 33,400 (40 percent) of them for further assessment, and provided services to about 37,500 children.

WORKLOAD STUDY METHODOLOGY

- Workload studies identify the level of work that is appropriate for staff performing different types of services. Workload studies are not designed to measure the consequences of inappropriate staff workloads, or how work can be better distributed or performed.
- We conducted a 4-week time study with 54 Colorado counties and about 1,300 child welfare workers participating. Participants recorded how much time they spent on 11 major services, 15 task categories within each service, and 69 sub-tasks within each task category during February 2014.
- We analyzed the time study data and obtained input from over 60 county child welfare staff to construct estimated workloads, which are the expected amount of time necessary to perform a service for a case if all requirements are met.
- Comparing the workload estimates to the actual amount of time workers spend performing a service and current staffing levels, we estimated the number of caseworker positions needed to meet requirements and achieve program objectives.

STUDY CONCLUSION

The estimated amount of time required to complete mandated child welfare activities and meet program objectives exceeds the amount of time available from the current number of Colorado child welfare caseworkers.

KEY FACTS AND FINDINGS

- Overall, caseworkers participating in the time study spent about 68 percent of their time on case-related activities.
- Of the 11 major services studied, time study participants spent the highest percentage of time (36 percent) on case support, which includes any work activities that are not related to a specific case (e.g., staff meetings and training).
- Of the 15 task categories studied, time study participants spent the highest percentage of time (38 percent) on documentation and administration, which includes TRAILS documentation, human resource tasks, and other general office tasks. This time may or may not be related to a specific case.
- Applying our workload model and assuming that no changes are made to current county child welfare practices, we concluded:
  - ✓ Estimated workload levels (i.e., amount of time that should be spent on a case per month) would require between 18 and 157 percent more time per month for each service than the actual amount of time child welfare workers spent on each service during the time study.
  - ✓ Based upon the county child welfare workers participating in the time study (from 54 counties), an estimated 574 additional caseworker FTE positions, plus 122 related supervisory positions, are needed to handle the caseloads associated with time study participants.
- Improving operational efficiencies in the child welfare process could help provide more staff time and resources to counties for delivering services from current resources. This could reduce the amount of additional resources needed to meet requirements and achieve desired outcomes.
- The results of the workload study provide information that the Department can use to respond to community questions and concerns regarding the time and resources it takes to provide services; identify ways to more efficiently operate programs and manage resources; determine if additional county staffing resources are needed; and conduct additional workload studies that build upon the current baseline results.

Chapter 1: Overview of Colorado's Child Welfare System and the Workload Study

Colorado's child welfare system provides services to children who need protection, are in conflict with their families or communities, or may require other specialized services. The services provided are meant to protect children from harm and to assist families in caring for and protecting them. As such, the overall mission of Child Welfare is to provide services so that Colorado's children and families are safe and stable.

Colorado is one of only nine states in the country with a state-supervised, county-administered child welfare system. Under Colorado statute (Section 26-1-118, C.R.S), the counties serve as agents of the State. The 64 county departments of human/social services (county departments) directly administer child welfare programs and services in their counties in accordance with laws and rules established by the federal government, the Colorado General Assembly, and the Colorado State Board of Human Services. Each county functions with a great degree of autonomy, implementing its own processes and programs while following state and federal laws and rules.

1.1 – Federal and State Child Welfare Operations

The federal Adoption and Safe Families Act and Titles IV-B and IV-E of the federal Social Security Act govern child welfare activities in all states. The federal government awards funds under Titles IV-B and IV-E to the state agencies that are designated to oversee child welfare and holds the state agencies accountable for meeting federal requirements. The U.S. Department of Health and Human Services establishes federal regulations for child welfare and monitors states' compliance with national child welfare standards.

At the state level in Colorado, two primary divisions within the Department oversee the State's child welfare system:

- **The Division of Child Welfare Services,** which provides oversight and training to counties for all child welfare services. This division provides technical assistance to counties; oversees the Child Welfare Training Academy, which provides training to county caseworkers; determines funding allocations for counties; oversees implementation of new child welfare initiatives and requirements; and responds to complaints from various stakeholders. This division also collects and reports on outcome data from the Statewide Automated Child Welfare Information System, also known as TRAILS.

- **The Administrative Review Division,** which conducts independent reviews of child welfare activities at county departments. The federal government requires states to provide a quality assurance process over their child welfare systems, and the Administrative Review Division fulfills this requirement in Colorado by conducting regular administrative reviews. These reviews monitor county departments' achievement of federally-prescribed outcomes (e.g., safety, permanency, and well-being outcomes) and test county compliance with federal and state child welfare requirements. The

Administrative Review Division also manages the activities of the Department's Child Fatality Review Team, which is required by state statute to review child fatalities, near fatalities, and egregious incidents caused by abuse, neglect, and maltreatment.

In February 2012, Governor Hickenlooper unveiled his administration's child welfare plan called "Keeping Kids Safe and Families Healthy." The plan includes the following five key strategies:

- **Implementing a common practice approach to child welfare activities**, which includes implementing one practice approach and philosophy for the entire state and expanding the differential response pilot program, which is described in greater detail below.

- **Performance management**, which includes using county scorecards to compare county performance and implementing C-Stat, a real-time collection and analysis of data to ensure that best practices are identified and high-quality, outcomes-based services are provided to children and families.

- **Workforce management**, which includes updating and expanding the Child Welfare Training Academy.

- **Funding alignment**, which includes utilizing available resources more efficiently to ensure the right services are delivered to the right people, and aligning funding sources with outcomes.

- **Increasing transparency and public engagement**, which includes pursuing legislation allowing the Department to publicly share information about child welfare investigations, and establishing a new governance council to oversee and recommend policy and practice efforts across the state.

In February 2013, the Governor introduced the second phase of his child welfare plan, called "Keeping Kids Safe and Families Healthy 2.0." The updated plan calls for new initiatives in the strategic areas identified in the original child welfare plan. New initiatives include increasing prevention services, implementing a Title IV-E waiver to access additional federal funding, implementing a statewide child abuse reporting hotline, broadening workforce development, and increasing transparency and public engagement.

The Department is currently implementing several child welfare initiatives and pilot programs as part of these strategies that will affect the workloads of county child welfare workers. These include:

- ***Differential Response*:** Colorado is piloting this alternative child welfare process within six counties. The differential response model allows participating counties to provide child welfare services to low- or moderate-risk families without making a legal determination of abuse or neglect (i.e., without conducting an investigation to identify a victim and perpetrator). In differential response cases, families voluntarily choose to participate in the child welfare system and receive services, rather than being ordered to

participate by the court. Differential response cannot be used in cases of egregious, near-fatal, or fatal child abuse or neglect, or when a county determines that a child is at high risk for being unsafe. In lower-risk situations, families have the option to participate in the differential response model instead of undergoing the traditional assessment process, which will be described in greater detail in Section 1.2. At the time of our study, six counties—Arapahoe, Boulder, Fremont, Garfield, Jefferson, and Larimer—were participating in the differential response pilot program.

- ***Statewide Child Abuse Hotline*:** In 2013, the General Assembly passed and the Governor signed House Bill 13-1271 into law, which creates a statewide hotline to report child abuse and neglect and an intensified training program for workers who screen abuse and neglect calls. The statewide hotline is scheduled to be fully implemented by January 2015.

- ***Piloting Use of Mobile Technology*:** The Department is assisting 60 county departments to pilot the use of mobile technology, such as cell phones and tablets. Although TRAILS' functionality with mobile devices is limited, county staff reported that mobile devices can help them to better respond to child welfare needs and complete work when out of the office because they can enter some data into TRAILS through this method. Some of the current limitations of TRAILS with respect to mobile devices were raised by a private contractor hired by the Department to conduct an analysis of TRAILS (as discussed further below). These limitations include slow system response times, redundant work effort (i.e., manual note-taking), limited interface/display options, service delays, and inability to include attachments with case information. Although the increased use of mobile devices can help county staff be more efficient, the new technology will impact staff time and county resources due to the initial learning curve and the new skill sets required.

In addition to the Governor's child welfare initiatives, the Department selected a private contractor through a competitive bid process in July 2013 to conduct an analysis of TRAILS, which is the official case record for all child welfare documentation. The contractor delivered a draft report with the results of its analysis to the Department in January 2014, which recommended that the Department pursue a technology upgrade and interface enhancement approach rather than a wholesale system replacement. The contractor made these recommendations to address various technology problems, such as outdated system architecture, limited mobile system access, and usability problems (e.g., navigation and redundant data entry). Some of the key recommended system improvements could include developing new mobile interfaces, improving the display of TRAILS information to be compatible on a mobile screen, automated data population for appropriate fields, or new interfaces.

1.2 – County Child Welfare Operations

Child welfare program operations vary somewhat from county to county in Colorado. A high-level description of these operations is provided below. Individual county population data are listed in Appendix A.

County Child Welfare Staff. We requested staffing information from each of the 64 counties in Colorado; 49 county departments chose to provide staffing information. These county departments reported that they employed more than 1,800 child welfare staff in February 2014, or an average of 40.7 child welfare workers per county. These staff included caseworkers, supervisors/managers, and other staff who support child welfare operations. Counties that did not provide staffing information are excluded from these figures. With the exception of one large county, the counties that did not respond are generally small and would not contribute large numbers of staff to the overall state numbers. Exhibit 1-1 provides the average number of child welfare caseworkers, supervisors/managers, support staff, and other frontline staff that are employed in the 49 Colorado counties.

Exhibit 1-1
Colorado Child Welfare Program
Average Child Welfare Workers Per County
February 2014

Type of Child Welfare Worker	County Average [1]
Caseworkers	24.5
Supervisors/Managers	6.8
Support Staff	5.7
Other Staff	3.7
All Child Welfare Workers	**40.7**

Source: *ICF International's analysis of child welfare staffing data reported by 49 county departments of human/social services.*

[1] *These staffing averages do not represent full time equivalent (FTE). Instead, they reflect the number of staff working on county child welfare programs. Some of the staff do not contribute 100% of their time to child welfare and may work on other programs in their counties, such as Adult Protective Services.*

Exhibit 1-2 provides the number of child welfare caseworkers for every 1,000 children in each of the 49 counties that reported staffing data to us. As shown, the ratio of county child welfare caseworkers ranged from 0 to 4.8 per 1,000 children, with an overall ratio of 1 caseworker to every 1,000 children in the 49 counties. It is important to note that some counties share child welfare staff. Specifically, the following pairs of counties share resources: (1) Gunnison and Hinsdale, (2) Ouray and San Miguel, and (3) Rio Grande and Mineral.

Exhibit 1-2 Colorado Child Welfare Program County Child Welfare Caseworkers Per 1,000 Children February 2014			
County	**Number of Child Welfare Caseworkers**	**Child Population (0 to 17 Years Old)**	**Child Welfare Caseworkers Per 1,000 Children**
Lincoln	5	1,035	4.8
Alamosa	16	4,001	4.0
Huerfano	4	1,088	3.7
Logan	15	4,477	3.4
Fremont	27	8,385	3.2
Costilla	2	740	2.7
Crowley	2	769	2.6
Cheyenne	1	452	2.2
Teller	10	4,595	2.2
Sedgwick	1	485	2.1
Saguache	3	1,482	2.0
Washington	2	995	2.0
Bent	2	1,013	2.0
Gilpin	2	1,025	2.0
Moffat	7	3,687	1.9
Pueblo	64	38,827	1.7
Morgan	13	8,110	1.6
Gunnison (& Hinsdale)	5	3,260	1.5
Lake	3	1,967	1.5
La Plata	17	11,373	1.5
Otero	7	4,720	1.5
Prowers	5	3,408	1.5
Larimer	92	66,720	1.4
Clear Creek	2	1,541	1.3
Chaffee	4	3,137	1.3
Rio Grande (& Mineral)	4	3,148	1.3
Park	4	3,150	1.3
Pitkin	4	3,156	1.3
Boulder	80	63,323	1.3
Archuleta	3	2,471	1.2
Mesa	42	34,920	1.2
Kit Carson	2	1,774	1.1
Delta	7	6,772	1.0
Denver	144	141,503	1.0
Phillips	1	1,057	1.0
Jefferson	109	116,252	0.9
Adams	122	132,120	0.9
Elbert	5	5,433	0.9

Exhibit 1-2 Colorado Child Welfare Program County Child Welfare Caseworkers Per 1,000 Children February 2014			
County	**Number of Child Welfare Caseworkers**	**Child Population (0 to 17 Years Old)**	**Child Welfare Caseworkers Per 1,000 Children**
Conejos	2	2,309	0.9
Arapahoe	129	149,881	0.9
San Miguel (& Ouray)	2	2,527	0.8
El Paso	127	166,083	0.8
Summit	4	5,532	0.7
Broomfield	8	15,223	0.5
Douglas	18	85,901	0.2
Kiowa	0	316	0.0
Totals	**1,128**	**1,120,143**	**1.0**
Source: *ICF International's analysis of child population data from the Colorado Department of Human Services, Division of Child Welfare Services, 2013 Data Book and child welfare staffing data reported by 49 county departments of human/social services.*			

Appendix B provides the number of child welfare workers employed in each county and shows the vast differences between county departments' staffing levels and structures. As expected, the six most populous counties that participated in the study—El Paso, Denver, Arapahoe, Jefferson, Adams, and Larimer—are also the six counties that employed the most child welfare workers. Conversely, of the 49 counties that submitted staffing data, 15 counties reported five or fewer child welfare staff. This staffing information is valuable because it provides a baseline for the estimated staffing levels discussed in Chapter 3 as well as for the Department to use in further analyzing county workloads and determining what changes, if any, are needed.

County Involvement with Children and Families. County involvement with a family typically begins when the county department receives a referral about possible abuse or neglect of a child. County departments and law enforcement (when appropriate) must follow a set of standard processes for receiving and assessing these allegations. If the county determines through the assessment process that a safety concern exists for the child, the caseworker can either (1) develop a safety plan so the child can remain in the home, which is only allowed under certain circumstances, or (2) petition the juvenile court for an out-of-home placement for the child. As determined necessary for a specific case, counties must provide the following services:

- Screening and assessments
- Home-based family and crisis counseling
- Information and referral services to available public and private assistance resources
- Visitation services for parents with children in out-of-home placement
- Placement services, including foster care, next of kin, and emergency shelter

Referrals and Assessments. When counties receive referrals about possible abuse or neglect, they typically follow a traditional child welfare approach for handling these referrals. Under this traditional approach, staff from county departments conduct initial reviews to decide whether referrals will be accepted for further investigation (known as "screened in" referrals) or not accepted (known as "screened out" referrals). State regulations require referrals to be screened in for assessment if (1) a child has been observed being subjected to circumstances or conditions that would reasonably result in abuse or neglect, (2) the alleged victim can be located, and (3) the alleged victim is under the age of 18.

When a referral is screened in, state regulations require county departments to initiate safety and risk assessments within certain time frames, ranging from immediately to within five working days depending on safety concerns for the child. For each case, the investigating caseworker meets one-on-one with the alleged victim, meets with the family, visits the child's place of residence, reviews the family's prior involvement with the child welfare system, and gathers other information (e.g., medical/forensic exams, photos) to:

- Assess the child's safety and take action to secure safety, if necessary
- Assess the risk, needs, and strengths of the child and family
- Obtain culturally relevant and appropriate resources for the child and family
- Determine whether the child abuse or neglect is founded, inconclusive, or unfounded

State regulations require counties to complete assessments within 30 days, unless the county requests an extension from the Department. As mentioned earlier, six counties participated in the differential response pilot program during our study. These counties have the option of providing child welfare services to low- or moderate-risk families without making a legal determination of abuse or neglect (i.e., without conducting an investigation to identify a victim and perpetrator).

In Fiscal Year 2013, county departments received more than 83,000 referrals, with the ten largest counties accounting for 72 percent of the total. Of the total referrals received statewide, about 33,400 (40 percent of the state total) were screened in for further investigation. Exhibit 1-3 shows the number of referrals each county received in Fiscal Year 2013 and the number they screened in and out for further investigations.

Exhibit 1-3 Colorado Child Welfare Program Referrals Received by County in Fiscal Year 2013						
County	Referrals Received[1]	Rate per 1,000 Children	Referrals Screened In		Referrals Screened Out	
			Number	Percent of Total	Number	Percent of Total
Colorado	**83,045**		**33,443**	**40%**	**49,602**	**60%**
El Paso	12,690	76.4	4,996	39%	7,694	61%
Denver	10,062	71.1	2,782	28%	7,280	72%
Adams	8,850	67.0	3,534	40%	5,316	60%
Arapahoe	8,788	58.6	3,853	44%	4,935	56%
Jefferson	7,686	66.1	3,629	47%	4,057	53%
Larimer	5,848	87.7	2,031	35%	3,817	65%
Weld	4,796	66.0	1,740	36%	3,056	64%
Boulder	4,056	64.1	1,565	39%	2,491	61%
Mesa	3,361	96.3	1,713	51%	1,648	49%
Douglas	2,666	31.0	910	34%	1,756	66%
Pueblo	2,089	53.8	1,115	53%	974	47%
Fremont	1,208	144.1	554	46%	654	54%
La Plata	956	84.1	253	26%	703	74%
Garfield	875	54.5	405	46%	470	54%
Broomfield	654	43.0	214	33%	440	67%
Logan	624	139.4	235	38%	389	62%
Montrose	605	61.1	337	56%	268	44%
Morgan	545	67.2	265	49%	280	51%
Eagle	522	37.4	198	38%	324	62%
Montezuma	418	68.3	284	68%	134	32%
Alamosa	417	104.2	274	66%	143	34%
Teller	416	90.5	178	43%	238	57%
Moffat	371	100.6	183	49%	188	51%
Otero	314	66.5	132	42%	182	58%
Elbert	283	52.1	105	37%	178	63%
Summit	266	48.1	98	37%	168	63%
Delta	250	36.9	108	43%	142	57%
Las Animas	234	72.8	130	56%	104	44%
Yuma	199	74.3	83	42%	116	58%
Park	185	58.7	85	46%	100	54%
Prowers	170	49.9	129	76%	41	24%
Rio Grande	168	55.3	85	51%	83	49%
Pitkin	166	52.6	71	43%	95	57%
Routt	166	32.8	72	43%	94	57%
Gunnison	164	53.4	98	60%	66	40%
Lake	157	79.8	46	29%	111	71%
Bent	134	132.3	96	72%	38	28%
Huerfano	131	120.4	130	99%	1	1%
Saguache	128	86.4	79	62%	49	38%
Kit Carson	127	71.6	46	36%	81	64%
Clear Creek	120	77.9	70	58%	50	42%
Rio Blanco	117	68.5	50	43%	67	57%

Exhibit 1-3
Colorado Child Welfare Program
Referrals Received by County in Fiscal Year 2013

County	Referrals Received[1]	Rate per 1,000 Children	Referrals Screened In		Referrals Screened Out	
			Number	Percent of Total	Number	Percent of Total
Grand	106	35.9	35	33%	71	67%
Lincoln	102	98.6	21	21%	81	79%
Archuleta	96	38.9	50	52%	46	48%
Sedgwick	94	193.8	18	19%	76	81%
Baca	84	106.1	50	60%	34	40%
Crowley	83	107.9	34	41%	49	59%
Chaffee	82	26.1	48	59%	34	41%
Conejos	80	34.7	33	41%	47	59%
Gilpin	76	74.2	45	59%	31	41%
Costilla	72	97.3	40	56%	32	44%
San Miguel	38	22.4	27	71%	11	29%
Washington	34	34.2	15	44%	19	56%
Phillips	32	30.3	18	56%	14	44%
Dolores	18	39.0	16	89%	2	11%
Cheyenne	16	35.4	1	6%	15	94%
Ouray	15	18.0	9	60%	6	40%
Custer	13	17.9	5	38%	8	62%
Mineral	10	90.1	8	80%	2	20%
Kiowa	8	25.3	7	8%	1	12%
Jackson	4	15.1	2	50%	2	50%
Hinsdale	0	0	0	0%	0	0%
San Juan	0	0	0	0%	0	0%

Source: *Colorado Department of Human Services, Division of Child Welfare Services, 2013 Data Book.*
[1] *Total referrals received include both child welfare and youth-in-conflict referrals.*

Services. Services begin once a referral is "screened in" and identified as a viable case for services. Not all cases that are screened in will be a viable case for services. In some instances, the child welfare worker will determine through the assessment process, which occurs after a case is screened in, that the allegations of abuse or neglect are not founded, and therefore, services are not needed. For those cases where the counties determine that services are needed, the caseworker is required to develop a Family Services Plan outlining treatments and services that will be provided to protect the child from future abuse or neglect in the home or plan for services out of the home that will preserve as much continuity as possible for the child. The act of moving a child and/or introducing a child to an entirely new environment and set of professionals can exacerbate the trauma already experienced by the child, particularly if services are not well aligned to the child's needs. Thus, the nature and quality of services provided by child welfare workers is critical to success, safety, and healing for the child.

Children and families participating in the child welfare system can access "core services," which are designed to serve children who are at imminent risk of being placed outside their homes or who are in need of services to maintain a placement in the least restrictive setting possible. Core services include home-based intervention, intensive family therapy, life skills, day treatment,

special economic assistance, substance abuse treatment, sexual abuse treatment, mental health services, aftercare services, and county-designed services.

In Fiscal Year 2013, county departments served about 37,500 children in the child welfare system. Of these, about 12,200 were new involvements. A new involvement refers to a child who becomes involved in a new case and receives any type of service (e.g., in-home services, core services, out-of-home services) during the year. Of the children receiving services in the state, 9,687 (26 percent) were placed outside of their homes. Exhibit 1-4 shows the number of children receiving services in each county and the number of children placed outside their homes in Fiscal Year 2013.

Exhibit 1-4
Colorado Child Welfare Program
Children Receiving Services and Children Placed Outside the Home in Fiscal Year 2013

County	Children Receiving Services	Children Placed Outside the Home		County	Children Receiving Services	Children Placed Outside the Home	
		Number	Percent of Total			Number	Percent of Total
Colorado	**37,524**	**9,687**	**26%**	Gunnison	98	19	19%
Denver	5,059	1,747	35%	Yuma	91	16	18%
El Paso	5,049	1,338	27%	Bent	90	17	19%
Arapahoe	4,006	1,000	25%	Clear Creek	85	27	32%
Adams	3,742	954	25%	Routt	84	7	8%
Jefferson	3,414	1,007	29%	Lincoln	80	16	20%
Larimer	3,014	408	14%	Park	73	13	18%
Mesa	1,708	430	25%	Saguache	73	8	11%
Weld	1,620	569	35%	Lake	70	11	16%
Pueblo	1,465	445	30%	Washington	70	18	26%
Boulder	1,361	200	15%	Conejos	60	14	23%
Fremont	677	172	25%	Kit Carson	60	3	5%
Douglas	676	184	27%	Grand	59	11	19%
La Plata	390	53	14%	Rio Blanco	58	15	26%
Montrose	369	107	29%	Summit	55	11	20%
Morgan	355	135	38%	Gilpin	41	14	34%
Garfield	332	55	17%	Crowley	36	12	33%
Alamosa	300	52	17%	Costilla	35	4	11%
Montezuma	273	50	18%	Pitkin	31	3	10%
Logan	272	77	28%	Phillips	31	15	48%
Otero	203	57	28%	San Miguel	31	1	3%
Delta	191	59	31%	Baca	29	11	38%
Broomfield	183	42	23%	Dolores	21	5	24%
Teller	180	61	34%	Cheyenne	13	2	15%
Las Animas	169	44	26%	Sedgwick	9	2	22%
Elbert	160	31	19%	Custer	9	3	33%
Moffat	153	18	12%	Ouray	9	1	11%
Rio Grande	151	22	15%	Kiowa	8	3	38%
Prowers	136	12	9%	Mineral	5	0	0%
Eagle	132	17	13%	Hinsdale	5	0	0%
Archuleta	127	21	17%	Jackson	2	1	50%
Huerfano	121	23	19%	San Juan	1	0	0%
Chaffee	114	14	12%				

Source: *Colorado Department of Human Services, Division of Child Welfare Services, 2013 Data Book.*

County Child Welfare Funding. Colorado funds child welfare services with a mixture of state general funds, local funds, and federal funds. The Colorado General Assembly appropriates funding for child welfare services provided by county departments through two line items in the Division of Child Welfare's budget:

- **The Child Welfare Services line item, which is referred to as the Child Welfare Block Grant.** The Child Welfare Allocation Committee (the Committee), comprising Department and county representatives, determines how the Child Welfare Block Grant will be distributed among the counties. The Committee uses an allocation formula based upon factors such as the number of referrals, assessments, and foster care placements that have an impact on caseloads and costs for each county. State statutes give counties flexibility in spending their child welfare funds. For example, counties are allocated a certain amount for foster care placements but can transfer those funds to other child welfare services (and vice versa) as necessary. Under statute, the Department reimburses counties for 80 percent of their expenditures, up to their allocated amount, with a combination of state and federal funds, and counties pay 20 percent of their child welfare expenditures with their own funds. If a county exhausts its allocation of state and federal funds, the county can choose to spend more than 20 percent of its own funds on its child welfare program. Additionally, for counties that do not spend their entire state allocation, the Committee reallocates those funds to the counties with expenditures higher than their allocations.

- **The Family and Children's Programs line item, which funds the Core Services Program.** As discussed earlier, county departments offer families and children access to core services. Prior to State Fiscal Year 2013, the Department allocated funds for the Core Services Program based on funding requests submitted by county departments. Beginning in State Fiscal Year 2013, decisions on county allocations of these funds were moved to the Child Welfare Allocation Committee, which has developed a methodology and allocation model to determine the amount of funds each county will receive. Of the $51.6 million in core services funds available to counties in State Fiscal Year 2014 (July 2013 to June 2014), the Department will reimburse counties for 80 percent of their expenditures for the first $26.1 million and 100 percent of the expenditures for the remaining $25.5 million in appropriations.

In State Fiscal Year 2013, the Department allocated $279.9 million in Child Welfare Block Grant funds and $44.6 million in Core Services funds to counties, for a total of $324.5 million in allocations. In that year, the counties spent $290.8 million in Child Welfare Block Grant funds and $46.7 million in Core Services funds, for a total of $337.5 million in expenditures. Of the 64 counties, 23 (36 percent) spent more Child Welfare Block Grant funds than they were allocated for the year and 24 (38 percent) spent more Core Services funds than they were allotted. These counties may have covered the overages by (1) accessing reallocated funds from counties that did not spend their entire allocation, (2) electing to use unspent Temporary Assistance for Needy Families (TANF) reserves to cover overages, (3) contributing their own additional funds (i.e., above their required 20 percent contribution), or (4) a combination of these options. Exhibit 1-5 provides an overview for each county of their state and federal allocations and expenditures for Fiscal Year 2013. Appendix C provides information on county budget allocations and expenditures for Fiscal Year 2013.

Exhibit 1-5
Colorado's Child Welfare Program
Budget Allocations and Expenditures of State and Federal Funds for Fiscal Year 2013 by County

County	Fiscal Year 2013 Allocation	Fiscal Year 2013 Expenditures	Total Expenditures as a Percentage of Allocation	County	Fiscal Year 2013 Allocation	Fiscal Year 2013 Expenditures	Total Expenditures as a Percentage of Allocation
Statewide	**$324,428,000**	**$337,564,000**	**104%**	Summit	$776,000	$855,000	110%
Denver	$55,485,000	$54,453,000	98%	Routt	$789,000	$844,000	107%
El Paso	$43,133,000	$45,510,000	106%	Gunnison	$724,000	$809,000	112%
Jefferson	$26,656,000	$33,455,000	126%	Archuleta	$716,000	$767,000	107%
Adams	$32,680,000	$31,685,000	97%	Huerfano	$690,000	$749,000	109%
Arapahoe	$31,755,000	$31,652,000	100%	Rio Blanco	$634,000	$735,000	116%
Weld	$18,213,000	$19,052,000	105%	Yuma	$765,000	$727,000	95%
Larimer	$15,695,000	$17,202,000	110%	Saguache	$696,000	$696,000	100%
Boulder	$14,802,000	$16,646,000	112%	Conejos	$844,000	$640,000	76%
Pueblo	$13,527,000	$13,055,000	97%	Park	$603,000	$630,000	104%
Mesa	$11,574,000	$11,631,000	100%	Washington	$555,000	$628,000	113%
Douglas	$4,389,000	$5,289,000	121%	Gilpin	$410,000	$621,000	151%
Fremont	$4,390,000	$4,554,000	104%	Lake	$645,000	$618,000	96%
Morgan	$3,523,000	$3,966,000	113%	Bent	$597,000	$504,000	84%
Garfield	$3,320,000	$3,174,000	96%	Grand	$635,000	$467,000	74%
Montrose	$2,796,000	$2,984,000	107%	Pitkin	$134,000	$445,000	332%
La Plata	$2,844,000	$2,916,000	103%	Crowley	$265,000	$444,000	168%
Logan	$2,532,000	$2,768,000	109%	Ouray	$350,000	$419,000	120%
Alamosa	$2,928,000	$2,533,000	87%	Phillips	$274,000	$392,000	143%
Teller	$2,112,000	$2,481,000	117%	Costilla	$434,000	$391,000	90%
Broomfield	$2,408,000	$2,237,000	93%	Kit Carson	$461,000	$338,000	73%
Delta	$1,961,000	$1,951,000	99%	Baca	$368,000	$325,000	88%
Montezuma	$1,629,000	$1,831,000	112%	San Miguel	$133,000	$300,000	226%
Eagle	$1,787,000	$1,718,000	96%	Kiowa	$119,000	$269,000	226%
Elbert	$1,419,000	$1,476,000	104%	Sedgwick	$158,000	$233,000	147%
Otero	$1,644,000	$1,272,000	77%	Custer	$132,000	$194,000	147%
Prowers	$1,091,000	$1,260,000	115%	Jackson	$113,000	$138,000	122%
Las Animas	$1,344,000	$1,168,000	87%	Cheyenne	$189,000	$126,000	67%
Rio Grande	$1,112,000	$1,137,000	102%	Dolores	$75,000	$124,000	165%
Lincoln	$1,166,000	$1,095,000	94%	Hinsdale	$49,000	$34,000	70%
Moffat	$1,349,000	$1,088,000	81%	San Juan	$49,000	$2,000	4%
Chaffee	$957,000	$971,000	101%	Mineral [2]	$49,000	$400	1%
Clear Creek	$777,000	$887,000	114%				

Source: *Colorado Department of Human Services.*
[1] Figures include Child Welfare Block Grant and Core Services allocations and expenditures.
[2] According to the Department, Rio Grande County Department of Human Services administers the human services programs for Mineral county. In Fiscal Year 2013, all of the out-of-home placements for Mineral county were kinship care cases that had no out-of-home placement costs. The child welfare costs shown in this exhibit were for costs incurred by Rio Grande county to administer the human services programs for Mineral county.

1.3 − Purpose, Scope, and Methodology of the Workload Study

In February 2013, members of the Colorado General Assembly requested the Office of the State Auditor conduct an audit of the Office of Children, Youth, and Families within the Department of Human Services. The request listed some specific program and issue areas to be evaluated, including a study of the caseloads and workloads of child welfare caseworkers and other frontline staff. Department management reported that a statewide workload study focusing on county child welfare caseworkers, supervisors, and other frontline staff had not been performed in Colorado in at least 30 years.

In September 2013, the Office of the State Auditor solicited proposals to conduct a workload study of county child welfare personnel who serve Colorado's child welfare system. Through a competitive bidding process, the Office of the State Auditor selected and contracted with a team led by ICF International (ICF) in collaboration with Walter R. McDonald & Associates (WRMA), Inc. The Office of the State Auditor consulted with and obtained input from the Department on the scope of the study and on the selection of ICF to perform the workload study.

Workload studies seek to identify the level of work that is appropriate for staff performing different types of services. It is important to understand the difference between workload studies and other management studies, such as time-and-motion, work process, or efficiency studies. Workload studies are not designed to measure the consequences of inappropriate staff workloads, or how work can be better distributed or performed. Although these issues may arise and be discussed, the focus of a workload study needs to be on measuring actual time spent on tasks which can then be used to evaluate efficiencies, develop workload standards, and determine whether additional resources are needed.

Therefore, the purpose of this statewide workload study was to establish a comprehensive picture of the State's county child welfare workload, case management, and staffing levels and identify estimated workload and staffing levels to accomplish child welfare goals. The information gathered through this workload study will be valuable for counties as they structure their programs in the future and for policymakers as new policies and legislative decisions are made affecting child welfare.

The scope of this study included evaluating the workload and case management of county caseworkers, supervisors, and other frontline staff statewide. Specifically, we conducted a time study to determine the amount of time county caseworkers, supervisors, and other frontline staff spend on job duties, including child welfare and non-child welfare tasks. We developed a time data collection tool for collecting data on the amount of time county staff spend on specific services and tasks within the child welfare program. We used our extensive knowledge and experience with past workload studies in other states, such as Washington, New York, Texas, California, and Florida, to design the time data collection tool for Colorado's study. The data were gathered over a four-week span during February 2014 to allow for sufficient time to identify how county child welfare staff spent time, compare trends across counties, and make conclusions about staff workload. In addition, we collected documentation and information from 15 counties regarding their child welfare operations; conducted focus groups to gather information on child welfare workers' perceptions of and challenges related to workload and to

review preliminary child welfare time study results; and obtained information from the Department regarding Colorado's child welfare system and the workload challenges in the state.

In the sections below, we further describe the work performed to accomplish the study's objectives.

Collected Data about Colorado's Child Welfare System from the Department. At the onset of the study, we interviewed Department leadership to gain a clear understanding of the organization's structure and to learn about workload challenges in the state. We also requested documents from the Department about Colorado's child welfare program, including information about how child welfare jobs and service delivery differ across counties; TRAILS data fields and methods for ensuring the reliability and validity of the data; current child welfare practices, including differential response and other innovative practices and procedures; common practice activities, such as foster/adoptive parent recruitment, home study, kinship approval, and family search and engagement; regulations and standards related to the child welfare program; and budget and staffing levels.

Collected Data from County Departments Regarding their Child Welfare Programs. We visited 15 county departments of human/social services and collected information about their child welfare programs and workload. In December 2013 and January 2014, we held 25 focus group sessions with approximately 150 county child welfare workers, including caseworkers, supervisors, and other frontline staff, from these 15 county departments. Appendix D contains the county-level interview and focus group protocol used during the sessions. The focus groups were designed to gather information helpful in understanding factors that impact the volume of work assigned to child welfare workers and the challenges experienced with the amount of work they are required to complete. We analyzed the data received related to the type of tasks performed and the variability in work tasks across the counties to develop the tool for collecting data from child welfare workers on how they spend their time. Exhibit 1-6 provides a summary of the 15 counties that participated in the focus groups.

Exhibit 1-6
Sample of 15 County Departments of Human/Social Services Visited During the Workload Study

County	Geographic Location	Staff Population Size	County	Geographic Location	Staff Population Size
Denver	Denver Metro	251	Garfield	Northwest	26
Arapahoe	Denver Metro	179	Moffat	Northwest	13
Douglas	Denver Metro	25	El Paso	Southeast	202
Summit	Denver Metro	10	Prowers	Southeast	2
Larimer	Northeast	131	Mesa	Southwest	69
Weld	Northeast	98	La Plata	Southwest	28
Logan	Northeast	24	San Miguel	Southwest	2
Kit Carson	Northeast	8			

Source: *ICF International's sample of 15 county departments of human/social services visited in December 2013 and January 2014 to collect county child welfare program data and to conduct 25 focus groups with child welfare staff.*

Additionally, all Colorado counties received a separate data request to provide information about staffing and human resources practices within their county and in response to our request, 49 counties provided us with this information. This included information on child welfare casework processes, such as how cases are assigned to caseworkers and training available to child welfare workers. This information helped to provide a better understanding of differences across counties and varying ways in which child welfare functions in the state.

Conducted a Time Study with County Child Welfare Workers Throughout the State. We invited all 64 counties to participate in the time study. Ten counties did not have employees participate in the study, which included Custer, Dolores, Grand, Hinsdale, Jackson, Mineral, Montrose, Ouray, San Juan, and Weld counties. Some of these counties chose not to have their child welfare workers participate in the study, while other counties do not have their own workers and share workers between counties or contract with another county for their child welfare work. The remaining 54 county departments agreed to participate in a four-week time study in February 2014. However, not all of the staff within these 54 counties participated. Additionally, due to errors in entering time records, we were unable to include the time records for staff from two counties—Clear Creek and Lake—in the results presented in Chapter 2 of this report. However, we were able to include these two counties in our workload models and staffing needs estimates, which are presented in Chapter 3.

To prepare for the time study, data collected from the Department and the 15 county departments mentioned above were used to develop two versions of a Microsoft Excel-based tool called the Time Data Collector (TDC), which included a standard version for use by most participants and a simple version for participants using older versions of Excel. The TDC allowed participants to enter their time for each day during February, including weekends, indicating how much time

they spent on specific services and tasks, and tracked this time by case numbers. In January 2014, the project team held a series of trainings with county child welfare staff at various locations throughout the state and provided online trainings through webinars on how to use the TDC tool. They also prepared a desk reference to assist county staff in using the TDC tool.

On February 1, 2014, the project team launched the time study across all participating counties. The TDC data collection occurred on every calendar day during the month of February. The project team provided ongoing technical assistance to county departments for the duration of the time study, which included assistance through a TDC Email Help Desk, weekly statewide e-mails to participants with Frequently Asked Questions and responses, and a series of "open mic" sessions, which were optional, informal conference calls for county staff to ask the project team questions about the TDC tool.

A total of 1,318 county child welfare staff returned TDC records during the month of February. Of these, 10 were missing job positions and 6 had data entry errors. These 16 staff were excluded from the final valid time records. Therefore, a total of 1,302 staff from 52 county departments participated in the study and were considered to be valid participants. These staff submitted more than 225,000 time records during the month of February.

Exhibit 1-7 provides an overview of the different job positions included in the time study. This is not an exhaustive list, but it provides an overview of the relevant job titles used by counties. County departments use various staff titles for job positions that perform similar services and tasks.

Exhibit 1-7
County Child Welfare Time Study
Examples of Job Positions Included in Child Welfare Time Study

Caseworker	Supervisor/Manager	Support	Other (e.g. Specialized)
▪ Caseworker ▪ Social Caseworker ▪ Senior Social Caseworker ▪ Lead Caseworker	▪ Casework Supervisor ▪ Unit Supervisor ▪ Program Manager ▪ Child and Family Supervisor ▪ Director ▪ Deputy Director Administrator, Child Welfare ▪ Social Services Supervisor	▪ Case Aide ▪ Case Services Aide ▪ Administrative Assistant ▪ Secretary ▪ Business Associate ▪ Screener ▪ Hotline Operator	▪ Adoption Assistance Specialist ▪ Child Protection Community Liaison ▪ Facilitator/Mediator ▪ Family Advocate ▪ Family Engagement Specialist/Facilitator ▪ Foster Care Specialist ▪ Kinship Navigator ▪ Visitation Facilitator ▪ Volunteer Coordinator

Source: *ICF International's analysis of the February 2014 time study results.*

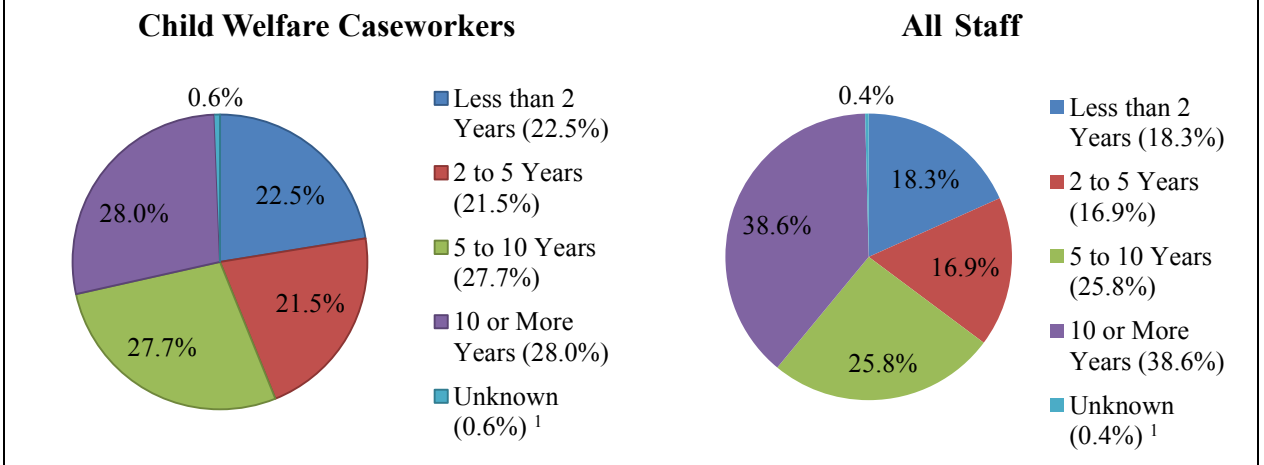
Exhibit 1-8 presents the total number of time study participants by each job category. As shown, 61 percent of the participants were child welfare caseworkers. Appendix E shows the number and type of participants by county.

Exhibit 1-8 County Child Welfare Time Study Total Valid Participants by Participant Type		
Participant Type	**Number of Valid Participants**	**Percent of Total**
Child Welfare Caseworkers [1]	789	61%
Child Welfare Supervisors, Managers, & Executives	224	17%
Child Welfare Support Staff	193	15%
Other Staff	96	7%
Totals	**1,302**	**100%**

Source: *ICF International's analysis of the February 2014 time study results.*
[1] *This includes 769 county-employed caseworkers and 20 contract caseworkers.*

Exhibit 1-9 presents the number of years caseworkers have been in their current positions compared with all child welfare staff that participated in the time study. As shown, 64 percent of all participants and 56 percent of the participating caseworkers had been in their current jobs 5 or more years. The mean tenure of study participants is over 6 years, which is comparable to other child welfare caseworker tenures reported by the National Child Welfare Workforce Institute (2001). As would be expected, supervisors, managers, and executives tend to have higher job tenure than caseworkers and support staff.

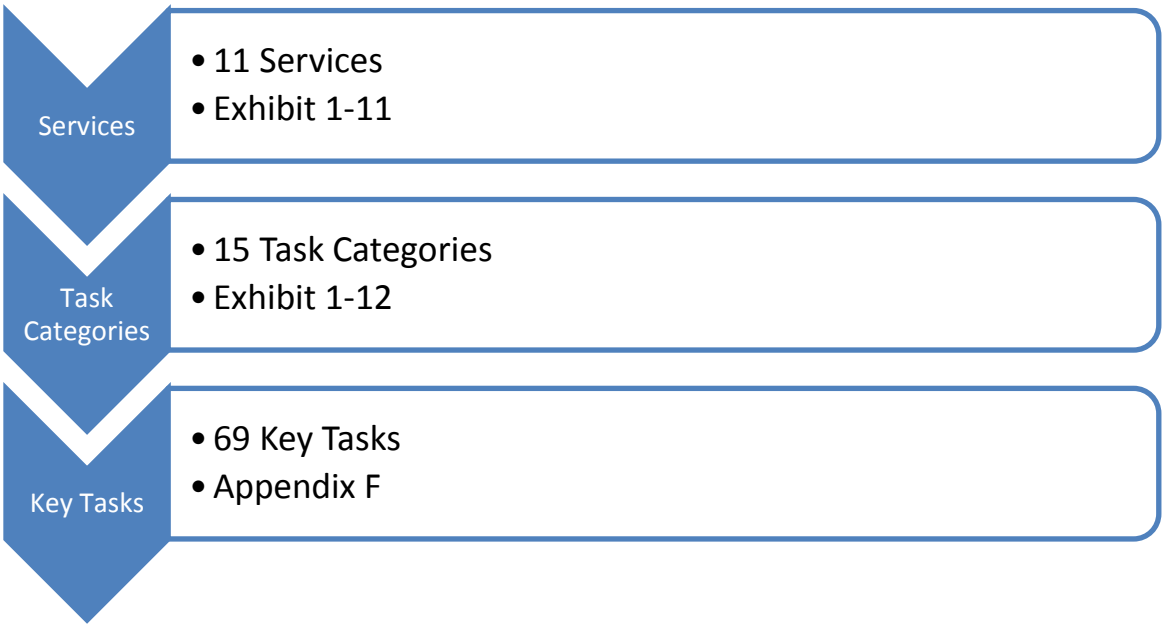
Exhibit 1-9
County Child Welfare Time Study
Job Tenure for Time Study Participants



Source: *ICF International's analysis of data reported by time study participants regarding their job tenure.*
[1] *Five participants did not provide information on their job tenure.*

For the time study, participants recorded their time by service, task category within each service, and key tasks within each task category, as shown in Exhibit 1-10.

Exhibit 1-10
Time Study Data Categories



Source: *Time study data categories identified by ICF International through focus groups held with county child welfare workers and through ICF International's design of the Time Data Collector tool for the February 2014 time study.*

For each time entry, participants were instructed to first select one of 11 major child welfare services, which are described below in Exhibit 1-11.

Exhibit 1-11 11 Major Services Included in the Child Welfare Time Study	
Services	**Description**
Prevention (not client specific)	Safe Care, Community Response, Program Area 3 (prevention program). Begins with planning and delivery of service activity to non-enrolled clients with no specific problem focus. Ends with conclusion of activity.
Screening/Intake/Hotline	Begins with receipt of a referral of an allegation and ends with either closing the referral or passing it on to the next level of decision making.
Family Meetings	Meeting with a family for planning and intervention purposes (e.g., Family Group Decision Making, Team Decision Making, Family Group Conference). Begins with receipt of request for meeting and ends with conclusion of documentation of meeting.
Assessment	Begins with a referral either being determined as (1) an allegation with a possible victim and perpetrator that requires further investigation or (2) appropriate for voluntary services as determined by county departments participating in the differential response pilot program. Ends with either allegation determined to be substantiated, unsubstantiated, or undetermined, or for differential response cases, with formal closure and/or referral to services.
Ongoing In-home Services	Begins with voluntary or involuntary services to individuals or a case with all the children living in the home and ends with case closure or referral to another service.
Ongoing Out-of-home Services	Begins with services to individuals or a case with at least one child living in substitute care and ends with case closure or referral to another service.
Visitation	Supervised meeting of parents or other case members and a child in the care, custody, and supervision of the State. Begins with the referral of a case for visitation events and ends with the child leaving foster care.
Adoption	Begins with a child being eligible for adoption or a family requesting consideration as an adoptive placement. Ends with a child reaching the age of majority.
Licensing	Recruitment, certification and monitoring of substitute care placement settings. Begins with a request to be qualified as a setting and ends with the setting terminated as a resource.
Case Support	Any task that does not benefit a specifically identified individual or case.
Personal Time	Paid or unpaid time spent on personal, non-work-related tasks. This includes leave, breaks, and other personal time taken and recorded in the TDC.
Source: *Major service areas identified through focus groups held with county child welfare workers and through ICF International's design of the Time Data Collector tool for the February 2014 time study.*	

After selecting a service area, participants then chose from a listing of 15 task categories, as described in Exhibit 1-12.

Exhibit 1-12 15 Task Categories Included in the Child Welfare Time Study	
Task Category	**Description**
Child Contact	Tasks associated with child contact, including visitation, phone and other means of contact, family meeting, and home visits.
Parent/Family Contact	Tasks associated with parent and family contact, when the child is not present.
Alternate Care Provider Contact	Tasks associated with alternate care provider contact including service providers.
Other Contact	Tasks associated with contact with other parties, including reporting party, law enforcement officials, and collaterals to the case (e.g., service providers).
Attempted Contact	Tasks associated with attempt to contact child, parents, and others involved in the case.
Documentation and Administration	Tasks involved with documentation and administration support of the case and other non-case related activities including TRAILS documentation, home study, child study, and family findings reports.
Travel	Tasks involved with travel to perform case and non-case related activities.
Case Specific Meetings	Tasks associated with case specific meetings with child and/or caregivers present and other case-related meetings [e.g., Review, Evaluate, and Direct (RED) team, group, unit, and family group decision making meetings].
Non-Case Specific Meetings	Tasks associated with non-case specific meetings, such as staff meetings, supervisory meetings, and budget reviews.
Consultation (case-specific)	Tasks associated with case-specific consultations, including peer, supervisor/administrator consultation, training, and professional development.
Training & Consultation (non-case specific)	Tasks associated with non-case specific training and consultation including child protective services training, and other consultation not directly related to cases or clients.
Court-Related Time	Tasks associated with preparing for and participating in court activities, including documentation, waiting for and scheduling court time, and participation in depositions.
Community Related Activities	Tasks associated with community related activities, including recruitment of foster care and adoptive homes, and community outreach and prevention activities.
Leave	Tasks associated with paid and unpaid leave including annual leave, holiday leave, sick leave, lunch breaks, and other breaks and leave, etc.
Time Study Activities	Tasks associated with training on the Time Data Collector (TDC) and recording time into the TDC.
Source: *Task categories identified through focus groups held with county child welfare workers and through ICF International's design of the Time Data Collector tool for the February 2014 time study.*	

Within each task category, there were key tasks for participants to choose from. For example, the child contact task category included five different tasks [i.e., (1) face-to-face contact with child in office, (2) face-to-face contact with child in community, (3) all other contact with child, (4) face-to-face contact in office with child and other individuals involved in the case, and (5) face-to-face contact in community with child and other individuals involved in the case] that

participants could select depending on the type of contact the worker had with a child. In total, there were 69 key tasks. All time included in the time study was associated with one of the 69 key tasks, which are listed in Appendix F.

Conducted TDC Data Review Focus Groups. Following the completion of the time study and initial analysis of the results, 62 experienced county child welfare staff from 40 counties in the state were invited to participate in nine focus group sessions to discuss data gathered during the time study. Specifically, the objectives of the focus group sessions were to review preliminary child welfare time study results and to discuss the factors that impact service delivery and workload distribution for consideration when modeling workload and staffing requirements. During the sessions, participants:

- Examined and assessed time dedicated to each service area as recorded during the time study (per case, per month) to validate the accuracy of the results and to provide a basis for estimating the time actually needed for each task and service.
- Suggested strategies, approaches, and practices that could be implemented to achieve the desired outcomes and/or control unwanted variance in service delivery time.
- Described special considerations and case characteristics that notably impact service delivery and discussed how specific strategies address these impacts.

Additionally, the project team conducted a follow-up session with Department staff to share the process and to discuss policy implications.

Analyzed the Time Study Results. After we received all of the time records from participants, we compiled them into a master file and examined the data for incomplete or invalid recording by participants. Most of the data entry errors we identified were entered by participants who used the simple version of the TDC tool, which did not have all the necessary controls to prevent illogical task entries. We either adjusted or removed time records with these data entry errors. For example, we removed records with missing key data, such as the name of the staff or county, the position title, and a time record for at least one service or task. We also adjusted time records with illogical time durations, such as daily leave durations exceeding 9 hours to 8 hours and time durations for certain tasks (e.g., contact with child in office) that exceeded 12 hours. The final number of records included in any specific analysis varies based upon the availability of values related to the analysis parameters (e.g., if primary county was missing, those records were omitted from county-level analyses). Generally, the relevant number of records and/or staff is indicated in all detailed analyses results presented in the appendices to this report.

Reviewed National and State Workload and Caseload Standards. The research team reviewed the limited documentation available regarding state and national caseload and workload standards. This included results of previously conducted workload studies for California (2007), New York (2006), and Washington (2007), as well as published national standards, such as those from the Child Welfare League of America and the U.S. Department of Health and Human Services, Administration for Children & Families Council on Accreditation. Throughout the report, we provide comparative data when they are available. However, it is important to note that it is difficult to make direct comparisons among states due to the variances in state requirements and practices.

Chapter 2: Child Welfare Time Study Results

Workload can be examined from two perspectives: (1) client-oriented workload, which focuses on the amount of time spent delivering services to a client, and (2) staff-oriented workload, which focuses on the number of cases assigned to each staff. For child welfare programs, the client-oriented workload approach is the preferred method because it aligns with the client-focused business model used by child welfare programs and it accounts for differences in cases and services, such as case complexities and the lengths of time needed to provide different services.

One of the key components of a workload study is a time study. As mentioned in Chapter 1, we developed a timekeeping tool called the Time Data Collector (TDC) for county child welfare workers to record their time during February 2014. The purpose of the time study was to gather information regarding the time spent on all services and tasks performed by child welfare staff across Colorado. In this chapter, we present the results of the time study.

2.1 – Overall Time Reported

In February 2014, 1,302 time study participants from 52 counties recorded a total of 225,800 hours of work and leave (not including 6,035 hours spent on activities associated with the time study). From the time study results, we determined that participants dedicated an average of 43.3 hours per week to the child welfare program. Exhibit 2-1 shows the average weekly hours dedicated to child welfare by each job grouping during the four-week time study. The averages include leave time recorded by participants.

Exhibit 2-1
Child Welfare Time Study Results
Average Weekly Hours Dedicated to the Child Welfare Program in February 2014 by Job Grouping

Job Grouping	Average Hours Dedicated to Child Welfare Per Week Per Worker
Child Welfare Caseworkers [1]	44.6
Child Welfare Supervisors, Managers, & Executives [1]	48.0
Child Welfare Support Staff [2]	36.7
Other Staff [2]	35.5
All Participants	**43.3**

Source: *ICF International's analysis of the February 2014 time study results.*
[1] *The average hours worked per week for caseworkers and supervisors/managers indicate that these staff are working more than a standard 40-hour work week. However, the amount of time over the normal scheduled work week varies based upon work schedules and staffing arrangements across the counties. Potential gaps in staffing should not be inferred from these data alone.*
[2] *Support and other staff hours may be less than 40 hours per week given that they may not work 100 percent of their work week in the child welfare program and therefore may not have recorded these hours worked for other programs or areas.*

Time Spent on Services and Tasks: We also evaluated the amount of time participants spent on each of the 10 major services (excluding the Personal Time service) and the 15 task categories. Exhibit 2-2 presents the percentage of time recorded for each service area and the average hours worked per week, per worker for each service. As shown, case support services was the single largest time category, representing about 36 percent of all time recorded. Case support services include any work activities that do not directly benefit a specific case or client, such as non-case related travel, documentation and administrative work not associated with clients or cases, staff meetings, supervisory meetings, human resource tasks, non-case related training, and leave.

Exhibit 2-2
Child Welfare Time Study Results
Time Recorded in February 2014 for Each Service

Service	% of Total Time Recorded	Average Hours Dedicated to Child Welfare Per Week Per Worker		
		Caseworkers	All Other Staff [1]	All Participants
Case Support	36.1%	11.0	17.5	13.5
Ongoing Out-of-Home Support	13.0%	6.7	2.1	4.9
Screening/Intake/Hotline	12.3%	4.5	4.8	4.6
Assessments	9.4%	5.4	0.6	3.5
Prevention	8.2%	2.1	4.5	3.1
Ongoing In-Home	7.2%	3.6	1.3	2.7
Family Meetings	4.0%	1.8	1.1	1.5
Adoption	3.9%	1.7	1.1	1.5
Visitation	3.8%	0.7	1.6	1.1
Licensing	3.0%	1.4	0.6	1.1
All Services	**100.0%**	**38.9**	**35.2**	**37.5**

Source: *ICF International's analysis of the February 2014 time study results.*
[1] *This includes child welfare supervisors/managers/executives, support staff, and other staff (e.g., specialized) that participated in the time study.*

Exhibit 2-3 presents the percentage of time spent on each task category and the average weekly hours recorded by participants in February 2014. As shown, the single largest time category was Documentation and Administration, which includes TRAILS documentation, human resource tasks (not training), and other general office tasks. Documentation and Administration is an important component of the Screening service and time charged to that service comprises 28 percent of all hours charged to this task. All case-related services require documentation, and as a result, it is not unusual for child welfare workers to spend the largest portion of their time on this task.

Exhibit 2-3 Child Welfare Time Study Results Time Recorded in February 2014 for Task Category				
Task Category	% of Total Time Recorded	Average Hours Dedicated to Child Welfare Per Week Per Worker		
		Caseworkers	All Other Staff [1]	All Participants
Documentation & Administration	37.5%	16.1	17.6	16.7
Travel	5.6%	3.2	1.3	2.5
Case Specific Meetings	5.4%	2.5	2.3	2.4
Parent/Family Contact	5.0%	2.7	1.6	2.2
Training & Consultation (non-case specific)	4.6%	2.1	2.0	2.0
Court-Related Time	4.5%	2.2	1.7	2.0
Non-Case Specific Meetings	4.0%	1.1	2.9	1.8
Child Contact	4.0%	2.6	0.6	1.8
Consultation	4.0%	1.5	2.3	1.8
Other Contact	3.8%	2.2	1.0	1.7
Alternate Care Provider Contact	1.4%	0.9	0.2	0.6
Community-Related Activities	0.7%	0.2	0.5	0.3
Attempted Contact	0.3%	0.2	0.1	0.1
Leave	16.6%	7.4	7.5	7.4
Time Study Activities [2]	2.6%	1.2	1.1	1.1
All Services	**100.0%**	**46.1**	**42.7**	**44.4**

Source: *ICF International's analysis of the February 2014 time study results.*
[1] *This includes child welfare supervisors/managers/executives, support staff, and other staff (e.g., specialized) that participated in the time study.*
[2] *This task category consists of the time participants spent to participate in the Child Welfare time study in February 2014, including attending training and entering data in the Time Data Collector tool.*

The percent of total time caseworkers in each county spent on the documentation and administration task during February 2014 ranged from 24 to 75 percent. Caseworkers in 16 counties spent 50 percent or more of their time during the study month on documentation and administration tasks. We contacted three of the counties with the highest percentages to obtain additional information on the reasons their workers' spent such a large amount of time on Documentation and Administration tasks during the study month. These counties cited a number of reasons, including:

- A large number of Relinquishment of Parenting Rights reports received by one county that needed to be completed during the month. These reports involve an intensive report writing process for each case.
- Tasks associated with finishing the January Administrative Review Division (ARD) reviews and preparing for ARD reviews in March.
- Tasks involved with implementing the Colorado Practice Model, which involved extensive rewriting and development of new policies and procedures.
- A low number of referrals received in February, which resulted in staff dedicating a significant amount of time to updating internal county procedures.

- A new worker in one county needed additional training on using TRAILS, which added to time recorded for the Documentation and Administration task category.

These counties also described the general factors that contribute to increases in the amount of time spent on Documentation and Administration tasks during any month, which include difficulties in using TRAILS; no support staff that are fully dedicated to data entry, which would allow the county to keep TRAILS open and become more efficient at data entry; and C-STAT, which evaluates certain child welfare outcomes and requires an even greater emphasis on documentation.

Case-Related vs. Non Case-Related Time. We also compared the amount of time child welfare workers spend on case-related activities versus non-case-related activities. Case-related activities are those tasks that can be directly associated with a specific client or case, or a group of clients or cases. Non-case-related activities are tasks that are necessary to support child welfare activities but are not associated with specific clients or cases. Exhibit 2-4 provides examples of the types of tasks classified as case-related and non-case-related for the February 2014 time study.

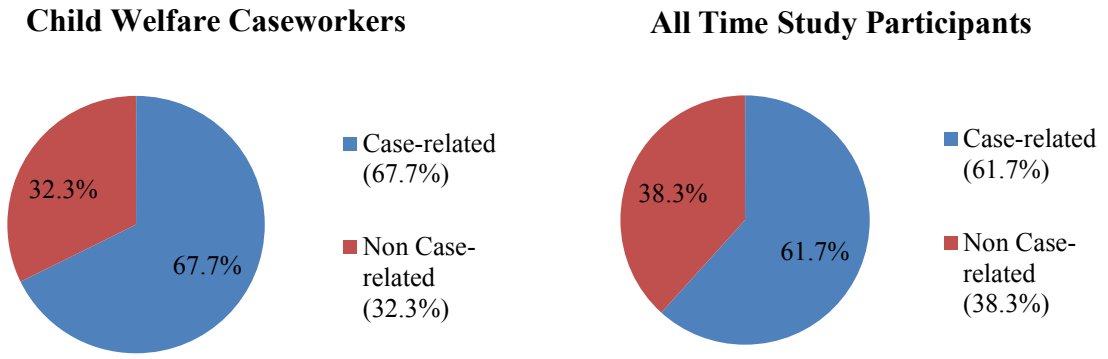
Exhibit 2-4
Child Welfare Time Study
Examples of Case and Non-Case-Related Tasks

Case-related	Non Case-related
➢ Contacts with child, parent, alternative care provider, reporting parting, law enforcement, service providers, and collaterals ➢ Observing interviews and investigations ➢ Case-related travel ➢ TRAILS documentation ➢ Home study, child studies and family findings reports ➢ Preparing and completing forms ➢ Case audit and case review ➢ Meetings with child and/or caregivers present ➢ Attending or receiving training, professional development, reading and other developmental activities to benefit specific case(s) ➢ Documentation preparation for court ➢ Participating in depositions ➢ Recruitment of foster care and adoptive homes	➢ Non case-related travel ➢ Other administrative tasks ➢ Human resources task ➢ Staff and supervisory meetings ➢ Budget reviews ➢ Gap in work day (unpaid) ➢ Paid leave (e.g., annual, holiday, and sick leave) ➢ Paid breaks (e.g., lunch) ➢ Child protective services training ➢ Preparing and delivering staff or other training ➢ Attending or receiving training, professional development, reading and other developmental activities

Source: *ICF International's classifications of case-related and non-case related tasks for the February 2014 child welfare time study.*

Exhibit 2-5 presents the percentage of time participants spent on case- and non-case-related tasks in February 2014. As shown, Colorado child welfare caseworkers spent 68 percent of their time on case-related activities. This figure is similar to child welfare workload studies conducted in New York in 2006 and in Washington and Idaho in 2007, which reported that caseworkers in those states spent between 67 and 72 percent of their time on case-related activities.

Exhibit 2-5
Child Welfare Time Study Results
Time Spent on Case-Related and Non Case-Related Activities by Job Groupings [1]



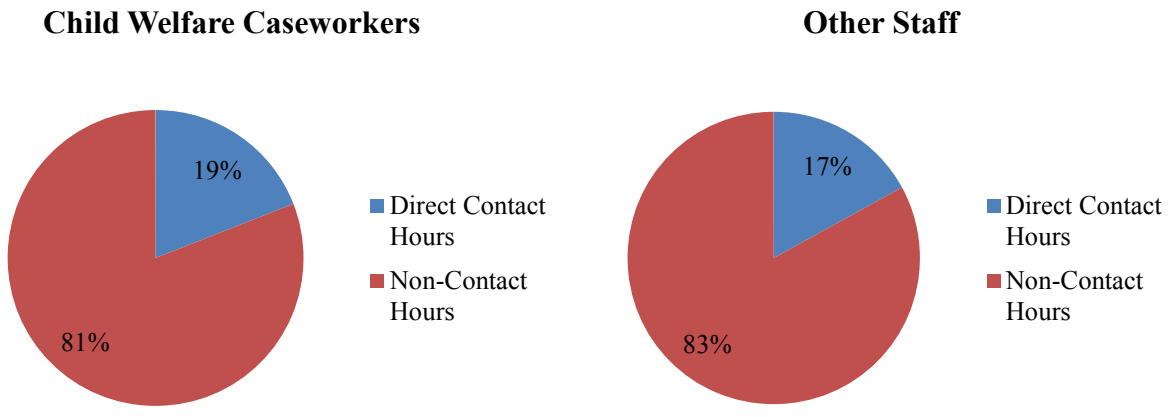
Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*
[1] The charts do not include the amount of time participants recorded for entering their time in the Time Data Collector Tool.

We also analyzed the amount of time spent on case-related and non-case-related activities for the services included in the time study, with the exception of personal time which is exclusively a non case-related service. As shown in Exhibit 2-6, consistent with expectations, Screening, Family Meetings, Assessments, Ongoing In-Home Services, Ongoing Out-of-Home Services, and Visitation have higher percentages of case-related activities given that they focus more on individual children and cases, whereas Adoption and Licensing services may involve less case-specific time and more administrative tasks. Adoption and Licensing services have a large degree of documentation and coordination with other parts of the child welfare system that are not case-related. For example, there is a significant degree of community education with Adoption as well as the need to develop resources generally without a specific case in mind. Licensing also has a large degree of general communication and training regarding regulations.

Exhibit 2-6 Child Welfare Time Study Results Time Spent on Case-Related and Non Case-Related Activities By Service		
Service	Percentage of Time Spent by Participants	
	Case-Related	Non Case-Related
Assessment	89.8%	10.2%
Visitation	87.8%	12.2%
Ongoing, In-Home Services	84.8%	15.2%
Screening/Intake/Hotline	84.0%	16.0%
Ongoing, Out-of-Home Services	83.9%	16.1%
Family Meetings	81.9%	18.1%
Licensing	67.9%	32.1%
Adoption	67.7%	32.3%
Case Support	57.1%	42.9%
Prevention	41.0%	59.0%
Service Not Selected	18.6%	81.4%
Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*		

Direct Contact Tasks. We compared the amount of time spent by participants on direct contact with recipients, which includes children, families, and other case-related individuals (e.g., alternate care providers, reporting parties, attempted contact, and community-related activities) to the time spent on other tasks which do not involve such contact (e.g., documentation, travel, consultation). Direct contact can include face-to-face contact or contact by other means, such as by phone or email. Exhibit 2-7 shows that child welfare caseworkers and other staff spent about the same amount of time in direct contact with recipients, 19 and 17 percent respectively.

Exhibit 2-7
Child Welfare Time Study Results
Percentage of Weekly Hours Recorded on Contact and Non-Contact Tasks for Caseworkers and All Other Staff [1]



Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*
[1] The charts do not include the amount of time participants recorded for entering their time in the TDC Tool or hours spent on leave.

2.2 –Time Spent on Child Welfare Cases

One of the key ways to measure workload is to determine the amount of time child welfare workers spend on cases in each service and task. For our study, this information was essential for developing a workload model and determining the optimal caseloads and hours per case for county child welfare workers to carry out program mandates and accomplish program goals for each of the services.

Using the time study results, we analyzed the amount of time participants spent on cases for 8 of the 11 major services. This analysis did not include three services—Prevention, Case Support, and Personal Time—because these services do not typically have specific clients or cases associated with them. We also examined the hours spent on cases for 10 of the 15 tasks. We did not include five tasks—Non-Case Specific Meetings, Training and Consultation (non-case specific), Community-Related Activities, Leave, and Time Study Activities—in the analysis because they do not focus on specific clients.

In our analysis, we refer to cases as "recipients." To identify and count recipients for each of the services and tasks, we either used:

- The identification information for recipients as enrolled in TRAILS, such as the referral identification number, the client identifier, or the case identifier as presented to study participants as pull down menu options; or

- Identifying information about the service recipient entered into the Time Data Collector tool by the study participant; or

- Information entered into the Time Data Collector tool by study participants for "non-clients." These were individuals with no identifier either because they were not enrolled in TRAILS or were anonymous. Each recipient identified in a time record as a non-client was taken as a unique service recipient and counted for the service area and task.

In some instances, time study participants recorded time spent on a service and task for multiple recipients. For our analysis, we considered all multiple recipient time records as duplicative. As a result, time recorded for these recipients was included in our analysis but the count of recipients was not increased. This resulted in a lower number of recipients served for some services and task categories, especially the Screening/Intake/Hotline service. Additionally, multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

Exhibit 2-8 shows the case-related hours recorded for each of the eight services included in our analysis and the average hours spent per recipient by service during February 2014. Child welfare workers recorded the most hours to the Ongoing, Out-of-home service and served the most recipients under the Screening service.

Exhibit 2-8
Child Welfare Time Study Results
Average Hours Spent Per Recipient by Service in February 2014

Service	Total Hours Recorded	Total Recipients Served	Average Hours Per Recipient for All Time Study Participants
Screening/Intake/Hotline	18,713	6,791	2.8
Family Meetings	6,036	1,457	4.1
Assessments	15,490	2,929	5.3
Ongoing In-Home	11,344	2,053	5.5
Ongoing Out-of-Home	19,811	2,753	7.2
Visitation	4,478	737	6.1
Adoption	4,655	951	4.9
Licensing	3,282	639	5.1

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

In the sections below, we present the results of our analysis for each of the eight service areas. Detailed data on the amount of time spent per case on the tasks can be found in Appendix G.

Screening

Total Case-Related Hours Recorded For Service in February 2014:	**18,713**
Total Recipients Served By Time Study Participants in Service:	**6,791**
Average Hours Spent on Service Per Recipient:	**2.8**

The first service chronologically in the life of a child welfare case is Screening, which begins with receipt of a referral of alleged child abuse. A referral ends with either closing the referral or passing it on to the next level of decision making. Child welfare staff involved with screening spend large amounts of time documenting the allegations received and the decisions made on whether to screen in a referral for further investigation.

We found that an average of 2.8 hours was spent on each of the 6,791 recipients that received Screening services during the study month. For this service, time study participants spent the bulk of their time on three task categories, as shown in Exhibit 2-9. The first task category—Documentation and Administration—consisted mostly of "On-Call" time as well as the child welfare workers entering case data in TRAILS and other communication and accountability requirements. Time study participants completed this task category for nearly one-third of the recipients receiving the Screening service, and participants spent 63 percent of their time on this task category. The second task category—Case-Specific Meetings—involved time spent on caseworker team, group, unit, and Family Group Decision Making meetings. These various meetings involve gathering information, making decisions, and planning for children and families. Although only 190 (3 percent) recipients received Case-Specific Meetings as part of the Screening service, when they occurred, these meetings took the largest average amount of time per recipient—13.4 hours for each of the 190 recipients receiving this task. The third task category—Other Contact—primarily consisted of contacts with the reporting parties (i.e., individuals who report an allegation of child abuse or neglect). These other contacts accounted for 13 percent of the total hours spent on the Screening service. As indicated from the time study results, child welfare workers have minimal contact with the child during the screening stage of the child welfare process.

Exhibit 2-9 Child Welfare Time Study Results Screening Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2 3]**
Documentation & Administration	11,870	2,051	5.8
Case-Specific Meetings	2,548	190	13.4
Other Contact	2,515	1,197	2.1
Consultation	687	512	1.3
Parent/Family Contact	379	280	1.4
Child Contact	270	167	1.6
Travel	197	147	1.3
Court-Related Time	152	51	3.0
Attempted Contact	45	89	0.5
Alternate Care Provider Contact	50	26	1.9
Total Hours Spent on Service	**18,713**		
Total Recipients Provided Screening Service [4]		**6,791**	
Average Hours Spent on Screening Services Per Recipient Per Month [5]			**2.8**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task during February 2014, the month of the time study. For example, 2,051 recipients received the Documentation and Administration task category related to the Screening service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Screening Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Screening service during February 2014. This figure does not represent the sum of the" Number of Recipients Served" column.

[5] This average was calculated by dividing the "Total Hours Spent on Service" (18,713) by the "Total Recipients Provided Screening Services" (6,791).

We also determined the amount of time each child welfare worker spent providing Screening services to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 1.2 hours per month providing Screening services to each recipient. At the county level, the average time spent monthly by each worker in 51 counties ranged from 0.3 hours to 10.4 hours per recipient. Staff in one county did not record any time spent on the Screening service during the study month.

Family Meetings

Total Case-Related Hours Recorded For Service in February 2014:	**6,036**
Total Recipients Served By Time Study Participants in Service:	**1,457**
Average Hours Spent on Service Per Recipient:	**4.1**

The Family Meetings service often occurs early in the child welfare process and involves child welfare workers meeting with families of alleged victims as well as families participating in voluntary services for planning and intervention purposes. Various types of meetings can be held during this stage of the process, including family group decision making, team decision making, and family group conferences. Significant preparation occurs before the staging of an actual family meeting. While there is contact with children during these meetings, the focus of the service is primarily on the adults involved. Provision of this service begins with receipt of request for a meeting and ends with the completion of documentation of the meeting.

We found that an average of 4.1 hours was spent on each of the 1,457 recipients that received the Family Meetings service during the study month. As shown in Exhibit 2-10, study participants spent the largest amount of time for the Family Meetings service on the Case-Specific Meetings task category, which represented 42 percent of the hours recorded for the Family Meetings service and 57 percent of the recipients. These meetings often require county child welfare workers to be available during non-traditional work hours to accommodate family, school, and work schedules. This often means that the meetings must occur at night or on the weekends. Since most child welfare workers are exempt (i.e., they are paid a monthly salary and are expected to fulfill the duties of the position regardless of the hours worked), they may work extra hours to accommodate the needs of the families without monetary compensation. Some counties offer flexible schedules and compensatory time, but this is not done consistently statewide.

Exhibit 2-10 Child Welfare Time Study Results Family Meetings Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2] [3]**
Case-Specific Meetings	2,528	836	3.0
Documentation & Administration	1,089	307	3.5
Parent/Family Contact	1,083	482	2.2
Consultation	355	204	1.7
Travel	294	217	1.4
Child Contact	257	150	1.7
Other Contact	181	143	1.3
Alternate Care Provider Contact	127	78	1.6
Court-Related Time	87	24	3.6
Attempted Contact	35	51	0.7
Total Hours Spent on Service	**6,036**		
Total Recipients Provided Family Meetings Service [4]		**1,457**	
Average Hours Spent on Family Meetings Service Per Recipient Per Month [5]			**4.1**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 836 recipients received the Case Specific Meetings task category related to the Family Meetings service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the "Number of Recipients Served" and this column will not sum to the "Total Recipients Provided Family Meetings Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Family Meetings service during February 2014. This figure does not represent the sum of the "Number of Recipients Served" column.

[5] This average was calculated by dividing the "Total Hours Spent on Service" (6,036) by the "Total Recipients Provided Family Meetings Service" (1,457).

We also determined the amount of time each child welfare worker spent providing the Family Meetings service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 1.1 hours per month providing the Family Meetings service to each recipient. At the county level, the average time spent monthly by each worker in 49 counties ranged from 0.4 hours to 3 hours per recipient. Staff in three counties did not record any time spent on Family Meetings service during the study month.

Assessment

Total Case-Related Hours Recorded For Service in February 2014:	**15,490**
Total Recipients Served By Time Study Participants in Service:	**2,929**
Average Hours Spent on Service Per Recipient:	**5.3**

The Assessment service occurs after a referral is screened in for further investigation. It is composed of two distinct types of assessments—the High Risk Assessment, or traditional investigative response, and the Family Assessment Response. For the traditional investigative response, child welfare workers provide assessment services when a referral of alleged child abuse or neglect is screened in for further investigation. The investigating caseworker meets one-on-one with the alleged victim, meets with the family, visits the child's place of residence, reviews the family's prior involvement with the child welfare system, and gathers other information (e.g., medical/forensic exams, photos) to determine whether the child abuse or neglect is founded, inconclusive, or unfounded.

For the Family Assessment Response, child welfare workers in the six counties participating in the Differential Response Pilot Program provide assessment services when a referral is determined appropriate for voluntary services and ends with the formal closure of the case and/or referral to non-child welfare services, such as counseling and family support. Differential response is a model that allows counties to provide child welfare services to low- or moderate-risk families without making a legal determination of abuse or neglect (i.e., without conducting an investigation to identify a victim and perpetrator).

We found that an average of 5.3 hours was spent on each of the 2,929 recipients that received Assessment services during the study month. As shown in Exhibit 2-11, study participants spent the largest amount of time on the Documentation and Administration task category, which represented 29 percent of the total hours recorded for the Assessment service and 50 percent of the recipients provided this service. This is to be expected due to the fact that assessment decisions are often appealed and it is important that the case file include sufficient information to support the decisions. The relatively large number of recipients in the Attempted Contact task category represents the difficulty caseworkers encounter trying to contact parties during the assessment. Time study participants spent the largest average amount of time per recipient on the Case-Specific Meetings—an average of 7.5 hours for each of the 397 recipients receiving this task.

Exhibit 2-11 Child Welfare Time Study Results Assessment Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2 3]**
Documentation & Administration	4,520	1,461	3.1
Case-Specific Meetings	2,966	397	7.5
Parent/Family Contact	2,553	1,429	1.8
Child Contact	1,571	1,143	1.4
Travel	1,291	1,226	1.1
Other Contact	786	806	1.0
Attempted Contact	204	512	0.4
Consultation	873	494	1.8
Court-Related Time	507	171	3.0
Alternate Care Provider Contact	219	130	1.7
Total Hours Spent on Service	**15,490**		
Total Recipients Provided Assessment Services [4]		**2,929**	
Average Hours Spent on Assessment Services Per Recipient Per Month [5]			**5.3**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 1,461 recipients received the Documentation and Administration task category related to the Assessment service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the "Number of Recipients Served" and this column will not sum to the "Total Recipients Provided Family Meetings Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Assessment service during February 2014. This figure does not represent the sum of the "Number of Recipients Served" column.

[5] This average was calculated by dividing the "Total Hours Spent on Service" (15,490) by the "Total Recipients Provided Assessment Service" (2,929).

We also determined the amount of time each child welfare worker spent providing the Assessment service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 0.8 hours per month providing the Assessment service to each recipient. At the county level, the average time spent monthly by each worker in 48 counties ranged from 0.4 hours to 3.6 hours per recipient. Staff in four counties did not record any time spent on the Assessment service during the study month.

Ongoing In-Home Service

Total Case-Related Hours Recorded For Service in February 2014:	**11,344**
Total Recipients Served By Time Study Participants in Service:	**2,053**
Average Hours Spent on Service Per Recipient:	**5.5**

This service begins with services to individuals in a case with all of the children living in the home and ends with case closure or referral to another service. Core Services are delivered while a child still resides with his/her family of origin, which is the basic definition of an in-home service. Core Services include life skills, day treatment, sexual abuse treatment, special economic assistance, mental health services, substance abuse treatment services, aftercare services, and county-designed services.

We found that an average of 5.5 hours was spent on each of the 2,053 recipients that received the Ongoing In-Home service during the study month. Exhibit 2-12 shows that similar to other services, study participants spent the largest amount of time per case on the Documentation and Administration task category for the Ongoing In-Home service, which represented 26 percent of the total time recorded for this service. The time spent on both the Child and Parent/Family Contact task categories totaled 30 percent of the time recorded for this service.

Exhibit 2-12 Child Welfare Time Study Results Ongoing In-Home Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2 3]**
Documentation & Administration	2,944	845	3.5
Parent/Family Contact	1,763	925	1.9
Child Contact	1,634	859	1.9
Court-Related Time	1,196	393	3.0
Travel	1,227	868	1.4
Other Contact	843	520	1.6
Case-Specific Meetings	735	347	2.1
Consultation	706	384	1.8
Alternate Care Provider Contact	220	183	1.2
Attempted Contact	75	171	0.4
Total Hours Spent on Service	**11,343**		
Total Recipients Provided Ongoing In-Home Services [4]		**2,053**	
Average Hours Spent on Ongoing In-Home Services Per Recipient Per Month [5]			**5.5**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] *This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 845 recipients received the Documentation and Administration task category related to the Ongoing In-Home service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Ongoing In-Home Service."*

[2] *Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.*

[3] *This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."*

[4] *This represents a non-duplicative count of recipients provided the Ongoing In-Home service during February 2014. This figure does not represent the sum of the "Number of Recipients Served" column.*

[5] *This average was calculated by dividing the "Total Hours Spent on Service" (11,343) by the "Total Recipients Provided Ongoing In-Home Services (2,053).*

We also determined the amount of time each child welfare worker spent providing the Ongoing In-Home service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 0.8 hours per month providing the Ongoing In-Home service to each recipient. At the county level, the average time spent monthly by each worker in 49 counties ranged from 0.4 hours to 3.7 hours per recipient. Staff in three counties did not record any time spent on the Ongoing In-Home service during the study month.

Ongoing Out-of-Home Service

Total Case-Related Hours Recorded For Service in February 2014:	**19,811**
Total Recipients Served By Participants in Service:	**2,753**
Average Hours Spent on Service Per Recipient:	**7.2**

This service begins with services to individuals or a case with at least one child living in an out-of-home setting (e.g., a foster care home, a group home) and ends with case closure or referral to another service. This critical safety resource for the most vulnerable children represents one of the largest ongoing investments of public financial resources in every state. A major workload consideration for this service is that each child needs to be seen face-to-face on at least a monthly basis. For children residing at some distance from their county of origin, travel can become a significant workload issue.

Of the eight service areas reviewed, the Ongoing Out-of-Home service represents the largest amount of case-related time child welfare workers spent per recipient in February 2014. We found that an average of 7.2 hours was spent on each of the 2,753 recipients that received the Ongoing Out-of-Home service during the study month. As shown in Exhibit 2-13, the Documentation and Administration task category comprised the largest number of hours for this service, which represented 25 percent of the total time recorded for this service. Three other task categories—Court-Related Time, Travel, and Child Contact—accounted for another 39 percent of the hours recorded for this service.

Exhibit 2-13 Child Welfare Time Study Results Ongoing Out-of-Home Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2 3]**
Documentation & Administration	4,954	1,317	3.8
Court-Related Time	2,831	768	3.7
Travel	2,517	1,168	2.2
Child Contact	2,317	1,191	1.9
Case-Specific Meetings	1,736	705	2.5
Other Contact	1,622	856	1.9
Parent/Family Contact	1,454	887	1.6
Consultation	1,238	610	2.0
Alternate Care Provider Contact	1,045	708	1.5
Attempted Contact	97	208	0.5
Total Hours Spent on Service	**19,811**		
Total Recipients Provided Ongoing Out-of-Home Services [4]		**2,753**	
Average Hours Spent on Ongoing Out-of-Home Services Per Recipient Per Month [5]			**7.2**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 1,317 recipients received the Documentation and Administration task category related to the Ongoing Out-of-Home service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Ongoing Out-of-Home Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Ongoing Out-of-Home service during February 2014. This figure does not represent the sum of the" Number of Recipients Served" column.

[5] This average was calculated by dividing the "Total Hours Spent on Service" (19,811) by the "Total Recipients Provided Ongoing Out-of-Home Services" (2,753).

We also determined the amount of time each child welfare worker spent providing the Ongoing Out-of-Home service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 0.8 hours per month providing the Ongoing Out-of-Home service to each recipient. At the county level, the average time spent monthly by each worker in 50 counties ranged from 0.4 hours to 6.7 hours per recipient. Staff in two counties did not record any time spent on the Ongoing Out-of-Home service during the study month.

Visitation

Total Case-Related Hours Recorded For Service in February 2014:	**4,478**
Total Recipients Served By Time Study Participants in Service:	**737**
Average Hours Spent on Service Per Recipient:	**6.1**

This service entails supervised meetings of parents or other case members and a child in the care, custody, and supervision of the State. The purpose of these meetings is to enhance the opportunities for reunification and family connectedness for the child removed from his or her home. It begins with the referral of a case for visitation events and ends with the child leaving foster care. Judicial orders, which can require any amount of contact between the child and the parents or other case members, can greatly impact workload for this service area. These orders often require multiple visitations each week, and, according to time study participants, the frequency may increase dramatically for younger children. Child welfare workers are responsible for arranging transportation for the children and families to make the visitation happen.

We found that an average of 6.1 hours was spent on each of the 737 recipients that received the Visitation service during the study month. As shown in Exhibit 2-14, together, the parent/family and child contact task categories represent 66 percent of the time spent on this service. For this service, we found that county departments extensively use case aides to fulfill tasks, with case aides' time representing almost 50 percent of the total time spent on this service. A significant amount of time was also spent on travel for this service, which reflects the accessibility needs of children and parents and represents the significant resource the supplied transportation provides towards making visitation successful.

Exhibit 2-14 Child Welfare Time Study Results Visitation Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours Per Recipient Per Task During Month [2 3]**
Parent/Family Contact	1,805	423	4.3
Child Contact	1,142	292	3.9
Travel	690	178	3.9
Documentation & Administration	330	94	3.5
Consultation	124	67	1.8
Other Contact	105	73	1.4
Attempted Contact	86	44	2.0
Case-Specific Meetings	78	41	1.9
Court-Related Time	70	17	4.1
Alternate Care Provider Contact	48	55	0.9
Total Hours Spent on Service	**4,478**		
Total Recipients Provided Visitation Services [4]		**737**	
Average Hours Spent on Visitation Services Per Recipient Per Month [5]			**6.1**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 423 recipients received the Parent/Family Contact task category related to the Visitation service during the month. Not all recipients received every task during the month, and some recipients may have received more than one task during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Visitation Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Visitation service during February 2014. This figure does not represent the sum of the "Number of Recipients Served" column.

[5] This average was calculated by dividing the" Total Hours Spent on Service" (4,478) by the "Total Recipients Provided Visitation Services" (737).

We also determined the amount of time each child welfare worker spent providing the Visitation service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 1.1 hours per month providing the Visitation service to each recipient. At the county level, the average time spent monthly by each worker in 44 counties ranged from 0.2 hours to 3 hours per recipient. Staff in eight counties did not record any time spent on Visitation services during the study month.

Adoption

Total Case-Related Hours Recorded For Service in February 2014:	**4,655**
Total Recipients Served By Time Study Participants in Service:	**951**
Average Hours Spent on Service Per Recipient:	**4.9**

This service begins with a child being eligible for adoption or a family requesting consideration as an adoptive placement. It ends with an adopted child reaching either the age of 18 or other age requirements for subsidized adoption. Adoption provides a safe and stable living situation for children in foster care when reunification with the child's parents or living arrangements with other extended family are not possible. The adoption process is complicated, and efforts to achieve adoption for a child do not always end with the finalization of an adoption. In cases where the adoption is finalized, the primary ongoing service provided to adoptive families is the provision of monthly subsidies to assist in the financial needs of the adopted child. Adoption subsidies can continue into young adulthood. While pre-finalization adoption cases may represent a much smaller group (20 to 25 percent by one estimate), pre-finalization is the source of almost all the work in the Adoption service.

We found that an average of 4.9 hours was spent on each of the 951 recipients that received the Adoption service during the study month. As Exhibit 2-15 shows, the Documentation and Administration task category accounts for the largest amount of time spent on this service, which represented 41 percent of the total hours recorded for this service. The adoption process involves a large amount of paperwork, such as home studies and adoption reports, and as a result, it is not unusual for child welfare workers to spend a significant portion of their time on documentation and administration activities.

Exhibit 2-15 Child Welfare Time Study Results Adoption Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours per Recipient Per Task During Month [2 3]**
Documentation & Administration	1,929	602	3.2
Travel	600	303	2.0
Child Contact	500	289	1.7
Case-Specific Meetings	382	155	2.5
Other Contact	357	176	2.0
Court-Related Time	347	154	2.3
Consultation	214	124	1.7
Alternate Care Provider Contact	170	121	1.4
Parent/Family Contact	147	188	0.8
Attempted Contact	9	26	0.3
Total Hours Spent on Service	**4,655**		
Total Recipients Provided Adoption Services [4]		**951**	
Average Hours Spent on Adoption Services Per Recipient Per Month [5]			**4.9**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 602 recipients received the Documentation and Administration task category related to the Adoption service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Adoption Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Adoption service during February 2014. This figure does not represent the sum of the "Number of Recipients Served" column.

[5] This average was calculated by dividing the "Total Hours Spent on Service" (4,655) by the "Total Recipients Provided Adoption Services" (951).

We also determined the amount of time each child welfare worker spent providing the Adoption service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 0.9 hours per month providing the Adoption service to each recipient. At the county level, the average time spent monthly by each worker in 39 counties ranged from 0.1 hours to 5 hours per recipient. Staff in 13 counties did not record any time spent on the Adoption service during the study month.

Licensing

Total Case-Related Hours Recorded For Service in February 2014:	**3,282**
Total Recipients Served By Participants in Service:	**639**
Average Hours Spent on Service Per Recipient:	**5.1**

The Licensing service includes recruitment, certification, and monitoring of substitute care placement settings, such as kinship settings, private homes, foster care agencies, and group homes. It begins with a request to be qualified as a placement setting and ends with the setting terminated as a resource. Training and education of providers on requirements, regular site visits, assessment of critical incidents, and documentation are primary activities of this service.

We found that an average of 5.1 hours was spent on each of the 639 recipients that received the Licensing service during the study month. As shown in Exhibit 2-16, the Documentation and Administration task category accounted for the largest amount of case-related time spent on this service, which represented 56 percent of the total time recorded for this service. This is consistent with the documentation and administration requirements related to recruiting, certifying, and monitoring child care facilities and child placement agencies.

Exhibit 2-16 Child Welfare Time Study Results Licensing Service Time Spent on Task Categories in February 2014			
Task Category	**Total Number of Hours Spent on Task During Month**	**Number of Recipients Served [1]**	**Average Hours per Recipient Per Task During Month [2] [3]**
Documentation & Administration	1,830	282	6.5
Alternate Care Provider Contact	592	346	1.7
Travel	260	167	1.6
Consultation	210	81	2.6
Other Contact	204	40	5.1
Parent/Family Contact	87	52	1.7
Case-Specific Meetings	78	22	3.5
Child Contact	9	5	1.8
Court-Related Time	6	3	2.0
Attempted Contact	6	14	0.4
Total Hours Spent on Service	**3,282**		
Total Recipients Provided Licensing Services [4]		**639**	
Average Hours Spent on Licensing Services Per Recipient Per Month [5]			**5.1**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] This column shows the total number of recipients that received a particular task category during February 2014, the month of the time study. For example, 282 recipients received the Documentation and Administration task category related to the Licensing service during the month. Not all recipients received every task category during the month, and some recipients may have received more than one task category during the month. Therefore, there may be duplication in the number of recipients served and this column will not sum to the "Total Recipients Provided Licensing Service."

[2] Multiple child welfare staff can provide services to a single recipient. Therefore, the hours recorded for a recipient can reflect the work of more than one staff member.

[3] This column was calculated by dividing the "Total Number of Hours Spent on Task During Month" by the "Number of Recipients Served."

[4] This represents a non-duplicative count of recipients provided the Licensing service during February 2014. This figure does not represent the sum of the" Number of Recipients Served" column.

[5] This average was calculated by dividing the" Total Hours Spent on Service" (3,282) by the "Total Recipients Provided Licensing Services" (639).

We also determined the amount of time each child welfare worker spent providing the Licensing service to each recipient during the study month. At the statewide level, each child welfare worker spent an average of 1 hour per month providing the Licensing service to each recipient. At the county level, the average time spent monthly by each worker in 40 counties ranged from 0.2 hours to 2.8 hours per recipient. Staff in 12 counties did not record any time spent on the Licensing service during the study month.

2.3 – Urban and Rural County Results

We also examined the time study results for urban and rural counties. We designated counties as urban and rural based on guidance from the Department using data from the Colorado Rural Health Center. The Colorado Rural Health Center is Colorado's nonprofit State Office of Rural Health, and works with federal, state, and local partners to offer services to healthcare providers in rural locations. As recommended by the Department, these designations were used to classify counties as urban or rural in the present study. Exhibit 2-17 lists the participating counties by urban and rural designations. As shown, 15 participating counties are classified as urban and 37 as rural. In most cases, counties were designated as urban if they had a population over 100,000 or they bordered a large city or metropolitan area.

Exhibit 2-17
Child Welfare Time Study
Participating Counties By Urban and Rural Designations

Urban Counties		Rural Counties			
Adams	Gilpin	Alamosa	Eagle	Logan	Routt
Arapahoe	Jefferson	Archuleta	Fremont	Moffat	Saguache
Boulder	Larimer	Baca	Garfield	Montezuma	San Miguel
Broomfield	Mesa	Bent	Gunnison	Morgan	Sedgwick
Douglas	Park	Chaffee	Huerfano	Otero	Summit
Denver	Pueblo	Cheyenne	Kiowa	Phillips	Washington
El Paso	Teller	Conejos	Kit Carson	Pitkin	Yuma
Elbert		Costilla	La Plata	Prowers	
		Crowley	Las Animas	Rio Blanco	
		Delta	Lincoln	Rio Grande	

Source: *Colorado Rural Health Center, List of Colorado's Rural, Urban, and Frontier Counties. (www.coruralhealth.org)*

The 15 urban counties that participated in the time study account for 82 percent of the total time recorded during the study. This percentage is consistent with other statistics for these counties. Specifically, these counties comprise 82 percent of Colorado's total population, their child welfare budgets account for 84 percent of the total state child welfare budget, and their staffing levels represent 83 percent of the child welfare staff in the participating counties.

We compared the time study results between urban and rural counties, and for the most part, we did not identify any major differences in the time allotments between these two county groups. There were differences in travel between the counties; rural county case-related travel averaged approximately 16 minutes longer per trip than urban county trips. Additionally, rural non case-related travel was approximately 25 minutes longer per trip than urban county trips. Another slight difference we noted was that rural counties spend 5 percent of their time on non-child welfare work while urban counties spend 1 percent of their time on this work. This is likely due to rural counties having a smaller number of staff that experience more variance in workload.

We also determined the average percentage of hours participants worked to the hours they were paid for each week. We analyzed the data with on-call time included and excluded because

several counties exhibit large percentages of "on-call time." On-call hours are time where employees are not performing regular job duties but are required to be available to handle job-related emergencies. These employees are typically able to leave their employer's premises, but are required to be accessible by telephone or by email and typically they need to stay within a specified number of miles from the county main office. In sum, being available during off hours to address office needs or emergent situations is considered on-call time. Study results show that on-call time represents between 6 and 32 percent of the total hours that caseworkers and supervisors/managers work each week on child welfare program activities. This represents a significant amount of time above and beyond the normal paid work day being dedicated to on-call requirements and affects staffing and staff-related issues (e.g., stress, burnout).

Exhibit 2-18 shows the results of this analysis by job groupings and county classifications. When on-call tasks are included, the time study participants spent an average of 15 percent more hours per week on child welfare program activities than they were paid to work. Rural counties displayed slightly higher percentages than urban counties. When on-call tasks are excluded, time study participants statewide did not work, on average, more than 100 percent on child welfare program activities. However, the breakdown by county type illustrates that child welfare employees in urban counties worked, on average, more hours per week on child welfare program activities than they were paid to work.

Exhibit 2-18
Child Welfare Time Study Results
Average Percentage of Hours Worked in Child Welfare Programs to Total Weekly Hours Paid By Job Grouping and County Classifications

Job Grouping	On-Call Time Included [1]			On-Call Time Excluded [1]		
	Urban	Rural	Statewide	Urban	Rural	Statewide
Caseworkers	116%	134%	131%	101%	95%	99%
Supervisors & Managers	126%	130%	128%	108%	92%	99%
Support Staff	109%	80%	92%	108%	80%	91%
Other Staff	109%	122%	117%	109%	98%	100%
All Participating Staff	**116%**	**124%**	**115%**	**104%**	**92%**	**98%**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*
[1] *On-call hours are time where employees are not performing regular job duties but are required to be available to handle job-related emergencies.*

Appendix H provides county-level data for the percentage of total time spent working in child welfare to the hours paid per week to work in child welfare for each job position included in the study.

2.4 – Differential Response Pilot Program

We also analyzed the time study results for counties officially participating in the Differential Response Pilot Program and compared the results with all other counties in the state. As mentioned earlier, six counties were participating in this pilot program in February 2014, which

included Arapahoe, Boulder, Fremont, Garfield, Jefferson, and Larimer. Similar to our analysis of the results for urban and rural counties, we determined the average percentage of hours participants worked to the hours they were paid for each week. We analyzed the data with on-call time included and excluded. Exhibit 2-19 shows the results of this analysis by job groupings and county classifications. As the exhibit shows, when on-call time was included, child welfare workers from differential response counties did not, on average, work as many hours over what they were paid weekly as workers in the other counties in the state. However, when on-call time was excluded, workers in differential response counties, on average, worked more hours than they were paid.

Exhibit 2-19
Child Welfare Time Study Results
Average Percentage of Hours Worked in Child Welfare Programs to Total Weekly Hours Paid By Job Grouping and Participation in Differential Response Pilot Program

	On-Call Time Included [1]			On-Call Time Excluded [1]		
Job Grouping	Differential Response Counties [2]	All Other Counties	Statewide	Differential Response Counties [2]	All Other Counties	Statewide
Caseworkers	113%	132%	131%	107%	96%	99%
Supervisors & Managers	129%	126%	128%	109%	96%	99%
Support Staff	98%	89%	92%	97%	88%	91%
Other Staff	108%	119%	117%	107%	101%	100%
All Participating Staff	**113%**	**124%**	**115%**	**106%**	**96%**	**98%**

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*
[1] On-call hours are time where employees are not performing regular job duties but are required to be available to handle job-related emergencies.
[2] In February 2014, six counties were officially participating in the Differential Response Pilot Program, including Arapahoe, Boulder, Fremont, Garfield, Jefferson, and Larimer counties. Because of the small number of counties participating in the Differential Response Pilot Program during the time study, it is difficult to draw definitive conclusions on the differences in time spent by differential response and non-differential response counties.

Exhibit 2-20 compares the average hours spent per recipient in each service area by child welfare workers in differential response counties to those in all other counties. As shown, the average time spent per recipient on three service areas—Screening, Family Meetings, and Adoption services—was lower in differential response counties than the other counties. The average time spent per recipient on two service areas—Assessments and Visitation—was higher in differential counties. For the other four service areas, the average time spent per recipient was similar among differential response counties and the other counties in the state. It is important to note that because of the small number of counties participating in the Differential Response Pilot Program during the time study, it is difficult to draw definitive conclusions on the differences in time spent by service area.

Exhibit 2-20 Child Welfare Time Study Results Comparison of Average Case-Related Hours Per Recipient for Differential Response Counties and All Other Counties in February 2014			
	Average Case-Related Hours Per Recipient		
Service	Differential Response Counties [1]	All Other Counties	Statewide
Screening	1.7	3.7	3.2
Family Meeting	3.7	4.6	4.1
Adoption	3.9	5.3	4.9
Assessments	5.5	5.2	5.3
Licensure	5.6	5.0	5.1
Ongoing In-Home	5.7	5.4	5.5
Ongoing Out-of-Home	7.0	7.4	7.2
Visitation	7.9	5.3	6.1

Source: *ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.*

[1] *In February 2014, six counties officially participated in the Differential Response Pilot Program, including Arapahoe, Boulder, Fremont, Garfield, Jefferson, and Larimer counties.*

We also found that caseworkers in counties participating in the Differential Response Pilot Program carry an average of 6 more cases per month than caseworkers in counties not participating in this pilot program. Specifically, caseworkers in differential response counties carry an average of 26.8 cases per month while the other counties in the state carry an average of 20.8 cases. Differential response cases tend to be less complex than other types of cases, which could account for the higher caseload in those counties.

Understanding the workload implications of this new program can help the Department, county departments, and the Legislature make staffing and funding decisions for the child welfare program.

2.5 – Child Welfare Workers' Perceptions of Amount of Work Assigned and Impact

As part of the study, we also obtained the perceptions of child welfare workers about the issues that they perceive as affecting their volume of work, employee morale, job satisfaction, and staff retention. Overall, child welfare workers we spoke with reported that the volume of work can have a significant impact on employees. Of the 150 child welfare workers who participated in focus groups, about two-thirds reported that they perceive their volume of assigned work as heavy and often unmanageable. The remainder indicated the amount of work assigned is mostly manageable, although the ebb and flow of work can result in periods of increased volume of work. Focus group participants identified a variety of factors that can contribute to their heavy volumes of work or temporarily increase the amount of work they are required to complete, as described below. It is important to note that the following comments reflect the opinions and perceptions of the child welfare staff we spoke with. We did not evaluate or verify the impact of each reported issue on actual volume of work.

- A perceived increase in required documentation for each case.
- A crisis occurs on one case, which causes work on other cases to build up and makes it difficult to catch up.
- Management of a large number of cases (e.g., 20+ cases per month).
- Increased burden from being on-call after hours.
- High volume of referrals and subsequently opening multiple cases in a week.
- Perceived understaffing in program areas.
- Worker turnover leading to reassignment of cases to other workers.

In addition to the factors listed above, focus group participants reported that they have experienced an increase in work associated with implementing new policy initiatives, such as Review, Evaluate, and Direct Teams (RED Teams), a collaborative decision making process for child welfare cases, and differential response. Although staff indicated that they are eager to try new approaches and implement new programs, this desire is often constricted by the time involved to implement the new initiatives, which typically involve additional training, meetings, and documentation during the start-up period.

Increased volume of work can also impact the quality of work and services provided to child welfare clients. According to focus group participants, when the volume of assigned work is too heavy, it can mean that they have to cut corners in terms of accuracy and quality to keep up with their work assignments. For example, participants stated that they may be delayed responding to phone calls and emails, may be late submitting required reports, do not have enough time to spend with families, and have difficulty meeting all deadlines and complying with requirements. It is important to note that this study was neither designed nor intended to evaluate child welfare outcomes.

Employee morale and job satisfaction. Increased volume of work can significantly affect employee morale and job satisfaction, as well as staff retention and turnover. Focus group participants indicated that heavy volumes of work can reduce their job satisfaction for several reasons, including lack of engagement with client families, inadequate time to perform all necessary tasks, inability to perform quality work because of time constraints, prioritization of documentation over seeing clients, and a consistent feeling of being behind on work and never caught up. These issues are magnified in instances where supervisory personnel are forced to dedicate significant amounts of their time to casework. Although they are reducing the immediate workload burden on frontline caseworkers, supervisors are then unable to provide the necessary support, mentoring, and technical guidance to their staff. This contributes to low morale and perpetuates inefficiencies since new staff are not learning how to properly execute job tasks. Data collected during this workload study revealed that supervisors in the participating counties are charged with overseeing an average of 5.6 caseworkers; caseworker-to-supervisor ratios ranged from 1.0 to 10.0 in participating counties.

Turnover. The study also looked at turnover rates in participating counties. The average annual turnover rate was about 10 percent for Calendar Years 2009 through 2011. For specific counties, turnover rates ranged from 0 to 24 percent over the 3-year period. In comparison, a 2009 study documented annual turnover between 23 and 60 percent for child welfare agencies nationally. Although turnover rates do not appear to be excessively high, their impact can be compounded

by the number of child welfare workers that will be retiring in the next several years. According to data collected during the study, approximately 18 percent of child welfare workers statewide plan to retire within the next 7 years. The loss of experienced child welfare workers through turnover and retirement may require focused staffing efforts to minimize the impact on quality service delivery and other desirable outcomes for child welfare across the state.

Chapter 3: Workload Practice Models

One of the primary objectives of this workload study was to assess Colorado's current child welfare staffing levels. The time study conducted in February 2014 provided us with key information on how county child welfare workers spend their time in their jobs and the average amount of time devoted to cases by services and tasks. This information provides a basis for our development of scientifically-based workload practice models with a child and family-focused orientation that are consistent with industry and technical standards.

The effort to understand service delivery first requires an understanding of the difference between caseload and workload.

- ***Caseload*** is the number of cases workers are assigned in a given time period. Caseloads may be measured for individual workers assigned a specific type of case, or all workers in a particular office or region.

- ***Workload*** is the amount of time required to address assigned cases. Measuring workload requires assessment of (1) the factors that impact the time it takes to work cases and (2) the time workers spend on activities not directly related to their case responsibilities.

The distinction between caseload and workload accounts for differences in the amount of effort or staff time needed to provide different kinds of services throughout the life of a case. It also recognizes that there are case characteristics that can change the amount of effort or staff time involved in the workload for certain children or families.

Throughout the life of a case, various events occur and each county may handle them slightly differently. However, these events typically fall within certain specified service areas which follow the common child welfare practice model across counties in Colorado. When examining workload, a client-oriented approach that considers the amount of time spent per case for each service is the most common metric used. For the Screening/Intake/Hotline service, workload is assessed differently by looking at the amount of time spent per referral, or recipient. For all services, caseload is calculated as the number of cases requiring one full-time-equivalent (FTE) of staff time. By applying these caseload numbers to the number of child welfare cases processed in each service, we are able to calculate the number of FTE needed to handle the caseload.

As discussed in Chapter 2, the client-oriented approach is different from the staff-oriented approach, which focuses on the number of cases assigned to each staff. The client-oriented approach recognizes the team approach to practice used throughout the state where often various staff have responsibility for different parts of the process. In some smaller, rural counties, there are fewer staff resources available and a generalist model is used; it is more common in these counties for one staff person to handle all aspects of a case from start to finish. In these counties, the staff-oriented approach to looking at workload and the client-oriented approach become more equivalent but may still not be identical for a number of reasons (e.g., emergencies, work by others while primary worker is on leave, and specialty services). By knowing the number of cases to be served and the number of staff needed to serve them, a workforce calculation can be performed.

The first step in developing our workload model was to construct workload standards. A workload standard is the estimated amount of time necessary to perform a service for a case in a month, if all federal and state law, policy, and good practices are met. There are no national workload standards that can be used for this analysis. This is because every state's child welfare requirements and practices are different and the standards that apply to one state may not be applicable to another state. Therefore, we used our analysis of time study results and the average number of hours child welfare workers spent in February 2014 on case-related activities as a starting point for developing workload standards for Colorado. One of the key steps in determining the estimated workload standard for each service was sharing the time study results with 62 experienced child welfare workers from 40 counties in March 2014. The objectives of these focus groups were to (1) obtain reactions and feedback from workers on the results of the time study; (2) determine whether the participants thought that the average number of hours actually spent on case-related activities was sufficient to deliver services to children and families that meet policy and legislative requirements; and (3) determine the number of hours the focus group participants estimated were needed to meet policy and legislative requirements.

We used the information provided by county staff during the focus groups to determine the estimated workload standards for Colorado, or amount of time that should be spent, for each service to achieve program objectives and comply with policy and legislative requirements. We considered all feedback provided by focus group participants when determining the estimated amounts. We also verified the integrity of the workload standards by comparing the estimated amounts provided by county staff with workload results from other states to confirm that the estimated amounts were reasonable and consistent with child welfare cases in general. Additionally, subject matter experts in the child welfare field reviewed the estimated amounts and concluded that they seemed appropriate given program requirements.

3.1 – Workload Standards

Exhibit 3-1 provides the workload standards, or estimated amount of time that should be spent on a case for Colorado. As shown in the Exhibit, the estimated workload levels, when defined as "hours per case" for each service are higher than actual workload levels measured during the February 2014 time study. Estimated workload levels would require between 18 and 157 percent more time per month in each service area than the actual time measured during the time study.

Exhibit 3-1
Actual Measured and Estimated Hours Per Case by Service for Colorado Child Welfare Caseworkers

Service	Actual Measured Hours per Case Per Time Study Results [1]	Estimated Hours per Case to Achieve Objectives and Meet Requirements [2]	Percent Change
Screening	2.8	3.3	18%
Family Meetings	4.1	9.5	132%
Assessment	5.3	8.3	57%
Ongoing, In-Home	5.5	8.1	47%
Ongoing, Out-of-Home	7.2	14.3	99%
Visitation	6.1	13.9	128%
Adoption	4.9	12.6	157%
Licensing	5.1	11.6	127%

Source: *ICF International's analysis of February 2014 Colorado county child welfare workers' time study results, information obtained from focus groups, and workload results from other states.*

[1] The actual measured hours per case were calculated using data from the time study conducted in February 2014, which included 1,302 child welfare workers from 52 counties. These figures reflect averages for all recipients served in each service during February 2014.

[2] The estimated hours per case were established from our qualitative analysis of the information provided by experienced caseworkers during focus group meetings, workload results from other states, and review by subject matter experts.

The differences between the actual measured number of hours spent per case and the estimated number of hours per case for Colorado are similar to other states. For example, the 2007 child welfare workload study that occurred in California, which included five of the same services in Colorado's practice model, suggested increases in the amount of time devoted by child welfare workers to these services that ranged from 28 to 106 percent. A 2007 child welfare workload study that occurred in Washington State, which included six of the same services in Colorado's model, suggested increases in the amount of time devoted by child welfare workers to these services ranging from 34 to 141 percent for five of the services and no increase for one service. Both of those studies were completed using a similar methodology to the one used for Colorado's workload study.

The key reasons why estimated service time amounts are higher than the actual measured number of hours spent per case fell into one or more of the following categories:

- Additional time is necessary to meet all mandated service requirements, on average, across cases. Specifically, the actual time recorded in the time study was lower due to child welfare workers not being able to dedicate as much time to the service as required.
- More cases should receive the service each month due to mandated service requirements than the time study showed received the service. However, due to a variety of factors (e.g., large caseloads, weather, scheduling, length of travel to client), the proper amount of cases did not receive the service.

- The subset of task categories comprising the service did not appropriately represent the level of effort necessary to properly complete the service and meet requirements. The estimated increases in the time within individual task categories in a service had an impact on the related overall estimated service time.
- More time should be dedicated to certain task categories within a service in order to fully meet the needs of clients rather than simply 'checking a box' to meet a requirement. The estimated increases in the time within individual task categories in a service had an impact on the related overall estimated service time.
- Time study averages may have been accurate for the month of February 2014 but they were unusually low compared to other months in the year.

The reasons varied from discussion to discussion depending on the service being reviewed and sometimes included multiple rationales. Still, it was these subject matter expert observations and estimations that drove the service time increases presented in this report. Specific reasons for estimated service time changes were as follows. Please note this is not an exhaustive listing but rather a representation of data review session findings:

- **Screening:** In this service, the referral count captured by the time study was lower than the number reported in other department data. Focus group participants determined that the referral count captured by the time study was low. It was suggested that many service recipients were coded as "not identified" in the Time Data Collector as the recipient IDs were not available for these brand new referrals. As a result, when we determined the estimated hours per case, we increased the referral count to more accurately reflect the average number of referrals received by county departments each month. The adjusted "recipient count" was derived from reviewing the Department's Fiscal Year 2013 referral data. Further, while all referrals require TRAILS documentation, not all referrals in the time study had time attributed to this task. For example, some contact of older referrals at the beginning of the time study may have had TRAILS documentation in the previous month. The resulting recommended percent used for TRAILS documentation was 80 percent and Documentation and Administration, which was measured at 25.0 minutes per referral per month, was adjusted to 53.5 minutes. This task category was adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Screening service were adjusted from 2.8 to 3.3 hours per case.

- **Family Meetings:** In this service, focus group participants indicated that the minutes per case identified by the time study for the child contact and parent/family contact tasks were not sufficient to meet the needs of children and families. Specifically, child contact was measured at 10.6 minutes per case. Feedback from focus group participants indicated that there should be 120 minutes devoted to child contact to fully understand the needs of a child and develop a rapport. Likewise, parent/family contact was measured at 44.5 minutes per case. Feedback from focus group participants indicated that there should be 120 minutes per parent/family meeting. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Family Meetings service were adjusted from 4.1 to 9.5 hours per case.

- **Assessment:** In this service, statute and rules require each child to be contacted as part of the assessment process. Time study participants recorded time to the child contact task for only 43 percent of the cases. This indicates that county child welfare workers are not always contacting children within statutorily-required timeframes. Feedback from focus group participants indicated that there should be contact with at least 80 percent of the children in a month since the requirement is 100 percent child contact per assessment; however, not all contacts would occur in the same calendar month. Based on information provided by the focus groups, the estimated hours per case for this service were increased so that 80 percent of the children would be contacted monthly. Additionally, the focus groups indicated more time was needed for the parent/family contact and other contact tasks. Specifically, parent/family contact was measured at 49 minutes per assessment for a majority of the assessments. Feedback from focus group participants indicated it should be 150 minutes. The alternate care provider category was measured at 3.1 minutes per case and feedback from focus group participants indicated that there should be 21 minutes per case. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Assessment service were adjusted from 5.3 to 8.3 hours per case.

- **Ongoing In-Home:** In this service, focus group participants indicated that the time measured for the child contact, parent/family contact, and alternative care provider contact tasks was not sufficient to meet the needs of children and families. The estimated time for this service was increased so that one-half of children and parents/families and one-third of the alternative care providers would be contacted each month. As an example, parent/family contact was measured at 52 minutes per case and the contact percent for the parents in community task was 18 percent. Feedback from focus group participants indicated that it should be at least 50 percent. Making this adjustment increased the minutes per case for parent/family contact to 88 minutes. Further, alternate care provider contact was measured at 3.5 minutes per case for 6.5 percent of the service recipients. Feedback from focus group participants indicated that it should be provided to at least 33 percent of the Service recipients. This was based upon a principle that there should be collaboration/ contact by email, phone, or other means with other providers no less frequently than every 6 weeks. Alternate care provider contact was adjusted from 3.5 minutes per case to 17.9 minutes. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Ongoing In-Home service were adjusted from 5.5 to 8.1 hours per case.

- **Ongoing Out-of-Home:** In this service, statute and rules require every child in out-of-home placement to be seen in person each month. However, the time study data showed that child welfare workers recorded time to the task involving face-to-face contact with children in the community for 25 percent of the children served in the Ongoing Out-of-Home service. This indicates that county child welfare workers are not always seeing children in out-of-home placement in person each month as required by statute and rules. The estimated time needed was adjusted to increase the percent of children seen on a monthly basis. For example, face-to-face contact with child in the community was measured at 25 percent of children served being contacted. Based upon policy and practice, and feedback from focus group participants, this was adjusted to 95 percent,

which resulted in a change from 24 minutes per case to 92 minutes. Further, focus group participants indicated more time is needed for case-related travel, and estimated times were increased accordingly. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Ongoing Out-of-Home service were adjusted from 7.3 to 14.3 hours per case.

- **Visitation:** Visitation is a child-based service, and all children need to be seen regularly. Time study participants recorded time to the child contact task for 6.8 percent of cases and for an average of 11.6 minutes per case. We adjusted these amounts for a 63.9 percent contact rate and for an average of 109 minutes per case. Further, documentation represents a significant activity in the Visitation service. Details need to be noted and communicated about what occurs during visitation to the courts, to other caseworkers, and to other service providers. The measured time for this task category was 27 minutes. This was viewed as low by focus group participants if full and accurate documentation is the goal. This indicates that workers are not documenting information related to visitation as completely as they should. We adjusted the estimated time per case for this task category to 90 minutes. These tasks and task categories were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Visitation service were adjusted from 6.1 to 13.9 hours per case.

- **Adoption:** In this service, focus group participants indicated that the time measured for the Consultation task was not sufficient to meet the needs of children and families. The time study data showed that an average of 14 minutes per case was spent on this task monthly. However, due to the complexity of adoption process decisions and approvals, participants indicated that more time is needed to sufficiently fulfill this task. Additionally, focus group participants indicated increases are needed for other tasks, including the child contact, parent/family contact, alternate care provider contact, and other contact tasks, to effectively provide adoption services. For example, child contact was measured at an average of 31.5 minutes per case, while the estimated time needed was 60 minutes per case. The parent/family contact and alternate care provider contact tasks required similar adjustments. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Adoption service were adjusted from 4.9 to 12.6 hours per case.

- **Licensing:** In this service, focus group participants indicated that tasks involving contacts with alternate care providers in the community should be occurring in 50 percent of the cases. However, the time study results indicated that these contacts were occurring in 23.1 percent of the cases. Additionally, the time study data showed parent/family contact was measured at less than 1 minute per case. Based on feedback from focus group participants, the parent/family contact task was increased to 120 minutes. These tasks were adjusted to reflect the estimated amounts. Overall, the actual measured hours per case for the Licensing service were adjusted from 5.2 to 11.6 hours per case.

3.2 – Staffing Model Development

The second step in developing our workload model was to estimate the number of caseworker FTE positions needed to meet policy and legislative requirements and achieve program objectives. To estimate the number of caseworker FTE positions needed, we compared the statewide averages for the counties participating in the time study for the actual measured amount of time spent per case, per service with the estimated amount of time needed per case, per service. We then applied the amounts to the statewide average monthly caseloads for each service for the time study participants to calculate the actual measured case-related FTE currently being used to handle these cases and the estimated case-related FTE needed to meet requirements and achieve program objectives.

In making these estimates, we included additional FTE for case support services that were case-related but that were not represented in the service time estimates. These case support services include on-call time. On-call time is the time staff members are required to be available during regular work hours or off hours to address office needs or emergent situations. On-call time can account for a significant amount of caseworker time not accounted for in the services, with the exception of Screening. On-call time is accounted for in the screening service because it is needed to provide 24 hour coverage for incoming referrals, but not a direct service to a recipient. County child welfare staff who participated in the focus groups reported that supervisors, particularly in small counties, were "always on-call." This was reported as an enormous point of stress in the job duties. It cannot be ascertained from the time study results how much reported on-call time by supervisors was specifically assigned and how much was ongoing job expectation.

The largest amount of on-call time is associated with screening services and this time is included in the workload analyses for that service. For all other services, the total amount of on-call time required of caseworkers is equivalent to 72 FTE. The workforce to support this effort is currently added to the work needed to fulfill the requirements of service delivery and achieve desired outcomes for the case-related services.

To properly understand the implications of staffing estimates, all of the staffing model elements and method used need to be considered. Appendix I details the development of the method used to estimate required staffing for case work time that was translated into FTE within child welfare programs and services across the state.

The results from the workload model indicate that the time required to complete mandated child welfare activities exceeds the time available from the current number of Colorado caseworkers. We estimate, based upon the county child welfare workers participating in the time study, and if no changes are made to current county child welfare practices, an estimated 574 additional caseworker FTE positions are needed to handle the caseloads associated with time study participants. This equates to a 49 percent increase in estimated existing caseworker FTE hours for those workers participating in the time study. Although these results are calculated based on the child welfare workers who participated in the time study, we believe commensurate adjustments to staffing levels for workers who did not participate in the time study (i.e.,non-participating workers within participating counties and all workers within non-participating counties) may also be warranted.

To help understand where these additional resources are needed most, Exhibit 3-2 breaks out the calculation by service. As the exhibit shows, we estimate that the Adoption service would require the largest percentage increase in caseworker FTE positions, at 156 percent. The Ongoing Out-of-home service would require the largest increase in the number of FTE, with a projected increase of 182 FTE.

Exhibit 3-2
Caseworker Staffing Model and FTE Projections for Time Study Participants Based on Monthly Caseloads and Service Times

Service	Monthly Caseload[1]	Measured Actual Monthly Hours per Case	Measured Actual Case-related FTE[2]	Estimated Monthly Hours per Case	Estimated Case-related FTE[1]	Difference Measured Actual to Estimated FTE[3]	Percentage Increase
Screening/ Intake/ Hotline	6,851	2.8	177	3.3	209	+32	18%
Family Meetings	1,464	4.1	56	9.5	129	+73	133%
Assessment	2,929	5.3	143	8.3	222	+79	55%
Ongoing In-Home	2,077	5.5	105	8.1	155	+50	47%
Ongoing Out-of-Home	2,768	7.2	184	14.3	366	+182	99%
Visitation	740	6.1	42	13.9	95	+53	126%
Adoption	951	4.9	43	12.6	110	+67	156%
Licensing/ Licensure	639	5.1	30	11.6	68	+38	127%
Prevention [3]	N/A	N/A	54	N/A	54	N/A	N/A
Case-related support time, not captured in Services [4]	N/A	N/A	335	N/A	335	N/A	N/A
Total			**1,169**		**1,743**	**+574**	**49%**

Source: *ICF International's analysis of time study case data, time study measured actual monthly hours per case data, and subject matter expert review to determine recommended hours data.*

[1] Caseloads differ slightly from the number of recipients included in Exhibit 2-9 due to the inclusion of Clear Creek and Lake county cases in this analysis. As discussed in Chapter 1, these counties were not included in the tine study data calculations due to some inconsistencies in their data. However, we were able to use their data during the finalization of the staffing model.

[2] Caseworker FTE were calculated based upon 108.3 hours (68 percent of total time) dedicated to casework across all time study participants.

[3] Prevention time is based upon the hours indicated in the time study, including on-call time. There is not an estimated increase in prevention case-related FTE.

[4] This was time charged to specific cases, but attributed to case support and therefore not included in service times.

As the exhibit shows, the measured actual case-related FTE, at 1,169, is higher than the actual number of caseworkers participating in the time study, at 792. The difference between these two amounts is currently being addressed by staff working overtime and staff other than caseworkers (e.g., supervisors, managers, case support, and other staff) providing case-related services in

addition to their other duties. In some situations this is an appropriate solution to achieve desired child welfare results with existing resources. In other situations, staff are stretched to fill in work outside of their normal duties to ensure objectives are met. This can have implications on both the quality of services delivered as well as the ability of those staff to perform their own jobs. This issue is exacerbated if an organization moves toward a service provision level that is commensurate with estimated staffing levels without increasing available resources. Therefore, if the number of caseworkers increases, a corresponding increase in the number of supervisors may also be appropriate. For example, for an increase of 574 caseworkers (using the number estimated through the workload model) an increase of 122 supervisors may also be warranted. This is based on a supervisor-to-caseworker ratio of 1:4.7.

3.3 – Further Analysis Using the Workload Study Results

The results of the workload study provide information that the Department can use in a variety of ways. First, and fundamentally, the study supplies information that the Department or counties can use to respond to community questions and concerns (e.g., from the public, media, others) regarding the time and resources it takes to provide services and complete tasks. The data presented indicate the range of time as well as the differences in each county.

Second, the study may serve as a basis for identifying ways to more efficiently operate programs and manage resources. Improving operational efficiencies in the child welfare process can help provide more staff time and resources to county departments for delivering services from current resources. The data from the time study and focus group discussions with county child welfare staff provided indicators that there may be opportunities for the Department and counties to address inefficiencies in the current child welfare processes and therefore reduce the amount of additional resources needed to meet child welfare requirements and achieve program objectives. For example:

- **TRAILS Modernization:** During focus group meetings, county staff reported that they believe there is duplication in some of the documentation that they must complete. Specifically, county staff reported that TRAILS can require redundant information in multiple locations and some forms and documents are duplicative. Given the significant amount of time that county staff spend documenting child welfare casework, this is an area that the Department could look into further to determine if efficiencies could be achieved. Ideally, TRAILS would be modernized to expand the system's capabilities. This could include simplifying the capturing of data through document imaging technology, programming the system to automatically populate duplicative fields, and allowing remote access to the system through mobile devices.

- **Documentation Standard and Templates:** Recognizing that modernizing TRAILS will require additional funding, focus group participants and our project team identified several steps the Department could take with the current system to increase efficiencies in the documentation process. Given the resource commitment to documentation, a specific, ongoing institutionalized quality improvement effort with respect to documentation has the potential for return on investment and could provide a valuable framework going forward. Among the improvements that could be made, the Department should consider

working with county departments to refamiliarize them with the Department's TRAILS documentation standard which identifies the specific data fields that must be completed, define their intent, and describe how data should be entered. This could include sending the written standard to county departments and hosting training sessions on the standard. Further, the Department could work with the counties to develop best practices or model templates for standard documents, such as the home study report, court reports, reports on reasonable efforts, mental health assessment referrals, child support referrals, and other common forms. The "best practice" templates could reduce duplication and improve the overall quality of the data. Similarly, county staff believe that the Department and counties should continue their efforts to review the forms and reports currently in use to determine if they are still needed or could be eliminated. For those that are still needed, the Department and counties could look for ways to revise the forms and reports to reduce the amount of time required to complete them, while still ensuring they fulfill their intended purpose.

- **County-specific operations.** The counties can review their detailed county information and compare it with other Colorado counties that they believe have similar characteristics in regard to the data being examined. For example, counties could look at service times of other counties using similar methodologies (e.g., differential response); court time for a county with shared judges/judicial district; or transportation times for counties with similar geography and resources. This comparison will show areas where a county could potentially work to improve the efficiency of its operations by striving to meet the time estimates of other counties. Counties could also examine specific areas that have presented concerns in the past to see the level of effort and service times it typically takes to complete the tasks.

Third, the results of the workload study may help the Department determine if additional county staffing resources are needed. As mentioned earlier in this chapter, the time study results indicated that county child welfare staff were not always conducting all required tasks in accordance with statutes and rules. For example, the time study indicated that county staff were seeing only 25 percent of the children in out-of-home placements in person each month while statutes and rules require that all children in out-of-home placements be seen in person each month. The workload study also indicated that more time may be needed for some tasks to improve the quality of services and outcomes (e.g., spending more time during family meetings to fully understand the needs of a child and develop a rapport). With this information, the Department could determine the additional resources that may be needed to improve compliance to required levels as well as the resources that may be needed to improve the quality of services delivered to children and families and to improve key outcomes for ensuring the safety, permanency, and well-being of children in the child welfare system and prioritize how it uses the workload study data.

In determining what process or resource changes may be needed, the Department and counties could compare the time study results to performance measures and outcomes to pinpoint where higher volumes of work may be negatively affecting desired outcomes in the counties. The Department's C-Stat system, which evaluates some child welfare outcomes (e.g., timeliness of

response to initial abuse and neglect investigations and the absence of maltreatment recurrence) could be used for such comparisons and analyses.

Finally, in addition to delving further into the current workload study results, the Department and counties may want to consider options for conducting additional workload studies that build upon the current baseline results. Future analyses could elaborate upon the findings of this study and assess the impact of process improvements. Options may include (1) repeating the time study process during other times of the year, with a smaller representative sample, to determine seasonal differences, or (2) repeating the time study with a subset of the original census study (e.g., county, region, service type). There is also value in ongoing tracking of client or case level information connected to service time. Collecting detailed, specific service recipient information could provide data for implementing additional efficiencies.

Appendix A:

County Population Information

This appendix includes population data for each of the 64 counties. Exhibit A-1 displays overall population statistics for Colorado, including the mean population and standard deviation across counties.

Exhibit A-1 Colorado Population Statistics	
Total Population (U.S. Census Bureau 2012 Estimate)	5,187,582
Mean (Average) County Population	81,056
Standard Deviation of County Population	163,384
Source: *U.S. Census Bureau's 2012 estimates of Colorado's population.*	

Exhibit A-2 provides the population for each county, the size ranking, and the percentage that each county is above or below the Colorado mean county population of 81,056.

Exhibit A-2
Colorado Population by County

County Size Rank	County	Population	Percentage Above or Below County Population Mean (81,056)
1	El Paso	644,964	695.7%
2	Denver	634,265	682.5%
3	Arapahoe	595,546	634.7%
4	Jefferson	545,358	572.8%
5	Adams	459,598	467.0%
6	Larimer	310,487	283.1%
7	Boulder	305,318	276.7%
8	Douglas	298,215	267.9%
9	Weld	263,691	225.3%
10	Pueblo	160,852	98.4%
11	Mesa	147,848	82.4%
12	Broomfield	58,298	-28.1%
13	Garfield	56,953	-29.7%
14	La Plata	52,401	-35.4%
15	Eagle	51,874	-36.0%
16	Fremont	46,788	-42.3%
17	Montrose	40,725	-49.8%
18	Delta	30,432	-62.5%

Exhibit A-2 Colorado Population by County			
County Size Rank	**County**	**Population**	**Percentage Above or Below County Population Mean (81,056)**
19	Morgan	28,472	-64.9%
20	Summit	28,044	-65.4%
21	Montezuma	25,431	-68.6%
22	Teller	23,389	-71.1%
23	Elbert	23,383	-71.2%
24	Routt	23,334	-71.2%
25	Logan	22,631	-72.1%
26	Otero	18,698	-76.9%
27	Chaffee	18,150	-77.6%
28	Pitkin	17,263	-78.7%
29	Alamosa	16,148	-80.1%
30	Park	16,029	-80.2%
31	Gunnison	15,475	-80.9%
32	Las Animas	14,945	-81.6%
33	Grand	14,195	-82.5%
34	Moffat	13,200	-83.7%
35	Prowers	12,389	-84.7%
36	Archuleta	12,070	-85.1%
37	Rio Grande	11,943	-85.3%
38	Yuma	10,119	-87.5%
39	Clear Creek	9,026	-88.9%
40	Conejos	8,275	-89.8%
41	Kit Carson	8,094	-90.0%
42	San Miguel	7,580	-90.6%
43	Lake	7,338	-90.9%
44	Rio Blanco	6,857	-91.5%
45	Huerfano	6,596	-91.9%
46	Saguache	6,304	-92.2%
47	Bent	5,773	-92.9%
48	Gilpin	5,491	-93.2%

Exhibit A-2 Colorado Population by County			
County Size Rank	**County**	**Population**	**Percentage Above or Below County Population Mean (81,056)**
49	Lincoln	5,453	-93.3%
50	Crowley	5,365	-93.4%
51	Washington	4,766	-94.1%
52	Ouray	4,530	-94.4%
53	Phillips	4,367	-94.6%
54	Custer	4,249	-94.8%
55	Baca	3,751	-95.4%
56	Costilla	3,594	-95.6%
57	Sedgwick	2,383	-97.1%
58	Dolores	1,994	-97.5%
59	Cheyenne	1,874	-97.7%
60	Kiowa	1,444	-98.2%
61	Jackson	1,348	-98.3%
62	Hinsdale	810	-99.0%
63	Mineral	709	-99.1%
64	San Juan	690	-99.1%
Source: *U.S. Census Bureau's 2012 estimate of Colorado's population.*			

Appendix B:

Child Welfare Staff by County

Exhibit B-1 Child Welfare Staff for Each Position by County				
County	Number of Caseworkers	Number of Supervisors/ Managers	Number of Support Staff	Total Number of Child Welfare Staff
Denver	144	43	27	214
Adams	122	33	37	192
El Paso	127	31	28	186
Arapahoe	129	34	13	176
Jefferson	109	28	31	168
Larimer	92	21	29	142
Boulder	80	19	24	123
Pueblo	64	10	9	83
Mesa	42	12	2	56
Fremont	27	5	4	36
La Plata	17	5	7	29
Douglas	18	6	3	27
Alamosa	16	5	4	25
Logan	15	4	4	23
Morgan	13	4	5	22
Broomfield	8	4	3	15
Teller	10	3	2	15
Prowers	5	3	3	11
Delta	7	1	2	10
Moffat	7	2	1	10
Otero	7	1	2	10
Rio Grande (& Mineral)	4	2	3	9
Crowley	2	1	5	8
Elbert	5	3	0	8
Lincoln	5	3	0	8
Gunnison (& Hinsdale)	5	2	0	7
Park	4	2	1	7
Pitkin	4	2	1	7
Summit	4	2	1	7
Archuleta	3	2	1	6
Chaffee	4	2	0	6
Conejos	2	1	2	5
Huerfano	4	1	0	5

Exhibit B-1 Child Welfare Staff for Each Position by County				
County	**Number of Caseworkers**	**Number of Supervisors/ Managers**	**Number of Support Staff**	**Total Number of Child Welfare Staff**
Kit Carson	2	2	1	5
Lake	3	1	1	5
Saguache	3	1	1	4
Bent	2	1	1	4
Clear Creek	2	2	0	4
Costilla	2	2	0	4
Gilpin	2	2	0	4
Washington	2	1	1	4
Cheyenne	1	1	0	3
Phillips	1	2	0	3
San Miguel (& Ouray)	2	1	0	3
Sedgwick	1	1	0	2
Kiowa	0	0	1	1
Totals	**1,128**	**314**	**260**	**1,702**
Source: *ICF International's analysis of child welfare staffing data reported by 49 county departments of human/social services.*				

Appendix C:

County Budget Information

This appendix includes information regarding budget allocations and expenditures for Fiscal Year 2013 for each of the counties in Colorado. Exhibit C-1 provides information regarding allocations and expenditures for both the Child Welfare Block Grant and the Core Services Program, and the overall total allocations and expenditures for each county. Further, the exhibit provides the expenditures in each category as a percentage of the total allocation.

Exhibit C-1
Budget Allocations and Expenditures for Fiscal Year 2013, by County

	Fiscal Year 2013 Allocation			Fiscal Year 2013 Expenditures			Child Welfare Expenditures as % of Allocation	Core Services Expenditures as % of Allocation	Total Expenditures as % of Allocation
County	Child Welfare Block Grant	Core Services	Total	Child Welfare Block Grant	Core Services	Total			
Denver	$48,883,643.70	$6,601,662.38	$55,485,306.08	$47,772,853.22	$6,680,002.40	$54,452,855.62	98%	101%	98%
El Paso	$38,078,613.08	$5,054,022.44	$43,132,635.52	$39,595,651.47	$5,913,952.90	$45,509,604.37	104%	117%	106%
Jefferson	$23,177,268.64	$3,478,561.10	$26,655,829.74	$28,544,349.17	$4,910,792.36	$33,455,141.53	123%	141%	126%
Adams	$28,505,030.79	$4,174,979.95	$32,680,010.74	$27,338,978.14	$4,346,438.56	$31,685,416.70	96%	104%	97%
Arapahoe	$27,285,393.45	$4,469,186.07	$31,754,579.52	$27,048,898.57	$4,602,920.13	$31,651,818.70	99%	103%	100%
Weld	$16,257,333.67	$1,955,367.13	$18,212,700.80	$16,750,422.51	$2,301,459.43	$19,051,881.94	103%	118%	105%
Larimer	$13,774,163.16	$1,920,922.05	$15,695,085.21	$15,008,937.92	$2,193,276.98	$17,202,214.90	109%	114%	110%
Boulder	$12,644,530.75	$2,157,452.89	$14,801,983.64	$14,507,947.42	$2,138,066.58	$16,646,014.00	115%	99%	112%
Pueblo	$12,016,031.39	$1,511,262.77	$13,527,294.16	$11,599,569.99	$1,455,335.54	$13,054,905.53	97%	96%	97%
Mesa	$10,224,668.11	$1,349,253.18	$11,573,921.29	$10,491,914.78	$1,139,280.88	$11,631,195.66	103%	84%	100%
Douglas	$4,003,869.12	$385,078.28	$4,388,947.40	$4,615,901.87	$673,552.73	$5,289,454.60	115%	175%	121%
Fremont	$3,578,645.20	$811,549.12	$4,390,194.32	$3,733,806.10	$820,214.87	$4,554,020.97	104%	101%	104%
Morgan	$2,939,449.50	$583,785.80	$3,523,235.30	$3,346,272.09	$620,073.13	$3,966,345.22	114%	106%	113%
Garfield	$2,807,436.70	$512,134.94	$3,319,571.64	$2,804,718.50	$369,775.87	$3,174,494.37	100%	72%	96%
Montrose	$2,300,968.16	$494,543.28	$2,795,511.44	$2,478,779.11	$505,487.56	$2,984,266.67	108%	102%	107%
La Plata	$1,863,103.65	$980,613.52	$2,843,717.17	$1,889,644.48	$1,026,679.21	$2,916,323.69	101%	105%	103%
Logan	$2,165,001.08	$367,456.51	$2,532,457.59	$2,244,072.33	$523,906.20	$2,767,978.53	104%	143%	109%
Alamosa	$2,257,662.20	$669,909.17	$2,927,571.37	$1,944,406.48	$588,857.23	$2,533,263.71	86%	88%	87%
Teller	$1,654,991.49	$457,021.80	$2,112,013.29	$1,948,236.96	$532,559.01	$2,480,795.97	118%	117%	117%
Broomfield	$2,083,405.89	$324,862.02	$2,408,267.91	$2,049,427.16	$187,929.25	$2,237,356.41	98%	58%	93%
Delta	$1,634,754.43	$326,144.96	$1,960,899.39	$1,628,152.48	$323,168.01	$1,951,320.49	100%	99%	100%
Montezuma	$1,303,165.29	$326,304.01	$1,629,469.30	$1,459,828.33	$371,556.11	$1,831,384.44	112%	114%	112%
Eagle	$1,603,393.21	$183,138.16	$1,786,531.37	$1,521,255.85	$196,528.15	$1,717,784.00	95%	107%	96%

Exhibit C-1
Budget Allocations and Expenditures for Fiscal Year 2013, by County

	Fiscal Year 2013 Allocation			Fiscal Year 2013 Expenditures			Child Welfare Expenditures as % of Allocation	Core Services Expenditures as % of Allocation	Total Expenditures as % of Allocation
County	Child Welfare Block Grant	Core Services	Total	Child Welfare Block Grant	Core Services	Total			
Elbert	$1,086,750.32	$332,514.37	$1,419,264.69	$1,230,917.43	$245,185.43	$1,476,102.86	113%	74%	104%
Otero	$1,195,847.61	$448,306.35	$1,644,153.96	$936,762.89	$335,363.29	$1,272,126.18	78%	75%	77%
Prowers	$816,089.24	$275,097.62	$1,091,186.86	$1,059,169.69	$200,826.18	$1,259,995.87	130%	73%	115%
Las Animas	$1,084,261.55	$259,777.88	$1,344,039.43	$907,685.32	$260,675.20	$1,168,360.52	84%	100%	87%
Rio Grande	$1,010,329.13	$101,906.36	$1,112,235.49	$1,040,508.22	$96,720.82	$1,137,229.04	103%	95%	102%
Lincoln	$863,799.62	$302,004.40	$1,165,804.02	$826,328.27	$268,601.18	$1,094,929.45	96%	89%	94%
Moffat	$928,338.29	$421,158.23	$1,349,496.52	$853,625.41	$234,166.66	$1,087,792.07	92%	56%	81%
Chaffee	$698,872.30	$258,609.95	$957,482.25	$784,402.23	$186,252.60	$970,654.83	112%	72%	101%
Clear Creek	$670,804.58	$106,028.58	$776,833.16	$784,420.32	$102,764.66	$887,184.98	117%	97%	114%
Summit	$608,434.94	$167,723.32	$776,158.26	$691,031.28	$163,918.56	$854,949.84	114%	98%	110%
Routt	$526,597.44	$262,533.43	$789,130.87	$652,950.80	$190,813.65	$843,764.45	124%	73%	107%
Gunnison	$627,679.16	$96,068.87	$723,748.03	$712,769.28	$95,969.11	$808,738.39	114%	100%	112%
Archuleta	$563,598.97	$152,567.99	$716,166.96	$622,524.07	$144,107.21	$766,631.28	110%	94%	107%
Huerfano	$541,614.17	$148,702.23	$690,316.40	$595,738.96	$153,134.56	$748,873.52	110%	103%	108%
Rio Blanco	$535,333.28	$98,847.25	$634,180.53	$696,927.39	$37,972.40	$734,899.79	130%	38%	116%
Yuma	$550,493.55	$214,141.75	$764,635.30	$605,490.83	$121,659.97	$727,150.80	110%	57%	95%
Saguache	$598,310.18	$97,480.54	$695,790.72	$583,342.34	$112,469.04	$695,811.38	97%	115%	100%
Conejos	$698,227.05	$145,877.08	$844,104.13	$543,960.87	$95,679.27	$639,640.14	78%	66%	76%
Park	$456,222.13	$146,500.54	$602,722.67	$486,476.47	$143,967.31	$630,443.78	107%	98%	105%
Washington	$465,194.16	$89,828.06	$555,022.22	$552,280.81	$76,132.06	$628,412.87	119%	85%	113%
Gilpin	$329,739.88	$79,839.37	$409,579.25	$562,317.43	$58,389.31	$620,706.74	171%	73%	152%
Lake	$508,470.05	$136,329.82	$644,799.87	$551,598.78	$66,115.97	$617,714.75	108%	48%	96%
Bent	$547,239.15	$49,951.34	$597,190.49	$447,074.43	$56,884.52	$503,958.95	82%	114%	84%

Exhibit C-1
Budget Allocations and Expenditures for Fiscal Year 2013, by County

	Fiscal Year 2013 Allocation			Fiscal Year 2013 Expenditures			Child Welfare Expenditures as % of Allocation	Core Services Expenditures as % of Allocation	Total Expenditures as % of Allocation
County	Child Welfare Block Grant	Core Services	Total	Child Welfare Block Grant	Core Services	Total			
Grand	$491,270.41	$143,441.15	$634,711.56	$400,215.53	$67,133.44	$467,348.97	81%	47%	74%
Pitkin	$90,595.88	$43,244.33	$133,840.21	$406,752.20	$37,830.64	$444,582.84	449%	87%	332%
Crowley	$167,673.54	$96,826.79	$264,500.33	$359,498.48	$84,754.86	$444,253.34	214%	88%	168%
Ouray	$113,458.89	$236,999.99	$350,458.88	$179,185.92	$239,770.98	$418,956.90	158%	101%	120%
Phillips	$232,382.43	$41,457.99	$273,840.42	$356,370.48	$35,769.73	$392,140.21	153%	86%	143%
Costilla	$352,717.59	$80,869.65	$433,587.24	$347,825.04	$43,129.96	$390,955.00	99%	53%	90%
Kit Carson	$351,195.36	$109,775.75	$460,971.11	$178,040.39	$160,062.93	$338,103.32	51%	146%	73%
Baca	$323,001.25	$44,778.15	$367,779.40	$292,951.94	$32,435.75	$325,387.69	91%	72%	88%
San Miguel	$104,818.70	$28,426.21	$133,244.91	$259,005.51	$41,129.50	$300,135.01	247%	145%	225%
Kiowa	$74,204.42	$45,049.43	$119,253.85	$220,362.69	$48,226.40	$268,589.09	297%	107%	225%
Sedgwick	$131,318.52	$27,119.43	$158,437.95	$230,139.85	$3,177.35	$233,317.20	175%	12%	147%
Custer	$102,925.33	$28,665.18	$131,590.51	$193,323.33	$304.79	$193,628.12	188%	1%	147%
Jackson	$87,851.27	$24,999.99	$112,851.26	$134,109.61	$3,820.00	$137,929.61	153%	15%	122%
Cheyenne	$156,642.70	$32,747.90	$189,390.60	$93,931.03	$32,010.29	$125,941.32	60%	98%	66%
Dolores	$45,166.45	$29,644.23	$74,810.68	$108,915.62	$15,238.53	$124,154.15	241%	51%	166%
Hinsdale	$23,964.95	$24,999.99	$48,964.94	$26,361.38	$8,057.04	$34,418.42	110%	32%	70%
San Juan	$23,964.95	$24,999.99	$48,964.94	$1,608.10	$0.00	$1,608.10	7%	0%	3%
Mineral	$23,964.95	$24,999.99	$48,964.94	$419.27	$0.00	$419.27	2%	0%	1%
Total	**$279,851,887.00**	**$44,576,053.00**	**$324,427,940.00**	**$290,841,344.82**	**$46,722,434.24**	**$337,563,779.06**	**104%**	**105%**	**104%**

Source: *Colorado Department of Human Services.*

Appendix D:

County-Level Interview and Focus Group Protocol

This appendix includes the County Level Interview and Focus Group Protocol used during the focus group sessions held with 15 counties during December 2013 and January 2014.

County Level Interview/Focus Group Protocol

Introduction: (1 min)

As you are likely aware, we are conducting a workload study of county child welfare caseworkers, supervisors, and other frontline staff. Project results will offer recommendations related to improving Colorado's Child Welfare system as well as recommendations related to the staffing levels to meet policy and legislative requirements for delivering services to children and their families. This will assist in meeting the desired outcomes of child safety, permanency, and well-being.

Purpose: (2 mins)

The purpose of today's focus group/interview is to gather information regarding the work being performed by staff within your county. This will help us create efficient data collection instruments during the time study and address general questions regarding staffing and service delivery.

We have a lot of information to be considered, so it is important that we not get bogged down on any one question or topic. I will move us along in this event, but we will capture all your thoughts offline should you want to provide more information related to any one question.

Overview: (3 mins)

Here are all of the topics and questions we hope to get through during our discussion today. You will notice that there are two major sections of our meeting today. The first will be a group discussion of some major study questions. After this, we will ask you fill out a questionnaire so we can collect everyone's responses to some very specific questions. I will hand this out following our group discussion.

Also, here is an email address you may use to send more detailed responses should you not get time during today's meeting. (Mr. Josh Hatfield, josh.hatfield@icfi.com).

All responses collected during this interview/focus group will be kept confidential. Responses will not be linked to any individual and only group-level findings will be presented. We ask that each of you also respect the confidentially of the comments provided by participants. (Have participants sign the confidentiality agreement).

As you can see, there are a lot of questions to consider so we will need to stay on topic and move rather swiftly through the questions. So, let's get going.

(Print out following page for each participant or use powerpoint or other means to display – or simply describe to indicate the scope of content to be included and timeframe for each Part)

Agenda

Part I – Discussion of Child Welfare jobs and positions (5-10 mins)

1. Do these positions represent the jobs, roles and responsibilities accurately?
2. Will they be easily recognized by staff across the state?
3. Do you suggest any changes?
4. Do you have individual contractors that provide significant child welfare services in your county?

   - Child welfare worker (note to facilitators, refer to service list to help resolve questions)
   - Child welfare supervisor
   - Child welfare administrative or support.

Parts II and III – Discussion of Time Study and Work Activities, Services and Tasks (25-35 mins)

Review of all proposed Services and Tasks related to child welfare work activities.

Part IV – Discussion of workload and case assignments (15 mins)

1. What are some of the common challenges that child welfare staff face when providing services?
2. How does your workload affect the quality of work and services provided?
   a. Why and how often do these challenges occur?
   b. What are the effects of these challenges?
3. What might be done to overcome some of these challenges?
4. What could be done to make child welfare case work more efficient?
5. Are there some specific systems or resources that would make case worker, supervisor and administrative jobs more efficient?

Part V – Participant Questionnaire (20 mins)

Part I – Discussion of Child Welfare jobs and positions (5-10 mins)

We would like to begin by talking about the various positions with county child welfare that support client services. Based upon our knowledge of child welfare service delivery, we believe most, if not all positions, across the state could be categorized into the following positions (See Agenda hand out):

- Child welfare worker (note to facilitators, refer to service list to help resolve questions)
- Child welfare supervisor
- Child welfare administrative or support.

1. Do these positions represent the jobs, roles and responsibilities accurately?
2. Will they be easily recognized by staff across the state?
3. Do you suggest any changes?
4. Do you have individual contractors that provide significant child welfare services in your county?

Parts II and III– Discussion of Time Study and Work Activities, Services and Tasks (25-35 mins)

Now let's talk specifically about the time study. The purpose of the time study is to collect data from child protective service staff regarding how they spend their time on case specific and non-case specific work activities. For this study, we will be asking child welfare case workers, supervisors and other supporting staff to complete in daily time sheets that are contained in a time data collector file. The goal is to record all paid work time. **Establishing realistic workloads are in every one's best interest. Unrealistic workloads present unacceptable challenges and risks. We recognize that doing the time study portion of this project is additional work on top of your already formidable workloads.**
Work activities are comprised of:

a. **Services** performed by the staff, including child protective services that are case-specific and non-case specific support tasks. Services are defined from code lists and recorded in the time data collector.
b. **Task Categories and Tasks. Task categories**, are groups of individual tasks but are used to make it easier to locate tasks from a longer list. **Tasks** are the behavioral differentiation of the work performed or time spent. Tasks defined from code lists and recorded in the time data collector.

We would like your input on the comprehensiveness of these designations in representing the case specific and case support work done by the staff. It is important to recognize we are trying to develop lists of services, task categories and tasks that will have utility across all parts of Colorado. Therefore, the work activity detail should be understood throughout the state and be representative of the work done. It should allow staff members to easily understand and indicate how time is spent so that they can efficiently know when an activity begins and when it ends. It is also important to create a parsimonious list, without too many tasks which may be confused with one another. This is balanced with the need to provide activities that thoroughly and accurately reflect the work time delivering services, both case related and case supportive.

Training sessions will also be held in advance of the time data collection period, scheduled for the month of February2014.
(Handout the lists of Services and Tasks on the following pages to each participant)
Time Data Collection Service, Task Categories and Task (Case and Client specific)

Services	Task Categories	Tasks
Case Specific: ▪ Prevention ▪ Intake/Hot Line ▪ Differential Response ▪ Family Meetings ▪ Assessment ▪ Ongoing, In-home treatment ▪ Ongoing, Out of home treatment ▪ Adoption ▪ Licensing	Child Contact	• Face-to-Face Contact with Child in Office • Face-to-Face Contact with Child in Field • All Other Contact with Child • Face-to-Face Contact in Office with Child and Other Individuals Involved in the Case • All Other contact with Child and Other Individual Involved in the Case • Face-to-Face Contact in Field with Child and Other Individuals Involved in the Case
	Parent Contact	• Face-to-Face Contact with Parent in Office • Face-to-Face Contact with Parent In Field • All Other Contact with Parent
	Alternate Care Provider Contact	• Face-to-Face Contact with Alternative Care Provider in Office • Face-to-Face Contact with Alternative Care Provider in Field • All Other Contact with Alternative Care Provider
	Other Contact	• Contact with Reporting Party • In Person Contact with Collaterals • All Other Contact with Collateral
	Attempted contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with other involved in case
	Travel	• Case specific
	Administration	• TRAILS documentation, case specific
		• Other clerical or administrative, case specific
	Meetings	• Case Specific Meeting, with child and/or caregivers present • Case Specific Meeting, without child and with caregivers present • Case Specific Meeting, without child or caregivers present
	Training and Consultation	• Peer Consultation • Supervisor/Administrator Consultation • Attending or receiving training, professional develop, reading and other developmental activities
	Court related time	• Wait for and participating in court hearings • Wait for, and participate in mediation • Pre-trial conference

Time Data Collection Service, Task Categories and Task (Case Support, non-case specific)

Services	Task Categories	Tasks
Case support (non-case specific)	Training and Consultation	• Child protective services training • Attending or receiving training, professional develop, reading and other developmental activities • Other training (not child protective services related), includes conferences, seminars, and other professional development • Peer consultation • Supervisor/Administrator consultation
	Leave	• Gap in work day (unpaid) • On call (paid with no contact with client) • Annual (paid) leave • Sick leave(paid) • Lunch break (paid) • Other break (paid) • Other leave (paid) • Snow day (Paid)
	Travel	• Non-case specific
	Administrative	• TRAILS documentation, non-case specific • Other case documentation • Other clerical or administrative, non-case specific
	Community related Activities	• Recruitment of foster care and adoptive homes • Recruitment of multiple service providers • Community outreach and prevention activities • Fairs, sports events, community activities

Part II (Continued). Services (10-15 mins)

Let's start by examining the services that are performed across the state. Could you please review the services listed? Notice there are case-specific and case supporting services. The latter are necessary to record work time that is not specific to any particular client or case.

1. How well the does the list of services represent all work performed?
2. How well will the list of services be understood by child welfare staff?
3. Do you suggest any changes to the list of services?

Part III (Continued). Task Categories and Tasks (15-20 mins)

Next, we would like to review specific tasks and task categories associated with these services.

1. How well the list represents all of the case related tasks?
2. How well the list will be understood by child welfare staff?
3. Do you suggest any changes to the list of tasks?

Part IV. Workload study required questions. (15-20 mins)

Next, we would like to briefly discuss workloads and case assignment.

We understand how challenging it is to provide quality child welfare services particular under the many possible constraints affecting staffing and caseloads. In this section we will ask you discuss some of the common challenges in daily work activities and some potential solutions to overcome these challenges.

1. What are some of the common challenges that child welfare staff face when providing services?

2. How does your workload affect the quality of work and services provided?

    a. Why and how often do these challenges occur?

    b. What are the effects of these challenges?

3. What might be done to overcome some of these challenges?

4. What could be done to make child welfare case work more efficient?

5. Are there some specific systems or resources that would make case worker, supervisor and administrative jobs more efficient?

Participant Questionnaire (Hand out the following questionnaire to each participant to fill out during focus group – allow 20 minutes)

Participant Questionnaire

Please provide responses for each of the following questions. Should you have additional input, please provide through the email address provided.

1. How are cases assigned to workers in your county?

2. Would you describe workloads as manageable in your county? What effects, if any, are workloads having on worker satisfaction?

3. Does your county require additional work activities, not mandated by Law or State regulations, of child welfare workers? If so, what services and tasks are county-mandated?

4. What are the reasons for additional county requirements?

5. What impact do county requirements have on caseworker workload levels?

6. What pilot programs or best practices models are you aware of your county participating in that could affect workload levels?

7. What additional tasks are workers required to perform for these programs or models?

8. What impact do additional tasks have on workload levels?

Thank you very much for your participation today!

Appendix E:

Number of Time Study Participants by County

This appendix provides the number and type of county child welfare staff who participated in the time study.

Exhibit E-1
County Child Welfare Time Study
Total Participants by County

County	Participants by Position		
	Caseworkers	All Other Staff [1]	Total Participants
Adams	67	43	110
Alamosa	9	8	17
Arapahoe	81	47	128
Archuleta	2	2	4
Baca	1	2	3
Bent	1	2	3
Boulder	76	63	139
Broomfield	4	5	9
Chaffee	4	3	7
Cheyenne	0	1	0
Clear Creek[2]	2	1	3
Conejos	2	2	4
Costilla	1	0	1
Crowley	2	7	9
Custer	0	0	0
Delta	7	4	11
Denver	62	49	111
Dolores	0	0	0
Douglas	16	6	22
Eagle	6	2	8
El Paso	99	66	165
Elbert	3	1	4
Fremont	20	8	28
Garfield	11	4	15
Gilpin	2	2	4
Grand	0	0	0
Gunnison	1	0	1
Hinsdale	0	0	0
Huerfano	4	1	5
Jackson	0	0	0
Jefferson	106	52	158
Kiowa	0	3	3
Kit Carson	1	2	3
La Plata	10	15	25
Lake[2]	1	2	3
Larimer	60	43	103
Las Animas	4	4	8
Lincoln	3	3	6
Logan	13	5	18

Exhibit E-1 County Child Welfare Time Study Total Participants by County			
	Participants by Position		
County	Caseworkers	All Other Staff [1]	Total Participants
Mesa	34	6	40
Mineral	0	0	0
Moffat	4	3	7
Montezuma	7	4	11
Montrose	0	0	0
Morgan	1	0	1
Otero	4	5	9
Ouray	0	0	0
Park	4	3	7
Phillips	1	2	3
Pitkin	3	3	6
Prowers	1	5	6
Pueblo	17	2	19
Rio Blanco	3	3	6
Rio Grande	6	3	9
Routt	4	1	5
Saguache	3	3	6
San Juan	0	0	0
San Miguel	1	0	1
Sedgwick	1	2	3
Summit	4	3	7
Teller	9	7	16
Washington	2	3	5
Weld	0	0	0
Yuma	2	0	2
Totals	**792**	**516**	**1,308**

Source: *ICF International's analysis of the February 2014 time study results.*
[1] All other staff include child welfare supervisors/managers/executives, child welfare support staff (e.g., clerical, case aides), and other child welfare staff (e.g., specialized staff).
[2] Clear Creek and Lake counties participated in the time study. However, due to data problems with their time study records, their staff's data were not included in the time study results in Chapter 2.

Appendix F:

Key Tasks Performed by Child Welfare Workers

This appendix provides the services and tasks used in the Time Data Collector (TDC). When developing the TDC, we identified 11major services that child welfare workers provide across counties. These services are:

- Prevention (not client specific)
- Screening/Intake/Hotline
- Family Meetings
- Assessments
- Ongoing In-home Services
- Ongoing Out-of-home Services
- Visitation
- Adoption
- Licensing
- Case Support
- Personal Time

Each of these services includes 15 task categories and 69 key tasks within each task category, which are defined in Exhibit F-1.

Exhibit F-1
Key Tasks Performed by Child Welfare Workers

Task Categories	Tasks
A - Child Contact	1. Face-to-Face Contact with Child in Office 2. Face-to-Face Contact with Child in Community 3. All Other Contact with Child 4. Face-to-Face Contact in Office with Child and Other Individuals Involved in the Case 5. Face-to-Face Contact in Community with Child and Other Individuals Involved in the Case
B – Parent/Family Contact	6. Face-to-Face Contact with Parent in Office 7. Face-to-Face Contact with Parent In Community 8. All Other Contact with Parent 9. Contact with Family Member 10. Scheduling Parent visits
C - Alternate Care Provider Contact	11. Face-to-Face Contact with Alternative Care Provider in Office 12. Face-to-Face Contact with Alternative Care Provider in Community 13. All Other Contact with Alternative Care Provider
D - Other Contact	14. Contact with Reporting Party 15. Contact with Law Enforcement 16. Contact with Service Providers 17. In-Person Contact with Collaterals 18. All Other Contact with Collaterals 19. Observing interviews and investigations
E - Attempted contact	20. Attempted contact with child 21. Attempted contact with parent 22. Attempted contact with other involved in the case
F – Travel	23. Case-related 24. Non case-related

Exhibit F-1 Key Tasks Performed by Child Welfare Workers	
Task Categories	**Tasks**
G - Documentation and Administration	25. TRAILS documentation 26. Other administrative 27. Home Study, Child Studies and Family Findings reports 28. Preparing and completing forms 29. Case audit, case review 30. Technical activity 31. Human Resource task, not training 32. On call (Paid, no contact with client)
H - Case Specific Meetings	33. With child and/or caregivers present 34. Without child and with caregivers present 35. Without child or caregivers present 36. RED/Group/Unit/Family Group Decision Making meetings
I - Non-case Specific Meetings	37. Staff meeting 38. Supervisory meetings 39. Budget reviews 40. Other meetings
J - Consultation	41. Peer Consultation 42. Supervisor/Administrator Consultation 43. Attending or receiving training, professional development, reading and other developmental activities to benefit specific case(s) 44. Developing and delivering training to parents, community providers and others
K – Court-related time	45. Documentation preparation for court 46. Preparing for or contact with court (e.g., calling clerk, pre-trial conference, motions, referrals, reports, calling judge for verbal orders, meeting with attorneys, GALS, witnesses) 47. Wait for and participating in court hearings 48. Wait for and participating in mediation 49. Participating in depositions 50. Non-child welfare related subpoenas (e.g., preparation, waiting, court time)
L - Leave	51. Gap in work day (unpaid) 52. Annual leave (paid) 53. Holiday leave (paid) 54. Sick leave (paid) 55. Lunch break (paid) 56. Other break (paid) 57. Other leave (paid) 58. Snow day (paid)
M - Training and Consultation (non-case specific)	59. Child protective services training 60. Attending or receiving training, professional develop, reading and other developmental activities 61. Peer consultation 62. Supervisor/Administrator consultation 63. Preparing and delivering staff or other training
N - Time to complete the time data collection (TDC)	64. Training on TDC 65. Daily timekeeping

Exhibit F-1 Key Tasks Performed by Child Welfare Workers	
Task Categories	**Tasks**
O - Community related Activities	66. Recruitment of foster care and adoptive homes 67. Recruitment of multiple service providers 68. Community outreach and prevention activities 69. Fairs, sports events, community activities
Source: *Major service areas identified through focus groups held with county child welfare workers and through ICF International's design of the Time Data Collector tool for the February 2014 time study.*	

Appendix G:

Detailed Results for Time Spent per Case on Individual Tasks

This appendix includes detailed data on the amount of time spent per case on each of the tasks within the eight of the case-related service areas.

Exhibit G-1 Colorado Child Welfare Time Study Results Task Statistics for Screening Service Area *(Estimated Total Number of Recipients = 6,791)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷6,791 total recipients provided service) in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	34	1.56	2,819	0.5%	82.9	0.4
2	Face-to-face contact with child in community	94	1.46	8,115	1.4%	86.3	1.2
3	All other contact with child	10	2.40	548	0.1%	54.8	0.1
4	Face-to-face contact in office with child and others	4	2.25	926	0.0%	231.5	0.1
5	Face-to-face contact in community with child and others	43	1.09	3,785	0.6%	88.0	0.6
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	38	1.42	3,139	0.6%	82.6	0.5
7	Face-to-face contact with parent in community	91	1.32	7,638	1.3%	83.9	1.1
8	All other contact with parent	155	1.90	8,097	2.3%	52.2	1.2
9	Contact with family member	43	1.60	3,748	0.6%	87.2	0.6
10	Scheduling parent visits	6	1.00	120	0.1%	20.0	0.0
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	3	1.33	137	0.0%	45.7	0.0
12	Face-to-face contact with alternate care provider in community	7	1.57	993	0.1%	141.9	0.1
13	All other contact with alternate care provider	22	1.91	1,876	0.3%	85.3	0.3

Exhibit G-1 Colorado Child Welfare Time Study Results Task Statistics for Screening Service Area *(Estimated Total Number of Recipients = 6,791)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷6,791 total recipients provided service) in Minutes
D - Other Contact							
14	Contact with reporting party	939	1.94	123,887	13.8%	131.9	18.4
15	Contact with law enforcement	112	2.03	6,924	1.6%	61.8	1.0
16	Contact with service providers	39	1.77	1,915	0.6%	49.1	0.3
17	Face-to-face contact with collaterals	38	1.84	2,500	0.6%	65.8	0.4
18	Other contact with collaterals	177	3.84	14,667	2.6%	82.9	2.2
19	Observing interviews and investigations	5	1.20	987	0.1%	197.4	0.1
E - Attempted contact							
20	Attempted contact with child	33	1.36	706	0.5%	21.4	0.1
21	Attempted contact with parent	45	1.58	1,520	0.7%	33.8	0.2
22	Attempted contact with other	23	1.87	500	0.3%	21.7	0.1
F – Travel							
23	Case related travel	147	2.59	11,836	2.2%	80.5	1.8
G - Documentation and Administration							
25	TRAILS documentation	1,978	1.67	169,611	29.1%	85.7	25.0
27	Home/child/family reports	3	1.00	398	0.0%	132.7	0.1
28	Preparing and completing forms	73	4.23	24,203	1.1%	331.5	3.6
29	Case audit, case review	29	1.79	7,874	0.4%	271.5	1.2
30	Technical activity	64	4.39	6,098	0.9%	95.3	0.9
32	On-Call	945		503,984	13.9%	533.3	74.2
H - Case Specific Meetings							
33	With child and/or caregivers	11	1.18	1,337	0.2%	121.5	0.2
34	Without child and with caregivers	8	1.38	935	0.1%	116.9	0.1
35	Without child or caregivers	52	1.33	5,272	0.8%	101.4	0.8
36	RED/Group/Unit/FGDM meetings	132	4.90	145,359	1.9%	1101.2	21.4

Exhibit G-1 Colorado Child Welfare Time Study Results Task Statistics for Screening Service Area *(Estimated Total Number of Recipients = 6,791)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷6,791 total recipients provided service) in Minutes
J – Consultation							
41	Peer Consultation	119	2.32	12,058	1.8%	101.3	1.8
42	Supervisory/Administrative Consultation	427	1.67	27,696	6.3%	64.9	4.1
43	Receive training	4	4.00	1,138	0.1%	284.5	0.2
44	Deliver training	1	2.00	300	0.0%	299.6	0.0
K - Court related time							
45	Document preparation for court	17	1.94	2,293	0.3%	134.9	0.3
46	Court related preparation	19	1.74	1,180	0.3%	62.1	0.2
47	Court hearings	28	1.25	4,410	0.4%	157.5	0.7
48	Mediation	2	1.00	120	0.0%	60.0	0.0
49	Participating in depositions	6	1.17	1,105	0.1%	184.2	0.2
					Estimated Minutes per Recipient		**165.3**
					Estimated Hours per Recipient		**2.8**

Exhibit G-2
Colorado Child Welfare Time Study Results
Task Statistics for Family Meeting Service Area
(Estimated Total Number of Clients = 1,457)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷1,457 total recipients provided service) in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	17	1.06	1,435	1.2%	84.4	1.0
2	Face-to-face contact with child in community	54	1.22	5,969	3.7%	110.5	4.1
3	All other contact with child	10	1.10	478	0.7%	47.8	0.3
4	Face-to-face contact in office with child and others	41	1.15	4,411	2.8%	107.6	3.0
5	Face-to-face contact in community with child and others	40	1.03	3,119	2.7%	78.0	2.1
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	203	1.14	30,575	13.9%	150.6	21.0
7	Face-to-face contact with parent in community	110	1.06	15,092	7.5%	137.2	10.4
8	All other contact with parent	137	1.58	9,947	9.4%	72.6	6.8
9	Contact with family member	99	1.33	8,607	6.8%	86.9	5.9
10	Scheduling parent visits	4	1.00	749	0.3%	187.3	0.5
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	18	1.06	2,205	1.2%	122.5	1.5
12	Face-to-face contact with alternate care provider in community	22	1.05	2,406	1.5%	109.4	1.7
13	All other contact with alternate care provider	41	1.27	3,025	2.8%	73.8	2.1
D - Other Contact							
14	Contact with reporting party	2	1.00	25	0.1%	12.5	0.0
15	Contact with law enforcement	5	1.80	775	0.3%	155.0	0.5
16	Contact with service providers	39	1.41	1,944	2.7%	49.8	1.3
17	Face-to-face contact with collaterals	18	1.06	1,381	1.2%	76.7	0.9

Exhibit G-2
Colorado Child Welfare Time Study Results
Task Statistics for Family Meeting Service Area
(Estimated Total Number of Clients = 1,457)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷1,457 total recipients provided service) in Minutes
18	Other contact with collaterals	92	1.87	6,698	6.3%	72.8	4.6
19	Observing interviews and investigations	1	1.00	46	0.1%	46.0	0.0
E - Attempted contact							
20	Attempted contact with child	8	1.13	349	0.5%	43.6	0.2
21	Attempted contact with parent	29	1.24	1,103	2.0%	38.0	0.8
22	Attempted contact with other	18	1.06	646	1.2%	35.9	0.4
F – Travel							
23	Case related travel	217	1.69	17,624	14.9%	81.2	12.1
G - Documentation and Administration							
25	TRAILS documentation	191	1.34	20,620	13.1%	108.0	14.2
27	Home/child/family reports	2	1.00	237	0.1%	118.5	0.2
28	Preparing and completing forms	171	1.84	38,449	11.7%	224.8	26.4
29	Case audit, case review	11	1.09	2,114	0.8%	192.2	1.5
30	Technical activity	15	1.33	3,904	1.0%	260.3	2.7
H - Case Specific Meetings							
33	With child and/or caregivers	303	1.13	44,494	20.8%	146.8	30.5
34	Without child and with caregivers	210	1.20	27,111	14.4%	129.1	18.6
35	Without child or caregivers	66	1.14	8,048	4.5%	121.9	5.5
36	RED/Group/Unit/FGDM meetings	377	1.23	72,024	25.9%	191.0	49.4
J – Consultation							
41	Peer Consultation	136	1.51	12,046	9.3%	88.6	8.3
42	Supervisory/Administrative Consultation	80	1.38	7,441	5.5%	93.0	5.1
43	Receive training	19	1.32	1,296	1.3%	68.2	0.9
44	Deliver training	3	1.00	552	0.2%	184.0	0.4
K - Court related time							
45	Document preparation for court	3	1.00	205	0.2%	68.3	0.1
46	Court related preparation	4	1.25	1,311	0.3%	327.8	0.9

Exhibit G-2 Colorado Child Welfare Time Study Results Task Statistics for Family Meeting Service Area *(Estimated Total Number of Clients = 1,457)*							
	Task	**A** **Number of Recipients Served in Month with Task**	**B** **Mean Number of Contacts per Recipient Served in Month with Task**	**C** **Sum of Task Times for Recipients Receiving the Task in Minutes**	**D** **Percent of Service Recipients Receiving the Task**	**E** **Estimated Time per Task Recipient (C÷A) in Minutes**	**F** **Task Contribution to Overall Service Workload (C÷1,457 total recipients provided service) in Minutes**
47	Court hearings	13	1.00	3,026	0.9%	232.8	2.1
48	Mediation	6	1.00	665	0.4%	110.8	0.5
						Estimated Minutes per Recipient	**248.6**
						Estimated Hours per Recipient	**4.1**

Exhibit G-3 Colorado Child Welfare Time Study Results Task Statistics for Assessment Service Area *(Estimated Total Number of Clients = 2,929)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload C÷2,929 total recipients provided service)in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	68	1.13	5,811	2.3%	85.5	2.0
2	Face-to-face contact with child in community	791	1.39	48,524	27.0%	61.3	16.6
3	All other contact with child	41	1.17	2,025	1.4%	49.4	0.7
4	Face-to-face contact in office with child and others	54	1.07	8,111	1.8%	150.2	2.8
5	Face-to-face contact in community with child and others	353	1.30	29,785	12.1%	84.4	10.2
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	136	1.19	38,496	4.6%	283.1	13.1
7	Face-to-face contact with parent in community	715	1.29	63,805	24.4%	89.2	21.8
8	All other contact with parent	849	1.90	32,970	29.0%	38.8	11.3
9	Contact with family member	240	1.31	16,248	8.2%	67.7	5.5
10	Scheduling parent visits	51	1.35	1,634	1.7%	32.0	0.6
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	10	1.29	2,631	0.3%	263.1	0.9
12	Face-to-face contact with alternate care provider in community	62	1.08	5,163	2.1%	83.3	1.8
13	All other contact with alternate care provider	137	1.44	5,318	4.7%	38.8	1.8
D - Other Contact							
14	Contact with reporting party	102	1.20	1,615	3.5%	15.8	0.6
15	Contact with law enforcement	189	1.54	7,701	6.5%	40.7	2.6

Exhibit G-3
Colorado Child Welfare Time Study Results
Task Statistics for Assessment Service Area
(Estimated Total Number of Clients = 2,929)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload C÷2,929 total recipients provided service)in Minutes
16	Contact with service providers	137	1.45	5,416	4.7%	39.5	1.8
17	Face-to-face contact with collaterals	113	1.27	5,317	3.9%	47.1	1.8
18	Other contact with collaterals	502	1.93	24,460	17.1%	48.7	8.4
19	Observing interviews and investigations	25	1.08	2,652	0.9%	106.1	0.9
E - Attempted Contact							
20	Attempted contact with child	173	1.34	5,595	5.9%	32.3	1.9
21	Attempted contact with parent	339	1.50	4,487	11.6%	13.2	1.5
22	Attempted contact with other	118	1.34	2,158	4.0%	18.3	0.7
F – Travel							
23	Case related travel	1226	2.35	77,465	41.9%	63.2	26.4
G - Documentation and Administration							
25	TRAILS documentation	1229	2.44	194,381	42.0%	158.2	66.4
27	Home/child/family reports	19	1.16	782	0.6%	41.1	0.3
28	Preparing and completing forms	325	1.68	56,942	11.1%	175.2	19.4
29	Case audit, case review	190	1.28	13,009	6.5%	68.5	4.4
30	Technical activity	21	1.10	6,098	0.7%	290.4	2.1
H - Case Specific Meetings							
33	With child and/or caregivers	44	1.00	48,099	1.5%	1,093.2	16.4
34	Without child and with caregivers	35	1.14	29,862	1.2%	853.2	10.2

Exhibit G-3
Colorado Child Welfare Time Study Results
Task Statistics for Assessment Service Area
(Estimated Total Number of Clients = 2,929)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload C÷2,929 total recipients provided service)in Minutes
35	Without child or caregivers	127	1.39	15,390	4.3%	121.2	5.3
36	RED/Group/Unit/FGDM meetings	235	2.01	84,636	8.0%	360.2	28.9
J – Consultation							
41	Peer Consultation	4	1.36	24,090	0.1%	6022.5	8.2
42	Supervisory/Administrative Consultation	2	1.76	25,261	0.1%	12630.5	8.6
43	Receive training	8	1.48	2,555	0.3%	319.4	0.9
44	Deliver training	4	1.00	442	0.1%	110.5	0.2
K - Court related time							
45	Document preparation for court	95	1.73	9,818	3.2%	103.3	3.4
46	Court related preparation	46	1.28	4,263	1.6%	92.7	1.5
47	Court hearings	105	1.50	15,952	3.6%	151.9	5.4
48	Mediation	1	1.00	75	0.0%	75.0	0.0
49	Participating in depositions	4	1.25	335	0.1%	83.8	0.1
					Estimated Minutes per Recipient		**317.3**
					Estimated Hours per Recipient		**5.3**

Exhibit G-4
Colorado Child Welfare Time Study Results
Task Statistics for Ongoing In-home Service Area
(Estimated Total Number of Clients = 2,053)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload C÷2,053total recipients provided service)in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	66	2.26	8,197	3.2%	124.2	4.0
2	Face-to-face contact with child in community	475	1.52	47,176	23.1%	99.3	23.0
3	All other contact with child	91	1.29	5,829	4.4%	64.1	2.8
4	Face-to-face contact in office with child and others	54	1.11	4,855	2.6%	89.9	2.4
5	Face-to-face contact in community with child and others	308	1.25	31,963	15.0%	103.8	15.6
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	141	1.41	11,022	6.9%	78.2	5.4
7	Face-to-face contact with parent in community	374	1.77	42,862	18.2%	114.6	20.9
8	All other contact with parent	563	2.10	38,401	27.4%	68.2	18.7
9	Contact with family member	158	1.32	10,636	7.7%	67.3	5.2
10	Scheduling parent visits	44	1.09	2,861	2.1%	65.0	1.4
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	21	1.00	1,544	1.0%	73.5	0.8
12	Face-to-face contact with alternate care provider in community	47	1.28	4,424	2.3%	94.1	2.2
13	All other contact with alternate care provider	133	1.38	7,220	6.5%	54.3	3.5
D - Other Contact							
14	Contact with reporting party	4	1.00	361	0.2%	90.3	0.2
15	Contact with law enforcement	33	1.33	1,756	1.6%	53.2	0.9
16	Contact with service providers	233	1.82	15,827	11.3%	67.9	7.7
17	Face-to-face contact with collaterals	73	1.40	4,628	3.6%	63.4	2.3
18	Other contact with collaterals	349	2.15	27,764	17.0%	79.6	13.5
19	Observing interviews and investigations	3	1.00	255	0.1%	85.0	0.1
E - Attempted contact							

Exhibit G-4
Colorado Child Welfare Time Study Results
Task Statistics for Ongoing In-home Service Area
(Estimated Total Number of Clients = 2,053)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload C÷2,053total recipients provided service)in Minutes
20	Attempted contact with child	52	1.17	1,470	2.5%	28.3	0.7
21	Attempted contact with parent	94	1.43	2,244	4.6%	23.9	1.1
22	Attempted contact with other	47	1.55	806	2.3%	17.2	0.4
F – Travel							
23	Case related travel	868	2.17	73,604	42.3%	84.8	35.9
G - Documentation and Administration							
25	TRAILS documentation	564	2.27	115,382	27.5%	204.6	56.2
27	Home/child/family reports	20	1.65	2,818	1.0%	140.9	1.4
28	Preparing and completing forms	364	1.47	41,113	17.7%	112.9	20.0
29	Case audit, case review	106	1.44	14,662	5.2%	138.3	7.1
30	Technical activity	12	1.08	2,663	0.6%	221.9	1.3
H - Case Specific Meetings							
33	With child and/or caregivers	111	1.23	11,419	5.4%	102.9	5.6
34	Without child and with caregivers	77	1.13	7,475	3.8%	97.1	3.6
35	Without child or caregivers	112	1.38	11,269	5.5%	100.6	5.5
36	RED/Group/Unit/FGDM meetings	95	1.12	13,946	4.6%	146.8	6.8
J – Consultation							
41	Peer Consultation	175	1.46	13,711	8.5%	78.3	6.7
42	Supervisory/Administrative Consultation	243	1.80	27,240	11.8%	112.1	13.3
43	Receive training	5	1.20	995	0.2%	199.0	0.5
44	Deliver training	7	2.14	408	0.3%	58.2	0.2
K - Court related time							
45	Document preparation for court	163	1.86	24,297	7.9%	149.1	11.8
46	Court related preparation	77	1.27	8,224	3.8%	106.8	4.0
47	Court hearings	255	1.42	37,803	12.4%	148.2	18.4
48	Mediation	4	1.00	595	0.2%	148.8	0.3
49	Participating in depositions	8	1.63	868	0.4%	108.5	0.4
				Estimated Minutes per Client			**331.7**
				Estimated Hours per Client			**5.5**

Exhibit G-5
Colorado Child Welfare Time Study Results
Task Statistics for the Ongoing Out-of-Home Service Area
(Estimated Total Number of Clients = 2,753)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷2,753 total recipients provided service) in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	98	1.36	9,446	3.6%	96.4	3.4
2	Face-to-face contact with child in community	676	1.33	65,591	24.6%	97.0	23.8
3	All other contact with child	225	1.59	13,720	8.2%	61.0	5.0
4	Face-to-face contact in office with child and others	89	1.18	9,016	3.2%	101.3	3.3
5	Face-to-face contact in community with child and others	389	1.21	41,245	14.1%	106.0	15.0
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	200	1.58	19,879	7.3%	99.4	7.2
7	Face-to-face contact with parent in community	236	1.28	20,081	8.6%	85.1	7.3
8	All other contact with parent	555	2.03	31,769	20.2%	57.2	11.5
9	Contact with family member	240	1.79	13,745	8.7%	57.3	5.0
10	Scheduling parent visits	34	1.38	1,769	1.2%	52.0	0.6
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	59	1.42	5,024	2.1%	85.1	1.8
12	Face-to-face contact with alternate care provider in community	194	1.19	15,444	7.0%	79.6	5.6
13	All other contact with alternate care provider	582	2.07	42,233	21.1%	72.6	15.3
D - Other Contact							
14	Contact with reporting party	5	1.00	69	0.2%	13.8	0.0
15	Contact with law enforcement	35	1.51	1,173	1.3%	33.5	0.4
16	Contact with service providers	355	1.89	21,961	12.9%	61.9	8.0
17	Face-to-face contact with collaterals	196	1.42	10,113	7.1%	51.6	3.7
18	Other contact with collaterals	628	2.65	63,693	22.8%	101.4	23.1
19	Observing interviews and investigations	2	1.00	280	0.1%	140.0	0.1

Exhibit G-5
Colorado Child Welfare Time Study Results
Task Statistics for the Ongoing Out-of-Home Service Area
(Estimated Total Number of Clients = 2,753)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷2,753 total recipients provided service) in Minutes
E - Attempted contact							
20	Attempted contact with child	30	1.00	1,244	1.1%	41.5	0.5
21	Attempted contact with parent	104	1.56	2,609	3.8%	25.1	0.9
22	Attempted contact with other	99	1.33	1,996	3.6%	20.2	0.7
F – Travel							
23	Case related travel	1,168	2.27	151,029	42.4%	129.3	54.9
G - Documentation and Administration							
25	TRAILS documentation	796	2.41	159,327	28.9%	200.2	57.9
27	Home/child/family reports	111	2.39	19,979	4.0%	180.0	7.3
28	Preparing and completing forms	649	1.75	78,452	23.6%	120.9	28.5
29	Case audit, case review	219	1.47	33,348	8.0%	152.3	12.1
30	Technical activity	34	1.38	6,112	1.2%	179.8	2.2
H - Case Specific Meetings							
33	With child and/or caregivers	290	1.19	32,775	10.5%	113.0	11.9
34	Without child and with caregivers	148	1.22	17,031	5.4%	115.1	6.2
35	Without child or caregivers	242	1.34	25,933	8.8%	107.2	9.4
36	RED/Group/Unit/FGDM meetings	180	1.17	28,410	6.5%	157.8	10.3
J – Consultation							
41	Peer Consultation	318	1.88	28,890	11.6%	90.8	10.5
42	Supervisory/Administrative Consultation	384	1.83	42,383	13.9%	110.4	15.4
43	Receive training	8	1.13	1,700	0.3%	212.5	0.6
44	Deliver training	9	2.00	1,335	0.3%	148.3	0.5
K - Court related time							
45	Document preparation for court	378	2.03	61,965	13.7%	163.9	22.5
46	Court related preparation	198	1.49	23,019	7.2%	116.3	8.4
47	Court hearings	485	1.40	80,445	17.6%	165.9	29.2
48	Mediation	12	1.00	1,194	0.4%	99.5	0.4
49	Participating in depositions	29	1.28	2,876	1.1%	99.2	1.0
50	Non-child welfare subpoenas	1	1.00	350	0.0%	350.0	0.1

Exhibit G-5 Colorado Child Welfare Time Study Results Task Statistics for the Ongoing Out-of-Home Service Area *(Estimated Total Number of Clients = 2,753)*						
Task	**A Number of Recipients Served in Month with Task**	**B Mean Number of Contacts per Recipient Served in Month with Task**	**C Sum of Task Times for Recipients Receiving the Task in Minutes**	**D Percent of Service Recipients Receiving the Task**	**E Estimated Time per Task Recipient (C÷A) in Minutes**	**F Task Contribution to Overall Service Workload (C÷2,753 total recipients provided service) in Minutes**
Estimated Minutes per Client						**431.8**
Estimated Hours per Client						**7.2**

Exhibit G-6
Colorado Child Welfare Time Study Results
Task Statistics for the Visitation Service Area
(Estimated Total Number of Clients = 737)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷737 total recipients provided service)) in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	50	1.84	8,566	6.8%	171.3	11.6
2	Face-to-face contact with child in community	86	1.41	10,917	11.7%	126.9	14.8
3	All other contact with child	25	1.16	3,051	3.4%	122.0	4.1
4	Face-to-face contact in office with child and others	122	2.41	33,924	16.6%	278.1	46.0
5	Face-to-face contact in community with child and others	60	1.72	12,056	8.1%	200.9	16.4
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	236	2.60	67,304	32.0%	285.2	91.3
7	Face-to-face contact with parent in community	78	1.63	18,268	10.6%	234.2	24.8
8	All other contact with parent	73	1.67	6,490	9.9%	88.9	8.8
9	Contact with family member	63	1.30	6,633	8.5%	105.3	9.0
10	Scheduling parent visits	76	1.47	9,593	10.3%	126.2	13.0
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	7	1.43	234	0.9%	33.4	0.3
12	Face-to-face contact with alternate care provider in community	16	1.00	1,545	2.2%	96.6	2.1
13	All other contact with alternate care provider	37	1.38	1,119	5.0%	30.3	1.5
D - Other Contact							
16	Contact with service providers	27	1.15	1,719	3.7%	63.7	2.3
17	Face-to-face contact with collaterals	19	2.00	867	2.6%	45.6	1.2
18	Other contact with collaterals	41	2.10	3,696	5.6%	90.1	5.0
E - Attempted contact							
20	Attempted contact with child	4	1.00	205	0.5%	51.3	0.3
21	Attempted contact with parent	59	1.75	4,738	8.0%	80.3	6.4
22	Attempted contact with other	6	1.17	237	0.8%	39.4	0.3

Exhibit G-6 Colorado Child Welfare Time Study Results Task Statistics for the Visitation Service Area *(Estimated Total Number of Clients = 737)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷737 total recipients provided service)) in Minutes
F – Travel							
23	Case related travel	178	3.38	41,368	24.2%	232.4	56.1
G - Documentation and Administration							
25	TRAILS documentation	73	2.00	14,006	9.9%	191.9	19.0
27	Home/child/family reports	1	1.00	250	0.1%	250.0	0.3
28	Preparing and completing forms	20	1.25	4,240	2.7%	212.0	5.8
29	Case audit, case review	3	1.00	510	0.4%	170.0	0.7
30	Technical activity	3	1.00	823	0.4%	274.2	1.1
H - Case Specific Meetings							
33	With child and/or caregivers	12	1.00	1,738	1.6%	144.8	2.4
34	Without child and with caregivers	6	1.00	866	0.8%	144.3	1.2
35	Without child or caregivers	22	1.14	1,446	3.0%	65.7	2.0
36	RED/Group/Unit/FGDM meetings	4	1.00	651	0.5%	162.7	0.9
J – Consultation							
41	Peer Consultation	41	1.51	3,118	5.6%	76.0	4.2
42	Supervisory/Administrative Consultation	33	1.39	3,469	4.5%	105.1	4.7
43	Receive training	2	1.00	527	0.3%	263.5	0.7
44	Deliver training	5	1.00	309	0.7%	61.8	0.4
K - Court related time							
45	Document preparation for court	10	1.60	910	1.4%	91.0	1.2
46	Court related preparation	4	2.00	821	0.5%	205.3	1.1
47	Court hearings	5	1.00	1,662	0.7%	332.4	2.3
49	Participating in depositions	2	1.00	810	0.3%	405.0	1.1
				Estimated Minutes per Client			**364.6**
				Estimated Hours per Client			**6.1**

Exhibit G-7
Colorado Child Welfare Time Study Results
Task Statistics for the Adoption Service Area
(Estimated Total Number of Clients = 951)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷951total recipients provided service)in Minutes
A - Child Contact							
1	Face-to-face contact with child in office	8	1.13	404	0.8%	50.5	0.4
2	Face-to-face contact with child in community	163	1.28	15,987	17.1%	98.1	16.8
3	All other contact with child	31	1.26	2,161	3.3%	69.7	2.3
4	Face-to-face contact in office with child and others	17	1.06	1,214	1.8%	71.4	1.3
5	Face-to-face contact in community with child and others	106	1.25	10,192	11.1%	96.1	10.7
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	24	1.08	1,373	2.5%	57.2	1.4
7	Face-to-face contact with parent in community	11	1.27	1,337	1.2%	121.5	1.4
8	All other contact with parent	142	1.37	4,649	14.9%	32.7	4.9
9	Contact with family member	30	1.43	1,409	3.2%	47.0	1.5
10	Scheduling parent visits	1	1.00	50	0.1%	50.0	0.1
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	17	1.06	1,907	1.8%	112.2	2.0
12	Face-to-face contact with alternate care provider in community	20	1.20	2,154	2.1%	107.7	2.3
13	All other contact with alternate care provider	100	1.84	6,126	10.5%	61.3	6.4
D - Other Contact							
14	Contact with reporting party	2	1.00	110	0.2%	55.0	0.1
15	Contact with law enforcement	1	1.00	5	0.1%	5.0	0.0
16	Contact with service providers	54	1.63	3,104	5.7%	57.5	3.3
17	Face-to-face contact with collaterals	26	1.35	1,473	2.7%	56.7	1.5
18	Other contact with collaterals	141	2.83	16,573	14.8%	117.5	17.4
19	Observing interviews and investigations	1	1.00	130	0.1%	130.1	0.1
E - Attempted contact							

Exhibit G-7
Colorado Child Welfare Time Study Results
Task Statistics for the Adoption Service Area
(Estimated Total Number of Clients = 951)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷951total recipients provided service)in Minutes
20	Attempted contact with child	2	1.50	68	0.2%	34.0	0.1
21	Attempted contact with parent	8	1.00	138	0.8%	17.3	0.1
22	Attempted contact with other	16	1.13	343	1.7%	21.4	0.4
F – Travel							
23	Case related travel	303	2.13	36,010	31.9%	118.8	37.9
G - Documentation and Administration							
25	TRAILS documentation	283	1.60	26,964	29.8%	95.3	28.4
27	Home/child/family reports	102	3.04	28,309	10.7%	277.5	29.8
28	Preparing and completing forms	301	1.89	42,403	31.7%	140.9	44.6
29	Case audit, case review	114	1.36	13,541	12.0%	118.8	14.2
30	Technical activity	41	1.44	4,543	4.3%	110.8	4.8
H - Case Specific Meetings							
33	With child and/or caregivers	14	1.14	1,478	1.5%	105.6	1.6
34	Without child and with caregivers	36	1.17	4,829	3.8%	134.1	5.1
35	Without child or caregivers	87	1.44	8,020	9.1%	92.2	8.4
36	RED/Group/Unit/FGDM meetings	38	1.74	8,573	4.0%	225.6	9.0
J – Consultation							
41	Peer Consultation	57	1.51	4,035	6.0%	70.8	4.2
42	Supervisory/Administrative Consultation	79	1.61	8,497	8.3%	107.6	8.9
43	Receive training	1	1.00	331	0.1%	331.0	0.3
K - Court related time							
45	Document preparation for court	91	1.66	10,166	9.6%	111.7	10.7
46	Court related preparation	33	1.70	3,371	3.5%	102.2	3.5
47	Court hearings	71	1.72	7,204	7.5%	101.5	7.6
49	Participating in depositions	2	1.00	90	0.2%	45.0	0.1
				Estimated Minutes per Client			**293.7**
				Estimated Hours per Client			**4.9**

Exhibit G-8 Colorado Child Welfare Time Study Results Task Statistics for the Licensing Service Area *(Estimated Total Number of Clients = 639)*							
	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷639 total recipients provided service)in Minutes
A - Child Contact							
2	Face-to-face contact with child in community	2	1.00	195	0.3%	97.5	0.3
3	All other contact with child	2	1.00	218	0.3%	108.9	0.3
5	Face-to-face contact in community with child and others	1	1.00	105	0.2%	105.0	0.2
B – Parent/Family Contact							
6	Face-to-face contact with parent in office	3	1.00	260	0.5%	86.7	0.4
7	Face-to-face contact with parent in community	15	1.07	1,940	2.3%	129.3	3.0
8	All other contact with parent	20	1.40	1,333	3.1%	66.7	2.1
9	Contact with family member	18	1.67	1,675	2.8%	93.0	2.6
10	Scheduling parent visits	3	1.00	41	0.5%	13.7	0.1
C - Alternate Care Provider Contact							
11	Face-to-face contact with alternate care provider in office	18	1.11	2,589	2.8%	143.9	4.1
12	Face-to-face contact with alternate care provider in community	130	1.10	13,195	20.3%	101.5	20.6
13	All other contact with alternate care provider	247	1.67	19,735	38.7%	79.9	30.9
D - Other Contact							
15	Contact with law enforcement	2	1.50	37	0.3%	18.5	0.1
16	Contact with service providers	9	1.22	2,223	1.4%	247.1	3.5
17	Face-to-face contact with collaterals	3	1.67	486	0.5%	162.0	0.8
18	Other contact with collaterals	28	1.32	9,487	4.4%	338.8	14.8
E - Attempted contact							
21	Attempted contact with parent	2	1.00	28	0.3%	14.1	0.0
22	Attempted contact with other	13	1.15	330	2.0%	25.4	0.5
F – Travel							
23	Case related travel	167	1.69	15,623	26.1%	93.6	24.4
G - Documentation and Administration							

Exhibit G-8
Colorado Child Welfare Time Study Results
Task Statistics for the Licensing Service Area
(Estimated Total Number of Clients = 639)

	Task	A Number of Recipients Served in Month with Task	B Mean Number of Contacts per Recipient Served in Month with Task	C Sum of Task Times for Recipients Receiving the Task in Minutes	D Percent of Service Recipients Receiving the Task	E Estimated Time per Task Recipient (C÷A) in Minutes	F Task Contribution to Overall Service Workload (C÷639 total recipients provided service)in Minutes
25	TRAILS documentation	115	1.19	17,749	18.0%	154.3	27.8
27	Home/child/family reports	118	2.34	48,955	18.5%	414.9	76.6
28	Preparing and completing forms	83	1.69	25,207	13.0%	303.7	39.4
29	Case audit, case review	35	1.37	16,908	5.5%	483.1	26.5
30	Technical activity	3	1.00	1,001	0.5%	333.7	1.6
H - Case Specific Meetings							
33	With child and/or caregivers	8	1.00	1,156	1.3%	144.5	1.8
34	Without child and with caregivers	3	1.00	804	0.5%	268.0	1.3
35	Without child or caregivers	8	1.00	1,267	1.3%	158.4	2.0
36	RED/Group/Unit/FGDM meetings	5	1.60	1,428	0.8%	285.6	2.2
J – Consultation							
41	Peer Consultation	65	1.23	4,403	10.2%	67.7	6.9
42	Supervisory/Administrative Consultation	24	1.21	7,612	3.8%	317.2	11.9
43	Receive training	1	1.00	107	0.2%	107.0	0.2
44	Deliver training	1	1.00	465	0.2%	465.3	0.7
K - Court related time							
46	Court related preparation	1	1.00	210	0.2%	210.0	0.3
47	Court hearings	2	1.50	155	0.3%	77.5	0.2
	Estimated Minutes per Client						**308.2**
	Estimated Hours per Client						**5.1**

Appendix H:

Percentage of Hours Recorded in Time Data Collector (TDC) to Hours Paid, by County

This appendix provides county level data for the percentage of total time spent working in child welfare to the hours paid per week to work in child welfare for each job position included in the study. In some cases where percentages exceed 100 percent these results may serve as a proxy for workload to paid hours to complete the work. Where percentages greatly exceed 100 percent this reflects significant on-call time to hours paid. Where percentages are less than 100 percent, this likely represents that the work was dedicating time to another program, outside of Child Welfare. Empty cells in this table indicate staff are not present in those positions or no time was recorded during the study. Also, child welfare caseworkers were broken out by county employed and contracted employees to provide a greater level of specificity for examining workload between those staff types.

Exhibit H-1
Percentage of Hours Recorded in Time Study to Hours Paid to work in Child Welfare (Includes On-Call Time)

County	Child welfare worker - county employed	Child welfare worker - contractor	Child welfare supervisor	Child welfare manager/ Executive/ Administrator	Child welfare support staff	Other
Adams	110%	91%	103%	122%	106%	108%
Alamosa	99%		39%	81%	25%	69%
Arapahoe	110%		111%	112%	103%	112%
Archuleta	93%			82%		224%
Baca	118%				89%	109%
Bent	183%		242%		77%	
Boulder	111%	106%	118%	153%	94%	107%
Broomfield	113%		213%	98%	116%	
Chaffee	124%		106%			109%
Cheyenne			89%			
Conejos	48%		37%		72%	
Costilla	127%					
Crowley	213%			358%	99%	213%
Delta	147%			106%	110%	111%
Denver	106%	89%	111%	111%	121%	104%
Douglas	120%		162%		107%	145%
Eagle	92%		95%	114%		
El Paso	111%	133%	107%	123%	95%	101%
Elbert	98%	80%	79%			
Fremont	116%		183%	112%	92%	
Garfield	119%		107%	129%	97%	
Gilpin	229%		208%	337%		
Gunnison	173%					
Huerfano	132%		112%			
Jefferson	109%		128%	123%	102%	104%
Kiowa					61%	360%

Exhibit H-1 Percentage of Hours Recorded in Time Study to Hours Paid to work in Child Welfare (Includes On-Call Time)						
County	**Child welfare worker - county employed**	**Child welfare worker - contractor**	**Child welfare supervisor**	**Child welfare manager/ Executive/ Administrator**	**Child welfare support staff**	**Other**
Kit Carson	75%					
La Plata	103%		149%	133%	97%	96%
Lake						107%
Larimer	112%	114%	133%	119%	98%	110%
Las Animas	105%	4%	118%	20%	102%	
Lincoln	128%		99%	62%		
Logan	77%		68%			72%
Mesa	104%		98%		96%	
Moffat	181%		75%	56%	67%	
Montezuma	135%		153%		114%	
Morgan	102%					
Otero	148%				84%	87%
Park	95%		126%	22%	165%	
Phillips	64%		164%			
Pitkin	181%			87%	100%	
Prowers	88%		190%	95%	12%	113%
Pueblo	96%		52%			
Rio Blanco	211%		129%			
Rio Grande	112%		75%		53%	57%
Routt	172%					83%
Saguache	195%		483%		92%	
Sedgwick	177%		160%			25%
Summit	10%			106%		
Teller	122%		135%	97%	100%	94%
Washington	460%		153%	77%	84%	
Yuma	163%					
Total	**133%**	**91%**	**132%**	**119%**	**92%**	**117%**
Source: *ICF International's analysis of Time Data Collector data.*						

Appendix I:

Development of Method to Create Workload and Staffing Models

This appendix provides detailed and technical information regarding the development of methods to create the workload and staffing models that are presented in Chapter 3.

Development of Method to Adjust the Workload Practice Model

As noted in Chapter 3, information provided during the focus groups was used to adjust the hours per case calculated from the time study results for the purpose of estimating workload levels to meet requirements and achieve program objectives. These projections are based on a 40-hour workweek for caseworkers.

Development of Method to Create Staffing Model

This section describes the development of the method used to estimate required staffing for case work time that was translated into FTE within child welfare programs and services across the state. All staffing models and projections are estimates of the number of staff needed to fulfill program and service requirements. These requirements can be based upon different standards and practices. When reviewing the staffing model and results it is important to consider:

1. The more variables and values of variables, the more complex the estimates and the more error is introduced. Best practices in staffing estimation typically include identifying the key drivers, standards, and relationships between staff capabilities and service requirements. These practices drove model development.

2. Staffing estimates typically are made at the highest level of aggregation, in this case the statewide child welfare program level. Therefore, the drivers, standards and relationships were established principally at the state level. As county estimates are applied, additional considerations may also apply. As stated in Chapter 3, county level estimates, particularly in small counties, may be prone to error given smaller caseloads.

3. The estimates are based upon caseloads and processing times associated with case work and additional time indicated during the time study that may not be captured in service processing times (e.g., on call time and other time not captured) in an attempt to develop the most reliable and valid predictors of successful outcomes in child welfare services for the state and counties.

4. Extrapolations of staffing estimates to total caseworker and supervisory staff needed across the state were based upon the sample of caseworkers to an estimated total State caseworker staff of 1,485. This estimate was calculated by averaging caseworker staffing figures provided by the Department of Human Services as of March 31, 2013 (1,670 caseworkers statewide) and caseworker staffing data provided by counties during our study (an estimated 1,300 caseworkers statewide). This extrapolation is necessary because we do not know how many missing cases may be contained within the sample based on comparison with TRAILS data. Therefore, we used an increase in sample size staffing estimate of 1,485/792 = 1.875.

Staffing Model Elements and Steps

The staffing model is based upon the following variables and estimation procedures:

1. Service delivery times are based on eight (8) case-based services—Screening, Family Meetings, Assessments, Ongoing In-Home, Ongoing Out-of-Home, Visitation, Adoption, and Licensing—and one non case-based service, Prevention, are used to estimate staffing levels.

2. Time dedicated to being on-call and other time indicated during the time study that was case-related, but not captured within the considered services.

3. Monthly service caseloads and referrals are estimated based upon the February 2014 time study referrals and cases. We examined data included in the draft Fiscal Year 2013 Child Welfare Data Book and in Calendar Year 2013 TRAILS data provided by the Department of Human Services, and we identified discrepancies in the data from these two sources that could not be resolved. Therefore, time study data were determined to be the most accurate for staffing projections.

4. Monthly recommended time to service caseloads and referrals; time estimates were synthesized from staff and subject matter expert time estimates after reviewing service times collected during the time study.

5. Staffing is estimated at the full time equivalent hours associated with case direct and case support time, with case-related time comprising 67.7 percent of the full-time-equivalent (FTE). The FTE figure for caseworker case time was derived by using the total number of work hours in the month of February (160) and multiplying it by .677 (67.7%) to derive a caseworker case FTE equivalent to 108.3 hours. While actual work hours per month vary by county, we used this estimate to calculate required FTE for the participating counties as reflected below. The projection for monthly staffing can also be used as estimates for yearly staffing levels.

Staffing estimates are provided for state- and county-level FTE totals. FTE are provided at the monthly level, but this is also the yearly level as it is expressed as staff per month based upon average monthly workload. There are several caveats that are important to consider when evaluating staffing estimates based upon workload, including:

1. It is common for workload to vary significantly (+/- 30%) in service-based work. Therefore, estimates of staffing could vary as much as +/- 30% at the state level.

2. Staffing expressed as FTE totals are based upon performance adequate to provide services as reviewed by experienced Colorado child welfare staff. Many factors affect the ability of staff to provide adequate performance, including staff experience, motivation, resources, and distractions. Managers must balance these factors when examining staffing estimates at all levels.

3. Monthly case service hours were derived from consultation with experienced county caseworkers and supervisors and with other subject matter experts after examining the hours dedicated to services from the time study.

Exhibit I-1 presents the monthly estimated cases from each of three sources: TRAILS Calendar Year 2013 data provided by the Department of Human Services, the draft Fiscal Year 2013 Data Book provided by the Department, and data collected from participating counties during the time study. Based upon the significant differences in case counts between the two TRAILS data pulls, we made the decision to rely upon time study case counts across all services.

Exhibit I-1
Staffing Model and Projections Based Upon Monthly Caseloads and Service Times

Service	Fiscal Year 2013 Cases (Draft Data Book) [1]	Calendar Year 2013 Cases (TRAILS)	Time Data Collector Cases February 2014
Screening/Intake/Hotline (referrals)	6,920	6,957	6,851
Family Meetings [2]	-	29	1,464
Assessment	3,038	1,070	2,929
Ongoing In-home	2,831	1,066	2,077
Ongoing Out-of-home	2,243	764	2,768
Visitation	600	-	740
Adoption	801	1,036	951
Licensing/Licensure	-	-	639
Prevention (in hours) [3]	N/A	N/A	5,838

Sources: *Fiscal Year 2013 draft Child Welfare Data Book provided by the Department of Human Services, Calendar Year 2013 TRAILS case data provided by the Department of Human Services, and Time Data Collector case and hour data for February 2014.*

[1] *Missing data is due to the draft Child Welfare Data Book and TRAILS not using the same case service designations as those used in the time study or otherwise having incomplete data.*

[2] *TRAILS was not deemed to be a reliable source for Family Meetings according to discussion with TRAILS experts.*

[3] *Prevention is not a case-driven service. Therefore, the Time Data Collector hours were used.*

Estimations of Statewide staffing needs and potential increases in the number of child welfare staff follow these considerations:

1. When examining the total child welfare staff hours charged (including on-call hours but excluding embedded hours and time charged to the time study) minus the number of hours paid for working within child welfare, there are an additional 11,139 hours across the 54 counties. This equates to approximately 72 FTE staff after adjusting the FTE for average leave time per month (approximately 15 percent).

2. When using subject matter expert judgments of the estimated times required to meet safety, permanency, and well-being outcomes, we estimate the number of additional full-time-equivalent casework staff to be approximately 574 staff within the 54 sampled counties. Based upon our estimates of increased caseworker staff, 122 additional

supervisors would be needed to supervise these staff at the current supervisory to caseworker ratio (1:4.7).

To best interpret the staffing estimate results, the following information must be considered:

1. Some caveats on the use of county level staffing estimates must be considered. First, the staffing estimates for smaller counties, with less than 30 caseworkers, are likely to be less accurate than estimates in larger counties. Larger counties, in terms of cases and caseworkers, are more likely to have service times closer to State mean values whereas smaller counties are less likely to be as close to the mean values due to a smaller sample of cases. Second, many factors affect the actual performance of staff and their ability to deliver services to clients and therefore estimates are just that, estimates. Managers and other users of the results should consider these factors including staff experience, case characteristics and family issues as well as the child welfare operating environment when evaluating the FTE estimates provided. In general, county level service workforce projections are exemplary of a possible baseline from which to examine local practices and variations.

2. All estimates are based upon data collected during February, the shortest work month of the year. However, to control for fewer days available for work during this month, adjustments have been made such that any estimated changes to FTE positions for child welfare service work are applicable to other months and indeed, an entire year.

3. The total hours contributed by all participating staff to case-related services determined the estimated hours being spent on cases. On-call, leave and administrative time were not included in the case-related service totals.

4. There is no single reliable source for the exact count of caseworkers in the state. We collected data from county directors in 49 counties that indicated there were 1,128 caseworkers within these counties scheduled to participate in the time study, yet only 792 actually participated. Based upon comparisons of staffing data provided by county departments as part of this study and of the March 31, 2013 county caseworker and supervisor staffing figures provided by the Department of Human Services, we estimate the actual number of caseworker staff at between 1,300 and 1,670, with a mean of 1,485 staff. Therefore we estimated county caseworker and supervisor staffing using a mean value of 1,485 State caseworkers and including a range of 30 percent, which is approximately equal to the observed range.

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