

March 30, 2009

Patrick O'Donnell, Clerk of the Legislature
State Capitol, Room 2018
P.O. Box 94604
Lincoln, NE 68509

Dear Mr. O'Donnell,

Nebraska Statute 68-1202, 68-1207, and 68-1207.01 require the Department of Health and Human Services to submit an annual report to the Governor and Legislature that includes the following information:

1. (a) A comparison of caseloads to caseload standards established by the Director and recommended by national child welfare organizations, and (b) the amount of fiscal resources needed to maintain such caseloads in Nebraska;
2. (a) The number of child and family services specialists employed by the State of Nebraska and child welfare and juvenile services workers who provide direct services to children and families under contract with the State of Nebraska, and (b) statistics on the average length of employment for individuals in these positions throughout the state and in each health and human services area;
3. (a) The average caseload of child and family services specialists employed by the State of Nebraska and child and family services workers who provide services directly to children and families under contract with the State of Nebraska, and (b) the outcomes of such cases, including the number of children reunited with their families, adopted, in guardianships, placed with relatives, or achieving some other permanent resolution, statewide and by health and human services area; and
4. The average cost of training for child and family services specialists employed by the State of Nebraska, and child and family services workers who provide services directly to children and families under contract with the State of Nebraska, statewide and by health and human services area.

The attached report provides this information for Calendar Year 2008. Please let me know if you have any questions or concerns.

Sincerely,



Todd A. Landry, Director
Division of Children and Family Services
Department of Health and Human Services

Attachments.

LEGISLATIVE HISTORY: In 1990, LB 720 directed the Department of Health and Human Services (the Department) to establish workload standards for child welfare caseloads and to report to the Governor and the Legislature on the resources it needs to implement those standards every two years. In response, the Department’s Joint Labor/Management Workload Study Committee examined several key factors that workers identified as affecting their workload, including: (1) urban or rural work locations; (2) vacant positions; (3) availability of clerical support; and (4) travel requirements. The Committee summarized their recommendations in a Workload Study Findings and Recommendations Summary Report in July 1992.¹ The Department continues to report on child welfare and juvenile service caseloads using the standards from this report today.

In 2005, LB 264 required the Department to include in its legislative report information on child and family services workers who are employed by private entities with which the State of Nebraska contracts for child welfare and juvenile services. The law also requires the Department to submit the report annually rather than every two years.

CASELOAD STANDARDS: To evaluate child welfare and juvenile service caseloads, the Department uses the State-recommended standards mentioned above, in addition to national caseload standards developed by the Child Welfare League of America (CWLA).² CWLA established the national standards in 1992, the same year in which the State recommended caseload standards, and have since updated the standards in 2003.

Table 1 displays both the Nebraska and CWLA standards. The two are similar, although in some instances Nebraska standards are less than CWLA standards and in other situations, slightly more.

Table 1. Nebraska and CLWA Standards

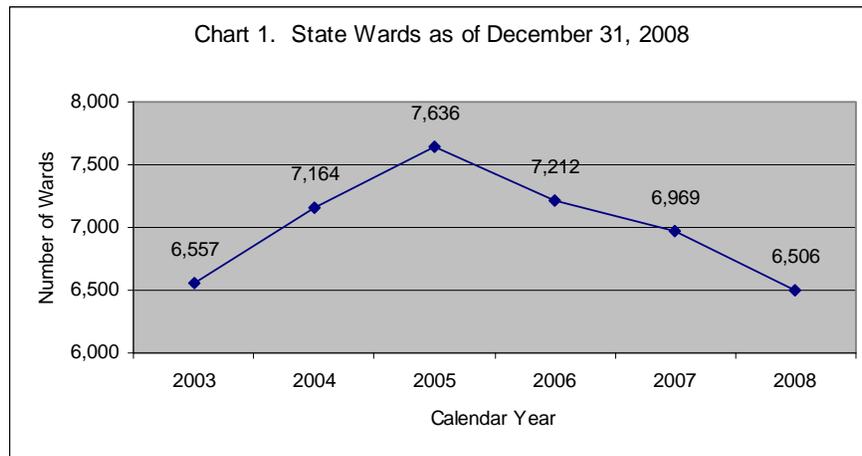
| Caseload Category | Nebraska Standards (1992) | CWLA Standards (1992) | CWLA Standards (2003) |
|---|---------------------------|-----------------------|--------------------------|
| Child Abuse & Neglect Intake Reports | 97 families | 85 families | 85 families ³ |
| Initial Safety Assessments | 10 families | 12 families | 12 families |
| In-Home Services | 14 families | 17 families | 17 families |
| Out-of-Home Placement With Reunification Plan | 15 families | 15 families | 12 families |
| Out-of-Home Placement Long Term or Independent Living | 18 children | 20 children | 12-15 children |

CASE MANAGEMENT SERVICES AND ENTITIES: The Department provides the majority of direct case management services to children and families involved with the Division of Children and Family Services (DCFS). As of December 31, 2008, the Department was responsible for 6,506 state wards. This is the lowest number of wards in state care in the last five years. Chart 1 displays the number of state wards by calendar year for these years.

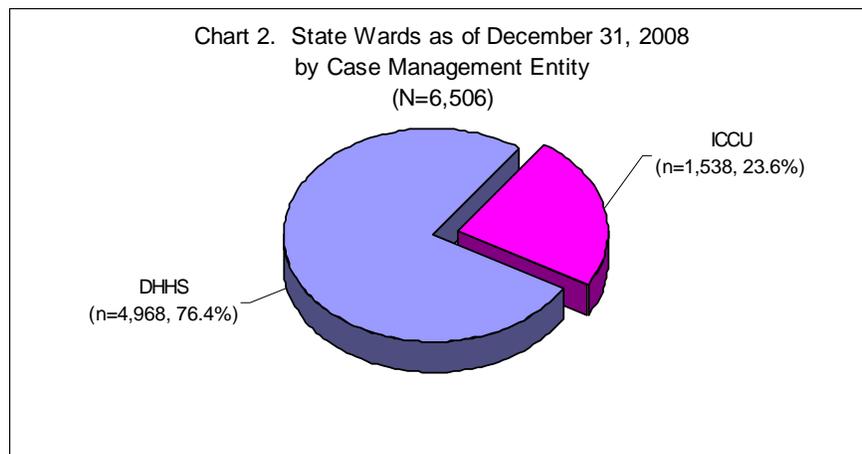
¹ Department of Social Services Joint Labor/Management Workload Study Committee. (1992). *Child Protective Services Findings and Recommendations of Department of Social Services Joint Labor/Management Workload Study Committee.*

² Child Welfare League of America. (2003). *Child Welfare League of America Standards of Excellence for Child Welfare Practice.* Washington, D.C.: Author.

³ Child Abuse/Neglect Intake Reports do not have a standard established by Nebraska or the CWLA. The guideline being used comes from a 1986 ACTION for Child Protection report.



Of the 6,506 wards in state care as of December 31, 2008, Department staff provided case management services to 4,968. The remaining 1,538 wards were served by the five entities with which the Department contracts for case management services, as displayed in Chart 2. These contracted agencies are what Department calls the Integrated Care Coordination Units, or ICCUs.



ICCUs developed as part of a cooperative agreement between the Department and five of the six Behavioral Health Regions:⁴

- Region I serves families in 29 counties in the Western Service Area (which include counties in Behavioral Health Regions 1 and 2);
- Region III serves families in the 21 counties comprising the Central Service Area;
- Region IV serves families in the 24 counties comprising the Northern Service Area;
- Region V is located in the Southeast Service Area and serves families in Lancaster County; and
- Region VI is located in the Eastern Service Area and serves families in Sarpy and Douglas counties.

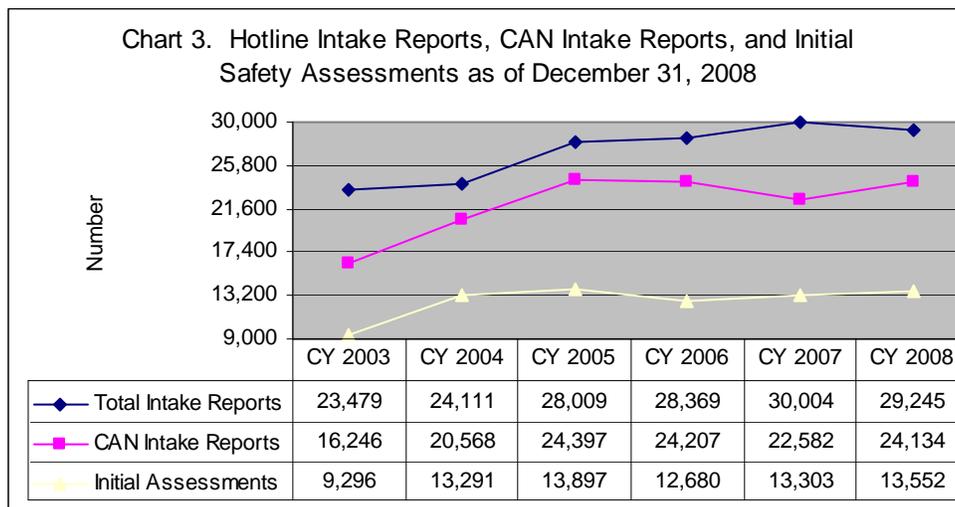
ICCU staff is comprised of child and family services specialists employed by the State of Nebraska and child and family services workers employed by the Behavioral Health Region. Regardless of the employing agency, all workers are required to follow the Department’s case management policies, procedures, and performance measures.

⁴ Please note that for the purposes of this report we have aggregated the information the Department has received from each of the five individual ICCUs and reported it as one statewide entity in many sections of this report.

Please note that ICCU employees do not staff the Child Abuse/Neglect (CAN) Hotline or conduct initial safety assessments of child abuse and neglect intake reports. Department staff receives all hotline calls, conducts and screens intake reports on calls alleging abuse and neglect, and completes all initial safety assessments of child abuse and neglect intake reports accepted for assessment. For that reason, the Department considers these tasks only when measuring caseload levels for Department staff, not contracted entities (as reflected in the attachments to this report). The hotline is located in the Eastern Service Area and it is staff in this area handles calls received after business hours (i.e., 8:00 a.m. to 5:00 p.m.) and on weekends and holidays. Thus, the Eastern Service Area by default handles a much larger volume of calls than other service areas.

Also note that the Department considers additional factors when measuring caseload levels for Department staff in the Eastern Service Area in particular. Hotline staff in the Eastern Service Area also receives additional calls that primarily center on placement and coverage issues (e.g., finding placements, securing transportation, looking up Medicaid numbers, processing background checks, etc.). Attachment B of this report displays the volume of these calls and the impact these calls have on the caseloads of workers in this particular area.

Chart 3 shows the number of calls received on the hotline over the last five years, categorized by: total calls received on the hotline (which can include calls alleging abuse and neglect, informational inquiries, and other reasons); just those calls alleging child abuse and neglect; and calls that allege abuse and neglect and met the Department’s criteria for involvement and, for that reasons, were accepted for initial safety assessment (versus child abuse and neglect calls that did not meet the criteria for Department involvement and, for that reason, were screened out).



The number of total calls, child abuse/neglect intake reports, and initial assessments has been on an upward climb in the last five years with the number of total calls decreasing slightly from 2007 to 2008. The number of child abuse/neglect intake reports started to decline in 2006 and continued to decline through 2007, but began to rise again in 2008. The number of initial assessments dipped from 2005 to 2006 but in 2007 and 2008 began an upward trend.

These numbers, however, increased across the board in 2008. There were 29,245 calls received on the hotline in 2008 (a 2.6% decrease from 2007); 24,134 of which involved allegations of child abuse and neglect and were documented by staff in a child abuse and neglect intake report (a 6.9% increase from 2007). Of the 24,134 child abuse and neglect intake reports, staff accepted 13,552 to undergo an initial safety assessment (a 1.9% increase from 2007).

CASELOAD COMPARISONS FOR 2008: Table 2 displays caseload levels for DHHS and ICCU staff that are trained and currently in the workforce, in comparison to the caseload levels recommended in the 1992 Nebraska and 2003 CWLA standards. Attachment A provides additional tables displaying individual caseload levels for the Department and the ICCU.

Table 2. Caseloads per Standards as of December 31, 2008

| Caseload Category (Column 1) | Monthly Workload (2) | Current Staff Allocation (3) | Average Caseload (4) | 1992 Nebraska Standards (5) | FTEs Needed to Meet Ne. Standards (6) | 2003 CWLA Standards (7) | FTEs Needed to Meet CWLA Standards (8) |
|--|-------------------------|---------------------------------|-------------------------|--------------------------------|--|----------------------------|---|
| Non-Child Abuse/Neglect Calls | 425.92 | 0.60 | 705.82 | No standard | 0.56 | No standard | 0.56 |
| Coverage and Placement Calls (Eastern Service Area) | 1,760.50 | 19.42 | 90.68 | No standard | 17.95 | No standard | 17.95 |
| Child Abuse/Neglect Intake Reports | 881.83 families | 10.51 | 83.92 | 97 families | 9.09 | 85 families | 10.37 |
| Initial Safety Assessments | 1,129.33 families | 112.26 | 10.06 | 10 families | 112.93 | 12 families | 94.11 |
| In-Home Services | 1,086.01 families | 76.71 | 14.16 | 14 families | 77.57 | 17 families | 63.88 |
| Out-of-Home Placement With Reunification Plan | 1,446.19 families | 116.96 | 12.36 | 15 families | 96.41 | 12 families | 120.52 |
| Out-of-Home Placement Long-term or Independent Living | 1,618.86 children | 113.05 | 14.32 | 18 children | 89.94 | 12 to 15 children (13.5) | 119.92 |
| Total Workers Needed | | | | | 404.45 | | 427.31 |
| Total Workers Available | | | | | 449.50 | | 449.50 |
| Additional Workers Needed | | | | | -45.05 | | -22.19 |

As indicated in Table 1, national and state caseload standards are specific to different categories of work (e.g., Child Abuse and Neglect intake reports, initial safety assessment, etc.). There are currently no standards, however, for receiving general hotline calls or processing other types of calls such as placement or coverage calls. An example of a caseload standard specific to one category of work is that, according to CWLA standards, initial assessment workers should be assigned to work with no more than 12 families on average. To compare Nebraska's performance to this standard, we must calculate the average number of cases per initial assessment worker. Because Nebraska child and family services specialists perform duties in multiple categories, however, identifying the exact number of workers who currently perform duties within each category is not a straightforward process. Thus, we cannot *calculate directly* the average number of cases per worker per category. Instead, we can only *estimate* these figures for each category based on overall calculations *across* categories. The way in which these estimates were calculated is included in Attachment E.

These calculations not only provide the average caseload within each caseload category, but they also allow for a direct comparison between the current worker allocation (column 3) within each caseload category and the number of workers that are needed to meet state and national standards within each caseload category (columns 6 and 8).

As displayed in Table 3 below, statewide caseloads were at 90% of the 1992 Nebraska standards and 95% of the CWLA standards as of December 31, 2008. Please note, however,

that caseloads are not equal among Department and contract staff. The ICCUs serve children and families who require more intensive services than those who receive services from the Department. The ICCUs provide these services using an evidence-based approach that limits their caseloads to 10 to 12 families per staff. The logic is that, with limited caseloads, ICCU staff is better able to provide the more intensive case management services to the children and families who need it most.

Table 3 displays the number of workers needed to meet caseload standards, the number of workers that are actually available, and the current average caseloads for these workers as a percent of the Nebraska and CWLA standards for Department (DHHS) and ICCU staff. Attachment B provides this information by service area, which adds an additional level of variance in caseload sizes.

Table 3. Caseloads per Standards by Entity as of December 31, 2008

| | ICCU* | DHHS** | Total |
|---------------------------|-------|--------|--------|
| <i>Nebraska Standards</i> | | | |
| Total Workers Needed | 62.44 | 342.01 | 404.45 |
| Total Workers Available | 90.00 | 359.50 | 449.50 |
| Workload as % of Standard | 69% | 95% | 90% |
| <i>CWLA Standards</i> | | | |
| Total Workers Needed | 72.92 | 354.38 | 427.31 |
| Total Workers Available | 90.00 | 359.50 | 449.50 |
| Workload as % of Standard | 81% | 99% | 95% |

*Number of ICCU workers includes Region staff and DHHS staff assigned to the ICCU. **Excludes adult protective services workers.

Table 4 provides the combined caseload of Department and ICCU staff by service area as a percent of the Nebraska and CWLA standards. Caseloads in all but one service area fall within both state and national standards and range from 77% to 99% depending on the standards and area. Caseloads in the Western Service Area are significantly smaller at 77% per the Nebraska standards and 81% per CWLA standards. In comparison, caseloads in the Eastern Service Area are much higher, at 97% per the Nebraska standards and 104% per CWLA standards. In fact, the Eastern Service Area is the one service area in which caseloads are above those recommended in national standards.

Table 4. Caseloads per Standards by Service Area as of December 31, 2008

| Service Area | Nebraska Standards | CWLA Standards |
|--------------|--------------------|----------------|
| Central | 82% | 86% |
| Eastern | 97% | 104% |
| Northern | 80% | 83% |
| Southeast | 94% | 99% |
| Western | 77% | 81% |
| State | 90% | 95% |

CASELOAD COMPARISONS FOR PREVIOUS YEARS: In 2003, caseloads were at 129% of the levels recommended by the Workload Study Findings and Recommendations Summary Report. The following year, LB 1089 provided funding for the Department to hire an additional 120 child welfare and juvenile service staff. The Department applied the ratios suggested in the Workload Study Findings and Recommendations Summary Report to guide the allocation of these positions throughout the state, and the distribution of supervisory and clerical support within each area. The ratios are 1 supervisor to every 10 workers; 2 case aides to every 10 workers; and 2 other administrative staff to every 10 workers. After the allocation of the additional positions, caseloads decreased to 119% per the Nebraska standards in 2004.

Caseloads continued to decline to 114% in 2005 and to 96% in 2006, but remained steady at 97% per Nebraska standards and 103% per CWLA standards in 2007. In 2008, caseloads continued to decline once again to 90% per state standards and 85% per national standards. Table 5 displays the caseload size per both standards for the last six years. Unfortunately we do not have data to compare to the CWLA standards from the first three years (e.g., 2003, 2004, and 2005).

Table 5. Caseloads per Standards by Calendar Year

| Calendar Year | Nebraska Standards | CWLA Standards |
|---------------|--------------------|----------------|
| 2003 | 129% | ----- |
| 2004 | 119% | ----- |
| 2005 | 114% | ----- |
| 2006 | 96% | 104% |
| 2007 | 97% | 103% |
| 2008 | 90% | 85% |

While statewide caseloads on average have decreased from 2007 to 2008, they did not decrease in all service areas. As displayed in Table 6 below, the Northern Service Area experienced an 8% increase in caseload levels according to both state and national standards. The area is still well within both standards though, and remains the service area with the lowest caseloads in the state. The changes in caseloads in the remaining service areas mirrored those of the state (i.e., declined), although some service areas experienced a more significant decline than others. The Western Service Area experienced the most significant decline (17% per Nebraska standards and 18% per CWLA standards), and the Southeast Service Area experienced smallest decline (1% per CWLA standards, but no change per Nebraska standards). The Eastern Service Area also experienced a significant decline in caseloads (15% per Nebraska standards and 17% per CWLA standards), moving the area from functioning above both state and national standards in 2007 to just within state standards (97%) and slightly above national standards (104%) in 2008. The remaining areas have fallen at or within both standards for the last two years as well.

Table 6. Caseloads per Standards by Service Area and Calendar Year

| Service Area | 2007 | | 2008 | |
|--------------|--------------------|----------------|--------------------|----------------|
| | Nebraska Standards | CWLA Standards | Nebraska Standards | CWLA Standards |
| Central | 93% | 97% | 82% | 86% |
| Eastern | 112% | 121% | 97% | 104% |
| Northern | 72% | 75% | 80% | 83% |
| Southeast | 94% | 100% | 94% | 99% |
| Western | 94% | 99% | 77% | 81% |
| State | 97% | 103% | 90% | 95% |

Attachment D provides more detailed information on the changes in caseload levels from 2007 to 2008 for both Department staff and contracted staff within each service area. It also displays changes in the number of wards served, the number of calls and intake reports received, and the number of available staff to provide a more meaningful context. For example, Attachment D reveals that the Western Service Area reduced the number of wards in state care by 23.1%; the largest decrease in wards throughout the state (with three of the remaining areas experiencing a reduction in wards ranging from 0.5% to 6.9%). This most likely contributed to the significant decline in caseloads in the area. In comparison, the Northern Service Area experienced a 15.1% increase in state wards, which contributed to the 3% increase in caseloads noted above. The Eastern Service Area recruited 23.5 additional staff, increasing their workforce by 28.3%. This undoubtedly contributed to the decrease in caseloads in this area. Aside from these fluctuations, changes in the number of wards served, the number of calls and intake reports

received, and the number of available staff in the remaining services areas were minimal and do not appear to have had a significant impact on caseloads.

Please note that the 2007 calculations included cases that were managed by the Adoption Partnership, another entity with which the Department contracts to provide a variety of adoption-related services for children in the Omaha area. The Department implemented a new contract with the Adoption Partnership on March 1, 2008, under which the Partnership will no longer be providing direct case management services to children and families. The 2008 data included in Attachment D reflects this change.

STAFF RESOURCES: There is currently 449.5 combined staff assigned to carry out case management functions: 359.5 Department staff and 90 ICCU staff. It is the work of these 449.5 staff that we factor into the determination of the caseload size. When compared to state and national caseload standards, the current number of available staff falls above those suggested in both standards. The information in Table 2 indicates that there would need to be at least 404.45 active staff to meet Nebraska standards and 427.31 active staff to meet CWLA standards. Given these calculations, the number of active staff could potentially decline by 45.05 workers per state standards and 22.19 workers per national standards and the state still operate within the respective standards.

Attachment C provides this information on the service area level. Almost all service areas currently have sufficient staff, given that they are operating within both state and national standards. However, despite the 28.3% increase in staff in the Eastern Service Area, the area still needs an additional 6.4 staff to meet national caseload standards.

Please note that while there are 449.5 available workers currently in the workforce, there are actually a total of 533 full-time equivalent (FTE) positions authorized to carry out the work (415 DHHS and 118 ICCU). The remaining FTE positions consist of 45 staff in training (29 DHHS and 16 ICCU) and 38.5 vacant positions (26.5 DHHS and 12 ICCU). These positions do not factor into caseload size. Because of staff in training and vacant positions, total FTEs count will always appear higher than the actual number of workers who are performing case management duties on any given day.

Table 7 displays the amount of fiscal resources the Department needs to maintain the current number of workers. The table shows the costs associated with maintaining active staff, staff in training, and potentially filling vacant positions.

Table 7. Financial Staff Costs as of December 31, 2008

| Authorized Positions | Average Salary per Staff | Average Benefits per Staff* | Admin Cost per Staff** | Total Cost per Staff | Total Costs |
|---|--------------------------|-----------------------------|------------------------|----------------------|--------------|
| 359.5 (DHHS Available Staff) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$21,830,278 |
| 90 (ICCU Available Staff) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$5,465,160 |
| 449.5 (Total Available Staff) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$27,295,438 |
| 29 (DHHS Trainees) | \$27,327 | \$9,564 | \$13,775 | \$50,666 | \$1,469,314 |
| 16 (ICCU Trainees) | \$27,327 | \$9,564 | \$13,775 | \$50,666 | \$810,656 |
| 45 (Total Trainees) | \$27,327 | \$9,564 | \$13,775 | \$50,666 | \$2,279,970 |
| 26.5 (DHHS Vacancies) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$1,609,186 |
| 12 (ICCU Vacancies) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$728,688 |
| 38.5 (Total Vacancies) | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$2,337,874 |
| 553 (Total Staff, Trainees, and Vacancies) | | | | | \$31,913,282 |

* Benefits estimate at 35% of salary.

**Per staff admin costs based on costs used for staff in fiscal notes.

Table 8 displays the amount of fiscal resources the Department needs to maintain a sufficient amount of staff to meet state and national standards, in relation to the amount of resources that the Department is currently spending on available staff.

Table 8. Financial Staff Costs per Standards as of December 31, 2007

| Standard | Total Workers Needed | Total Workers Available | Additional Workers Needed | Average Salary per Worker | Average Benefits per Worker* | Admin Cost per Worker ** | Total Cost per Worker | Total Costs |
|--------------------|----------------------|-------------------------|---------------------------|---------------------------|------------------------------|--------------------------|-----------------------|--------------|
| Nebraska Standards | 404.45 | 449.50 | - 45.05 | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$24,559,822 |
| CWLA Standards | 427.31 | 449.50 | - 22.19 | \$34,777 | \$12,172 | \$13,775 | \$60,724 | \$25,947,972 |

* Benefits estimate at 35% of salary.

**Per staff admin costs based on costs used for staff in fiscal notes.

To examine employment trends, the Department maintains length of employment data by date of employment within child welfare/juvenile services and by date of employment in the worker's current position. Table 9 below displays the median and average length of employment in years.

As of December 31, 2008, the median length of employment of workers in child welfare/juvenile services fell from 3.54 years in 2007 to 3.28 years in 2008. The median length of employment of workers in their current position fell from 2.97 years in 2007 to 2.32 years in 2008. The length of employment of supervisors, both within child welfare/juvenile services and their current

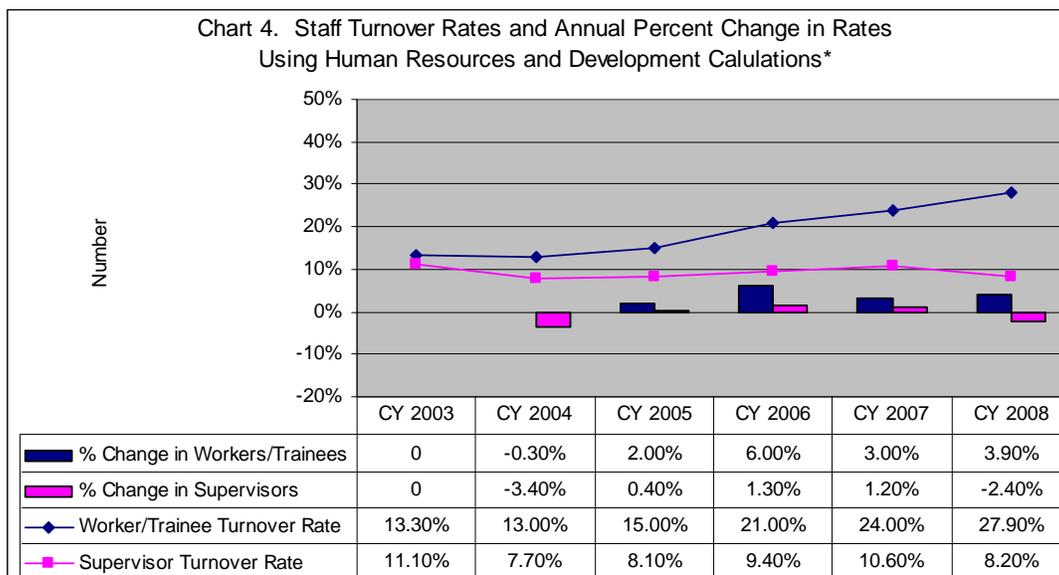
position, also decreased. The median length of employment for supervisors within the unit decreased by nearly three years, from 12.24 years in 2007 to 9.85 years in 2008. The median length of employment for supervisors in their position decreased by nearly half, from 4.71 years in 2007 to 2.46 years in 2008.

Table 9. DHHS Length of Employment in Years as of December 31 (2006, 2007, 2008)

| | 2006 | | | | 2007 | | | | 2008 | | | |
|--------|--------------|-------|-------------|------|--------------|------|-------------|------|-------------|-------|-------------|------|
| | Unit | | Position | | Unit | | Position | | Unit | | Position | |
| | Med. | Ave. | Med. | Ave. | Med. | Ave. | Med. | Ave. | Med. | Ave. | Med. | Ave. |
| Worker | 3.31 | 6.90 | 3.10 | 5.66 | 3.54 | 6.74 | 2.97 | 5.48 | 3.28 | 6.04 | 2.32 | 4.90 |
| Super. | 10.75 | 12.67 | 2.38 | 5.08 | 12.24 | 9.92 | 4.71 | 2.50 | 9.85 | 12.53 | 2.46 | 4.55 |

Contract entities also submitted the average length of employment of their staff. The average length of employment for ICCU staff was 1.94 years in 2006, 2.55 years in 2007, and 2.04 years in 2008.

Turnover is the main factor contributing to vacant positions. In the last five years, the turnover rate for child and family services specialists has steadily increased, while the turnover rate for child and family services supervisors has fluctuated only slightly. The Department's Human Resources and Development (HRD) Unit calculates turnover rates among child and family services specialists and supervisors based on the number of workers who leave employment with the Department, divided by the number of active child and family services specialists and supervisors at the end of the year. Using this equation, HRD determined that the turnover rate for child and family services specialists throughout the state (including workers in training status) increased 3.9%, from 24.0% in 2007 to 27.9% in 2008 (refer to Chart 4). Supervisor turnover rates decreased from 10.6% in 2007 to 8.2% in 2008.

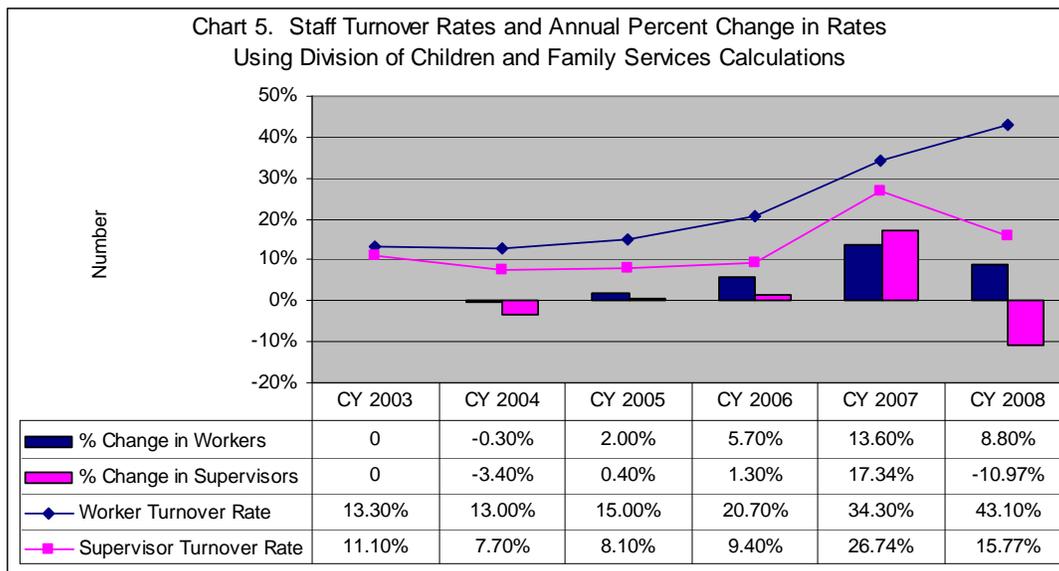


* HRD turnover rate calculations changed in Calendar Year 2006 and are now based on authorized FTE's rather than the active number of staff.

DCFS also monitors turnover rates among child and family services specialists and supervisors. DCFS' calculations, however, capture additional measures of turnover that the Department's HRD Unit does not capture. For example, there are many instances in which workers move from one service area to another within child welfare or juvenile services, or workers move up to supervisory positions. This is one of the reasons why DCFS analyzes length of employment in both the unit and current position, as indicated in Table 9 above. Some workers exit child welfare and juvenile services altogether, moving to other programs or divisions within the Department. While none of these examples involve the termination of employment (as

measured by the HRD Unit), they do result in a vacant position within child welfare and juvenile services. For that reason, DCFS considers these instances as employee turnover within the system and measures them as such.

To calculate turnover rates among child and family services specialists and supervisors, DCFS divides the number of employees who leave a position by the average number of employees who have held that position throughout the year. (Please note that DCFS measures worker turnover separately from that of turnover among trainees to more accurately analyze the impact of turnover among workers who are actively managing cases.) These calculations reveal that turnover rates among child and family services specialists have increased 29.8% over the last five years, from 13.3% in 2003 to 43.1% in 2008 (refer to Chart 5). Turnover rates for supervisors have also increased from 11.1% in 2003 to 15.8% in 2008, although rates fluctuated in the years between and peaked at 26.7% in 2007.



When considering the turnover rates as calculated by DCFS, the state is currently experiencing turnover at rates that may be higher or lower than some national estimates. According to one national report, the average turnover rate in states across the country is 22.1% for child welfare service workers and 11.8% for supervisors.⁵ However, other sources cite that a 20.0% annual turnover rate in child welfare service workers is fairly low.⁶ Yet another publication cited turnover rates ranging from 34.0% to 67.0% in states like Texas, Florida, and Wisconsin.⁷

The way in which turnover rates were calculated in these studies was specified only in the national report (the number of vacant positions divided by the authorized FTEs for that particular position; similar to recent HRD counts). It is possible that state agencies cited in the remainder of the reports calculated rates differently though, to better capture the unique ways in which their organizations are structured and how worker movement or turnover occurs (that is, employee termination, transfers among positions, etc.).

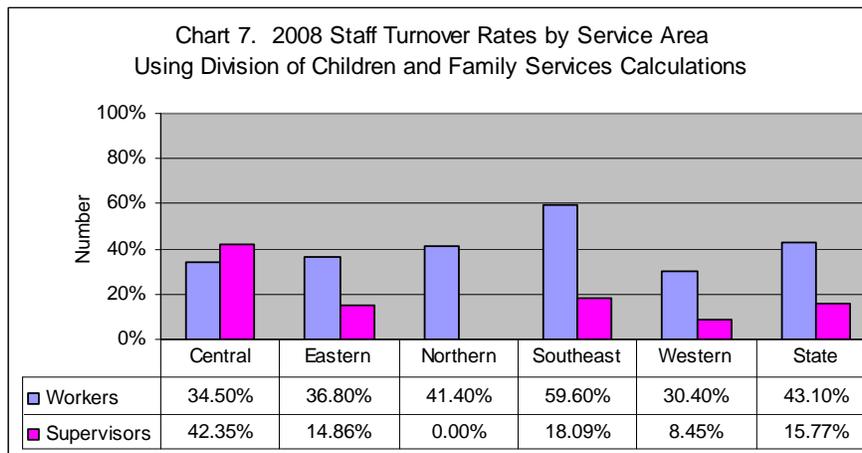
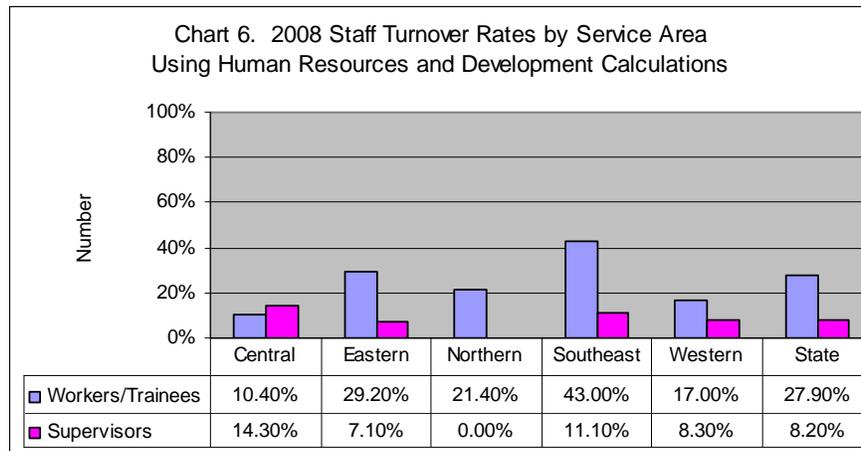
Turnover is a more pressing issue in some particular service areas than others. Chart 6 displays 2008 staff turnover rates by service area as calculated by HRD. Chart 7 displays the same information using DCFS calculations. The differences between the two give some

⁵ American Public Human Services Association. (2005). *Report from the 2004 Child Welfare Workforce Survey*. Washington, D.C.: Author.

⁶ Cornerstones for Kids. (2006). *Toward a High Quality Child Welfare Workforce: Six Doable Steps*. Houston, TX: Author.

⁷ Riggs, D. "Workforce Issues Continue to Plague Child Welfare." *Adoptalk* Summer 2007. St. Paul, MN: North American Council on Adoptable Children. 01 February 2008 <http://www.nacac.org/adoptalk/WorkforceIssues.html>.

indication as to whether staff left DCFS (as measured in Chart 7) or terminated employment with the Department (as measured in Chart 6). For example, 34.5% of child and family services specialists in the Central Service Area left DCFS in 2008. Only one third of this staff (10.4%) left the Department altogether.



When comparing across the state, the Southeast Service Area had the highest worker turnover at 43.0% to 59.6% depending on which calculation you apply (i.e., HRD or DCFS). In comparison, the remaining service areas fell just slightly above or below the turnover rate for the state as a whole and ranged from 10.4% to 29.2% using HRD calculations, and 30.4% to 41.4% using DCFS calculations.

Turnover among supervisors ranged from 0.0% to 14.3% using HRD calculations, and 0.0% to 42.35% using DCFS calculations. The Central Service Area experienced the highest turnover among supervisors, although this area is one of the two areas with the smallest supervisory staff. The other service area with a supervisory staff size comparable to that of the Central Service Area is the Northern Service Area, which experienced no turnover among supervisors in 2008.

DCFS has taken a variety of actions to address turnover among child and family services specialists and supervisors. In 2007, we collaborated with the Center on Children, Families, and the Law at the University of Nebraska-Lincoln to conduct a study on staff retention. CCFL kicked off the study by conducting a survey with DCFS staff to collect information on the factors that affect employees' decisions to leave or remain working in the division. CCFL also analyzed

data on worker performance, leave, and turnover rates through May 2008. CCFL will then combine the statistical and survey data into a final report that will be available soon.

In May 2008, DCFS conducted independently-facilitated focus groups with children and family services specialists and supervisors throughout the state to obtain their feedback on how to best support and develop successful staff. Discussions were productive and the groups made numerous recommendations for improving job performance and satisfaction among workers and supervisors. In these discussions, participants stressed the importance of supervisors in supporting workers, providing positive feedback to workers, and building and maintaining close working relationships with staff. This is promising, as DCFS recently reinvested the cost efficiencies it gained by reorganizing Central Office staff in 2007 into new field supervision positions in the service areas to maintain 1:6 supervisor to worker ratios. Since the creation of these positions, worker turnover among supervisors has decreased nearly 11%, from 26.7% in 2007 to 15.8% in 2008.

Focus group participants also discussed the need to shorten the amount of time child and family services specialists spend in training, and conduct more field training and less classroom training. Training impacts caseload size and turnover in at least two ways. New workers have spent the first six months of employment in training. It was not until their completion of the first phase of training in which new workers receive four cases on which they are to perform limited case management functions under the direct oversight of their supervisor. Child and family services specialists and supervisors have hypothesized that the extended amount of time in which new workers are in training status, and the limited number of cases on which trainees perform limited functions, increase the number of cases other active workers must manage. There is also concern that once new workers complete training they receive full caseloads (rather than experiencing a gradual increase from the four cases they are initially assigned while in training status), and the workers become overwhelmed.

In search of potential solutions to ease the rate of staff turnover DCFS piloted versions of the training that would result in new staff getting to the direct work sooner and assuming caseload responsibilities. The Specialized Model was introduced in December 2007. In 2008 the Employment Practicum Model was phased out and as of July of 2008 all new groups beginning training were trained in the Specialized Model. The model begins with a condensed 17-week version of core training directly related to each new worker's duties (e.g., intake, initial assessment, ongoing case management, etc.). After new workers complete the core training, they continue on to complete the new worker training curriculum via in-service training over the course of their first year of employment. The new model continues to allow trainees to perform limited case management functions on a limited number of cases once they complete core training and to experience a gradual increase in cases over time; but it gets workers in the field sooner.

TRAINING RESOURCES: Training for DCFS' Child and Family Services staff is provided through a contract with the Center on Children, Families, and the Law at the University of Nebraska-Lincoln (CCFL), as well as by the Department's Child and Family Services staff, the Department's HRD staff, and external presenters. The Department has had a contract with CCFL to provide training for child welfare services staff since 1988.

During 2008, a combined total of 10,929.5 hours of new worker training and in-service training for child and family services were delivered to Department caseworkers, Department supervisors, and ICCU staff. It should be noted that the Department does not provide training to Adoption Partnership staff. Training is designed to prepare child and family services specialists and supervisors to provide child welfare services in Nebraska and to support the ongoing refinement of skills and best practices needed to deliver these services.

Financial support for Department staff to attain a Bachelor of Science in Social Work degree or Master in Social Work degree is also available through the Department's tuition assistance program. Department offices in individual service areas also collaborate with local colleges and universities to provide opportunities for staff to participate in internship projects. There have also been instances in which the new worker training curriculum has been approved to serve as a component to undergraduate or graduate study, although payment must be made at that institution's tuition rate.

Below are descriptions of the different types of child welfare training offered by the Department to staff and the number of staff who received the training.

Child and Family Services New Worker Training: The Child Welfare and Juvenile Services Training Curriculum is provided to all Child and Family Services Specialists and Supervisors who are new to child welfare and juvenile services, as well as ICCU staff. This model of training consists of a combination of competency-based classroom lecture and discussions, labs, and on-the-job field training that are provided through core courses, specialized courses based on job assignment, and required in-service courses during the first year of employment.

The classroom component of the training is presented throughout the state in locations within close proximity to participants' local offices. If local training cannot occur, all efforts are made to utilize video/audio/Internet conferencing (i.e., distance learning) to eliminate or reduce the need for travel. During 2008, the utilization of distance learning was minimal, as local training was usually able to be coordinated for the majority of participants. CCFL also provides a Field Training Specialist to be present at all distance learning sites to support the trainer in each site and to contribute to the overall learning experience. The training model used in this component covers the following areas: general safety concepts; case management and supervision; safety assessments; case plans; service referrals; the placement of children; case reviews; judicial determinations; data collection and reporting; adoption; and determination and re-determination of eligibility. Staff may also receive training on recognizing and intervening in child abuse and neglect and working with juvenile offenders, if relevant to their ultimate assignment.

The lab training component of the curriculum occurs individually or in small groups, and in a workplace environment or a community setting related to the workplace, in order to provide a realistic simulation of the subject matter. These lab experiences are facilitated by the CCFL Field Training Specialist.

On-the-job field training is a learning experience that takes place outside of the classroom. The on-the-job field training activities are always linked to classroom and lab training in order to maximize the learning environment. Field training allows trainees to apply the knowledge they acquire in the training classroom to on-the-job situations, through observation, simulation, shadowing, and supervised practice.

Two Hundred Eighty-nine (289) trainees were enrolled in the Child & Family Specialist New Worker Training program in 2008. (Please note that staff participating in training cross over years, so some staff were hired in 2007 but continued training in 2008 and some staff were hired in 2008 will continue training in 2009.) The breakdown of trainees by employment in the agency is provided below:

- 219 Department child and family service specialist trainees;
- 60 ICCU employees; and
- 10 other attendees (tribal workers, adult protective services workers, and quality assurance Staff of HHS)

Table 10 presents the total number of new worker training hours delivered in 2008.

Table 10. New Worker Training Hours for 2008 by Training Setting

| Training Setting | Hours |
|-----------------------------------|---------|
| Classroom and Lab Sessions | 4,707.5 |
| On-The-Job Field Training | 4,804.5 |
| All New Workers Training Settings | 9,512 |

In-Service Training: Child and Family Services Policy Administration established a requirement that all staff must participate in a minimum of 24 hours of supervisor-approved training annually. The number of training hours provided by CCFL, Department HRD staff, Central Office Program Specialists, and external presenters fluctuates annually to reflect overall employee job performance and is based on the training needs identified by administration. Input on their own perceived training needs is sought from individual staff, as well as management in the service areas.

Table 11 presents the number of training hours delivered to staff by CCFL, HHS staff, or other external presenters in 2008.

Table 11. In-Service Training Hours for 2008 by Training Delivery

| Training Delivery | Hours |
|--|---------|
| Delivered by CCFL Staff | 329 |
| Delivered by Department Staff or External Presenters | 806.5 |
| Delivered by Other Presenters | 282 |
| All Types of Service Delivery | 1,147.5 |

Table 12 displays the Department's total cost of the training provided by CCFL and the Department's HRD staff in 2008. The information presented includes travel expenses, training site square footage, equipment, development time, materials, evaluation and assessment time, distance learning expenses, and presenters' salary. The financial expenditures do not include participants' salary. CCFL matches 25% of the training costs for training Department and ICCU staff, as indicated in the table below.

Table 12. Financial Training Costs for 2008

| | Costs |
|------------------------------------|-------------|
| Department Costs for CCFL Services | \$2,486,140 |
| CCFL Contribution | \$828,713 |
| Total Department Costs | \$556,562 |
| Total Training Costs | \$3,871,415 |

It should also be noted that the State of Nebraska receives federal funds, under Title IV-E, to train new caseworkers on foster care-related issues.

DEPARTMENT OUTCOMES: A primary goal of the DCFS' child welfare and juvenile services staff is to protect children from abuse and neglect, to promote permanency and stability in their living situations (preferably in their own homes if possible), and to provide for community safety. In 2008, DCFS discharged 4,360 children from state care into some form of permanency with the majority (69.31%) being reunified with parents (refer to Table 13). We also show the breakdown of permanency by Traditional DHHS Staff and the ICCU, tables 14 and 15 respectively. As you can see are minimal differences in the achievement of outcomes between the ICCU and DHHS Traditional staff.

Table 13. Outcomes of Children Discharged in 2008

| Youth Exiting State Legal Custody During Calendar Year 2008 | | | | | | |
|--|----------------|---------------|--------------|--------------------|-------------------------|-----------------|
| | Reunification | Adoption | Guardianship | Independent Living | Other Discharge Reason* | Total |
| Central | 356 71.34% | 49 9.82% | 31 6.21% | 52 10.42% | 11 2.20% | 499 100.00% |
| Eastern | 1078 69.28% | 238 15.30% | 52 3.34% | 126 8.10% | 62 3.98% | 1556 100.00% |
| Northern | 338 70.56% | 61 12.73% | 42 8.77% | 31 6.47% | 7 1.46% | 479 100.00% |
| Southeast | 790 66.16% | 184 15.41% | 47 3.94% | 132 11.06% | 41 3.43% | 1194 100.00% |
| Western | 460 72.78% | 40 6.33% | 69 10.92% | 46 7.28% | 17 2.69% | 632 100.00% |
| State | 3022 69.31% | 572 13.12% | 241 5.53% | 387 8.88% | 138 3.17% | 4360 100.00% |

* Other reasons include runaways, death, and transfers to another agency.

Table 14. Outcomes of Children Discharged from Traditional DHHS Case Management in 2008

| Youth Exiting State Legal Custody During Calendar Year 2008 Youth with Traditional DHHS Case Management | | | | | | |
|--|----------------|---------------|--------------|--------------------|-------------------------|-----------------|
| | Reunification | Adoption | Guardianship | Independent Living | Other Discharge Reason* | Total |
| Central | 258 75.66% | 32 9.38% | 17 4.99% | 25 7.33% | 9 2.64% | 341 100.00% |
| Eastern | 938 69.38% | 208 15.38% | 40 2.96% | 107 7.91% | 59 4.36% | 1352 100.00% |
| Northern | 268 72.63% | 50 13.55% | 28 7.59% | 18 4.88% | 5 1.36% | 369 100.00% |
| Southeast | 626 69.32% | 103 11.41% | 38 4.21% | 107 11.85% | 29 3.21% | 903 100.00% |
| Western | 373 74.75% | 32 6.41% | 49 9.82% | 33 6.61% | 12 2.40% | 499 100.00% |
| State | 2463 71.10% | 425 12.27% | 172 4.97% | 290 8.37% | 114 3.29% | 3464 100.00% |

* Other reasons include runaways, death, and transfers to another agency.

Table 15. Outcomes of Children Discharged from ICCU in 2008

| Youth Exiting State Legal Custody During Calendar Year 2008 Youth with ICCU Case Management | | | | | | |
|--|---------------|---------------|--------------|--------------------|-------------------------|----------------|
| | Reunification | Adoption | Guardianship | Independent Living | Other Discharge Reason* | Total |
| Central | 98 62.03% | 17 10.76% | 14 8.86% | 27 17.09% | 2 1.27% | 158 100.00% |
| Eastern | 140 68.63% | 30 14.71% | 12 5.88% | 19 9.31% | 3 1.47% | 204 100.00% |
| Northern | 70 63.64% | 11 10.00% | 14 12.73% | 13 11.82% | 2 1.82% | 110 100.00% |
| Southeast | 164 56.36% | 81 27.84% | 9 3.09% | 25 8.59% | 12 4.12% | 291 100.00% |
| Western | 87 65.41% | 8 6.02% | 20 15.04% | 13 9.77% | 5 3.76% | 133 100.00% |
| State | 559 62.39% | 147 16.41% | 69 7.70% | 97 10.83% | 24 2.68% | 896 100.00% |

* Other reasons include runaways, death, and transfers to another agency.

This concludes the Department of Health and Human Services' 2008 annual report on child welfare services caseload levels. The Department appreciates the opportunity to produce a report such as this every year, as it is vital in assisting the Department in evaluating caseloads and examining current and future resource and training needs. I want to thank everyone for their hard work in producing this report.

Please let me know if you have any questions.

Sincerely,

Todd A. Landry, Director
Division of Children and Family Services
Department of Health and Human Services

Attachments.

Attachment A

State Caseloads as of December 31, 2008

ICCU

| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 69% | | 81% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| Child Abuse/Neglect Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 227.98 | 20.01 | 11.39 | 14 families | 16.28 | 17 families | 13.41 |
| Out-of-Home Placement with Reunification Plan | 365.91 | 36.39 | 10.05 | 15 families | 24.39 | 12 families | 30.49 |
| Out-of-Home Long Term or Independent Living | 391.80 | 33.59 | 11.66 | 18 children | 21.77 | 14 children | 29.02 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 62.44 | | 72.92 |
| Total Workers Available | 90.00 | | 90.00 |
| Additional Workers Needed | -27.56 | | -17.08 |
| Total Workers in Training | 16.00 | | 16.00 |
| Total Vacancies | 12.00 | | 12.00 |
| Total FTE Positions | 118.00 | | 118.00 |

DHHS

| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 95% | | 99% |
| Non-Child Abuse/Neglect Calls | 425.92 | 0.58 | 739.22 | No standard | 0.56 | No standard | 0.56 |
| Processing Hotline Coverage/Placement Calls | 1,760.50 | 18.54 | 94.97 | No standard | 17.95 | No standard | 17.95 |
| Child Abuse/Neglect Intake Reports | 881.83 | 10.04 | 87.83 | 97 families | 9.09 | 85 families | 10.37 |
| Initial Safety Assessments | 1,129.33 | 107.09 | 10.55 | 10 families | 112.93 | 12 families | 94.11 |
| In-Home Services | 858.03 | 57.81 | 14.84 | 14 families | 61.29 | 17 families | 50.47 |
| Out-of-Home Placement with Reunification Plan | 1,080.28 | 83.51 | 12.94 | 15 families | 72.02 | 12 families | 90.02 |
| Out-of-Home Long Term or Independent Living | 1,227.06 | 81.93 | 14.98 | 18 children | 68.17 | 14 children | 90.89 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 342.01 | | 354.38 |
| Total Workers Available | 359.50 | | 359.50 |
| Additional Workers Needed | -17.49 | | -5.12 |
| Total Workers in Training | 29.00 | | 29.00 |
| Total Vacancies | 26.50 | | 26.50 |
| Total FTE Positions | 415.00 | | 415.00 |

Combined

| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 90% | | 95% |
| Non-Child Abuse/Neglect Calls | 425.92 | 0.60 | 705.82 | No standard | 0.56 | No standard | 0.56 |
| Processing Hotline Coverage/Placement Calls | 1,760.50 | 19.42 | 90.68 | No standard | 17.95 | No standard | 17.95 |
| Child Abuse/Neglect Intake Reports | 881.83 | 10.51 | 83.92 | 97 families | 9.09 | 85 families | 10.37 |
| Initial Safety Assessments | 1,129.33 | 112.26 | 10.06 | 10 families | 112.93 | 12 families | 94.11 |
| In-Home Services | 1,086.01 | 76.71 | 14.16 | 14 families | 77.57 | 17 families | 63.88 |
| Out-of-Home Placement with Reunification Plan | 1,446.19 | 116.96 | 12.36 | 15 families | 96.41 | 12 families | 120.52 |
| Out-of-Home Long Term or Independent Living | 1,618.86 | 113.05 | 14.32 | 18 children | 89.94 | 14 children | 119.92 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 404.45 | | 427.31 |
| Total Workers Available | 449.50 | | 449.50 |
| Additional Workers Needed | -45.05 | | -22.19 |
| Total Workers in Training | 45.00 | | 45.00 |
| Total Vacancies | 38.50 | | 38.50 |
| Total FTE Positions | 533.00 | | 533.00 |

Attachment B

Western Service Area Caseloads as of December 31, 2008

| ICCU | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 46% | | 56% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| Child Abuse/Neglect Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 7.25 | 0.94 | 7.71 | 14 families | 0.52 | 17 families | 0.43 |
| Out-of-Home Placement with Reunification Plan | 16.76 | 2.45 | 6.83 | 15 families | 1.12 | 12 families | 1.40 |
| Out-of-Home Long Term or Independent Living | 20.66 | 2.61 | 7.93 | 18 children | 1.15 | 14 children | 1.53 |

| | | | |
|---------------------------|-------|--|-------|
| Total Workers Needed | 2.78 | | 3.35 |
| Total Workers Available | 6.00 | | 6.00 |
| Additional Workers Needed | -3.22 | | -2.65 |
| Total Workers in Training | 4.00 | | 4.00 |
| Total Vacancies | 6.00 | | 6.00 |
| Total FTE Positions | 16.00 | | 16.00 |

| DHHS | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 81% | | 84% |
| Non-Child Abuse/Neglect Calls | 13.67 | 0.02 | 627.08 | No standard | 0.02 | No standard | 0.02 |
| Child Abuse/Neglect Intake Reports | 95.25 | 1.28 | 74.50 | 97 families | 0.98 | 85 families | 1.12 |
| Initial Safety Assessments | 165.75 | 18.53 | 8.95 | 10 families | 16.58 | 12 families | 13.81 |
| In-Home Services | 80.31 | 6.38 | 12.59 | 14 families | 5.74 | 17 families | 4.72 |
| Out-of-Home Placement with Reunification Plan | 136.45 | 12.44 | 10.97 | 15 families | 9.10 | 12 families | 11.37 |
| Out-of-Home Long Term or Independent Living | 150.66 | 11.86 | 12.70 | 18 children | 8.37 | 14 children | 11.16 |

| | | | |
|---------------------------|-------|--|-------|
| Total Workers Needed | 40.78 | | 42.21 |
| Total Workers Available | 50.50 | | 50.50 |
| Additional Workers Needed | -9.72 | | -8.29 |
| Total Workers in Training | 7.00 | | 7.00 |
| Total Vacancies | 2.00 | | 2.00 |
| Total FTE Positions | 59.50 | | 59.50 |

| Combined | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 77% | | 81% |
| Non-Child Abuse/Neglect Calls | 13.67 | 0.02 | 601.81 | No standard | 0.02 | No standard | 0.02 |
| Child Abuse/Neglect Intake Reports | 95.25 | 1.33 | 71.53 | 97 families | 0.98 | 85 families | 1.12 |
| Initial Safety Assessments | 165.75 | 19.31 | 8.58 | 10 families | 16.58 | 12 families | 13.81 |
| In-Home Services | 87.56 | 7.25 | 12.08 | 14 families | 6.25 | 17 families | 5.15 |
| Out-of-Home Placement with Reunification Plan | 153.20 | 14.54 | 10.54 | 15 families | 10.21 | 12 families | 12.77 |
| Out-of-Home Long Term or Independent Living | 171.32 | 14.04 | 12.20 | 18 children | 9.52 | 14 children | 12.69 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 43.56 | | 45.56 |
| Total Workers Available | 56.50 | | 56.50 |
| Additional Workers Needed | -12.94 | | -10.94 |
| Total Workers in Training | 11.00 | | 11.00 |
| Total Vacancies | 8.00 | | 8.00 |
| Total FTE Positions | 75.50 | | 75.50 |

Attachment B

Central Service Area Caseloads as of December 31, 2008

| ICCU | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 60% | | 69% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| Child Abuse/Neglect Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 45.08 | 4.61 | 9.78 | 14 families | 3.22 | 17 families | 2.65 |
| Out-of-Home Placement with Reunification Plan | 70.10 | 8.13 | 8.63 | 15 families | 4.67 | 12 families | 5.84 |
| Out-of-Home Long Term or Independent Living | 72.70 | 7.26 | 10.01 | 18 children | 4.04 | 14 children | 5.39 |

| | | |
|---------------------------|-------|-------|
| Total Workers Needed | 11.93 | 13.88 |
| Total Workers Available | 20.00 | 20.00 |
| Additional Workers Needed | -8.07 | -6.12 |
| Total Workers in Training | 3.00 | 3.00 |
| Total Vacancies | 1.00 | 1.00 |
| Total FTE Positions | 24.00 | 24.00 |

| DHHS | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 96% | | 96% |
| Non-Child Abuse/Neglect Calls | 59.08 | 0.08 | 732.48 | No standard | 0.08 | No standard | 0.08 |
| Child Abuse/Neglect Intake Reports | 101.58 | 1.17 | 86.94 | 97 families | 1.05 | 85 families | 1.20 |
| Initial Safety Assessments | 137.42 | 13.13 | 10.46 | 10 families | 13.74 | 12 families | 11.45 |
| In-Home Services | 77.20 | 5.24 | 14.73 | 14 families | 5.51 | 17 families | 4.54 |
| Out-of-Home Placement with Reunification Plan | 87.89 | 6.87 | 12.80 | 15 families | 5.86 | 12 families | 7.32 |
| Out-of-Home Long Term or Independent Living | 96.38 | 6.51 | 14.81 | 18 children | 5.35 | 14 children | 7.14 |

| | | |
|---------------------------|-------|-------|
| Total Workers Needed | 31.59 | 31.73 |
| Total Workers Available | 33.00 | 33.00 |
| Additional Workers Needed | -1.41 | -1.27 |
| Total Workers in Training | 3.00 | 3.00 |
| Total Vacancies | 2.00 | 2.00 |
| Total FTE Positions | 38.00 | 38.00 |

| Combined | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 82% | | 86% |
| Non-Child Abuse/Neglect Calls | 59.08 | 0.09 | 641.63 | No standard | 0.08 | No standard | 0.08 |
| CAN Intake Reports | 101.58 | 1.33 | 76.26 | 97 families | 1.05 | 85 families | 1.20 |
| Initial Safety Assessments | 137.42 | 15.02 | 9.15 | 10 families | 13.74 | 12 families | 11.45 |
| In-Home Services | 122.28 | 9.50 | 12.88 | 14 families | 8.73 | 17 families | 7.19 |
| Out-of-Home Placement with Reunification Plan | 157.99 | 14.06 | 11.23 | 15 families | 10.53 | 12 families | 13.17 |
| Out-of-Home Long Term or Independent Living | 169.08 | 13.00 | 13.01 | 18 children | 9.39 | 14 children | 12.52 |

| | | |
|---------------------------|-------|-------|
| Total Workers Needed | 43.53 | 45.61 |
| Total Workers Available | 53.00 | 53.00 |
| Additional Workers Needed | -9.47 | -7.39 |
| Total Workers in Training | 6.00 | 6.00 |
| Total Vacancies | 3.00 | 3.00 |
| Total FTE Positions | 62.00 | 62.00 |

Attachment B

Northern Service Area Caseloads as of December 31, 2008

| ICCU | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 60% | | 70% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| Child Abuse/Neglect Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 40.41 | 4.09 | 9.88 | 14 families | 2.89 | 17 families | 2.38 |
| Out-of-Home Placement with Reunification Plan | 59.16 | 6.79 | 8.71 | 15 families | 3.94 | 12 families | 4.93 |
| Out-of-Home Long Term or Independent Living | 61.82 | 6.12 | 10.10 | 18 children | 3.43 | 14 children | 4.58 |

| | | |
|---------------------------|-------|-------|
| Total Workers Needed | 10.27 | 11.89 |
| Total Workers Available | 17.00 | 17.00 |
| Additional Workers Needed | -6.73 | -5.11 |
| Total Workers in Training | 1.00 | 1.00 |
| Total Vacancies | 0.00 | 0.00 |
| Total FTE Positions | 18.00 | 18.00 |

| DHHS | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 90% | | 89% |
| Non-Child Abuse/Neglect Calls | 42.92 | 0.06 | 683.66 | No standard | 0.06 | No standard | 0.06 |
| Child Abuse/Neglect Intake Reports | 56.08 | 0.69 | 81.10 | 97 families | 0.58 | 85 families | 0.66 |
| Initial Safety Assessments | 146.67 | 15.01 | 9.77 | 10 families | 14.67 | 12 families | 12.22 |
| In-Home Services | 82.38 | 5.99 | 13.76 | 14 families | 5.88 | 17 families | 4.85 |
| Out-of-Home Placement with Reunification Plan | 78.99 | 6.62 | 11.93 | 15 families | 5.27 | 12 families | 6.58 |
| Out-of-Home Long Term or Independent Living | 91.54 | 6.63 | 13.80 | 18 children | 5.09 | 14 children | 6.78 |

| | | |
|---------------------------|-------|-------|
| Total Workers Needed | 31.54 | 31.15 |
| Total Workers Available | 35.00 | 35.00 |
| Additional Workers Needed | -3.46 | -3.85 |
| Total Workers in Training | 4.00 | 4.00 |
| Total Vacancies | 5.50 | 5.50 |
| Total FTE Positions | 44.50 | 44.50 |

| Combined | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 80% | | 83% |
| Non-Child Abuse/Neglect Calls | 42.92 | 0.07 | 622.65 | No standard | 0.06 | No standard | 0.06 |
| Child Abuse/Neglect Intake Reports | 56.08 | 0.76 | 73.97 | 97 families | 0.58 | 85 families | 0.66 |
| Initial Safety Assessments | 146.67 | 16.51 | 8.89 | 10 families | 14.67 | 12 families | 12.22 |
| In-Home Services | 122.80 | 9.82 | 12.51 | 14 families | 8.77 | 17 families | 7.22 |
| Out-of-Home Placement with Reunification Plan | 138.16 | 12.68 | 10.89 | 15 families | 9.21 | 12 families | 11.51 |
| Out-of-Home Long Term or Independent Living | 153.36 | 12.16 | 12.61 | 18 children | 8.52 | 14 children | 11.36 |

| | | |
|---------------------------|--------|-------|
| Total Workers Needed | 41.80 | 43.03 |
| Total Workers Available | 52.00 | 52.00 |
| Additional Workers Needed | -10.20 | -8.97 |
| Total Workers in Training | 5.00 | 5.00 |
| Total Vacancies | 5.50 | 5.50 |
| Total FTE Positions | 62.50 | 62.50 |

Attachment B

Southeast Service Area Caseloads as of December 31, 2008

| ICCU | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 83% | | 95% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| Child Abuse/Neglect Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 94.30 | 6.99 | 13.49 | 14 families | 6.74 | 17 families | 5.55 |
| Out-of-Home Placement with Reunification Plan | 123.79 | 10.42 | 11.88 | 15 families | 8.25 | 12 families | 10.32 |
| Out-of-Home Long Term or Independent Living | 132.08 | 9.59 | 13.78 | 18 children | 7.34 | 14 children | 9.78 |

| | | | |
|---------------------------|-------|--|-------|
| Total Workers Needed | 22.33 | | 25.65 |
| Total Workers Available | 27.00 | | 27.00 |
| Additional Workers Needed | -4.67 | | -1.35 |
| Total Workers in Training | 3.00 | | 3.00 |
| Total Vacancies | 0.00 | | 0.00 |
| Total FTE Positions | 30.00 | | 30.00 |

| DHHS | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 98% | | 100% |
| Non-Child Abuse/Neglect Calls | 34.58 | 0.05 | 754.88 | No standard | 0.05 | No standard | 0.05 |
| Child Abuse/Neglect Intake Reports | 31.58 | 0.35 | 89.66 | 97 families | 0.33 | 85 families | 0.37 |
| Initial Safety Assessments | 310.42 | 28.81 | 10.78 | 10 families | 31.04 | 12 families | 25.87 |
| In-Home Services | 252.33 | 16.64 | 15.17 | 14 families | 18.02 | 17 families | 14.84 |
| Out-of-Home Placement with Reunification Plan | 281.10 | 21.29 | 13.20 | 15 families | 18.74 | 12 families | 23.42 |
| Out-of-Home Long Term or Independent Living | 303.48 | 19.86 | 15.28 | 18 children | 16.86 | 14 children | 22.48 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 85.04 | | 87.03 |
| Total Workers Available | 87.00 | | 87.00 |
| Additional Workers Needed | -1.96 | | 0.03 |
| Total Workers in Training | 8.00 | | 8.00 |
| Total Vacancies | 8.00 | | 8.00 |
| Total FTE Positions | 103.00 | | 103.00 |

| Combined | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| Caseload as Percent of Standard | | | | | 94% | | 99% |
| Non-Child Abuse/Neglect Calls | 34.58 | 0.05 | 736.38 | No standard | 0.05 | No standard | 0.05 |
| Child Abuse/Neglect Intake Reports | 31.58 | 0.36 | 87.53 | 97 families | 0.33 | 85 families | 0.37 |
| Initial Safety Assessments | 310.42 | 29.57 | 10.50 | 10 families | 31.04 | 12 families | 25.87 |
| In-Home Services | 346.63 | 23.46 | 14.78 | 14 families | 24.76 | 17 families | 20.39 |
| Out-of-Home Placement with Reunification Plan | 404.89 | 31.40 | 12.90 | 15 families | 26.99 | 12 families | 33.74 |
| Out-of-Home Long Term or Independent Living | 435.56 | 29.17 | 14.93 | 18 children | 24.20 | 14 children | 32.26 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 107.36 | | 112.68 |
| Total Workers Available | 114.00 | | 114.00 |
| Additional Workers Needed | -6.64 | | -1.32 |
| Total Workers in Training | 11.00 | | 11.00 |
| Total Vacancies | 8.00 | | 8.00 |
| Total FTE Positions | 133.00 | | 133.00 |

Attachment B

Eastern Service Area Caseloads as of December 31, 2008

| ICCU | | | | | | | |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
| Caseload as Percent of Standard | | | | | 76% | | 91% |
| Non-Child Abuse/Neglect Calls | 0.00 | 0.00 | #DIV/0! | No standard | 0.00 | No standard | 0.00 |
| CAN Intake Reports | 0.00 | 0.00 | #DIV/0! | 97 families | 0.00 | 85 families | 0.00 |
| Initial Safety Assessments | 0.00 | 0.00 | #DIV/0! | 10 families | 0.00 | 12 families | 0.00 |
| In-Home Services | 40.93 | 3.26 | 12.57 | 14 families | 2.92 | 17 families | 2.41 |
| Out-of-Home Placement with Reunification Plan | 96.09 | 8.64 | 11.12 | 15 families | 6.41 | 12 families | 8.01 |
| Out-of-Home Long Term or Independent Living | 104.54 | 8.10 | 12.90 | 18 children | 5.81 | 14 children | 7.74 |

| | | | |
|---------------------------|-------|--|-------|
| Total Workers Needed | 15.14 | | 18.16 |
| Total Workers Available | 20.00 | | 20.00 |
| Additional Workers Needed | -4.86 | | -1.84 |
| Total Workers in Training | 5.00 | | 5.00 |
| Total Vacancies | 5.00 | | 5.00 |
| Total FTE Positions | 30.00 | | 30.00 |

| DHHS | | | | | | | |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
| Caseload as Percent of Standard | | | | | 99% | | 105% |
| Non-Child Abuse/Neglect Calls | 275.67 | 0.35 | 780.96 | No standard | 0.36 | No standard | 0.36 |
| Processing Hotline Coverage/Placement Calls | 1,760.50 | 17.55 | 100.33 | No standard | 17.95 | No standard | 17.95 |
| Child Abuse/Neglect Intake Reports | 597.33 | 6.43 | 92.86 | 97 families | 6.16 | 85 families | 7.03 |
| Initial Safety Assessments | 369.08 | 33.16 | 11.13 | 10 families | 36.91 | 12 families | 30.76 |
| In-Home Services | 365.80 | 23.36 | 15.66 | 14 families | 26.13 | 17 families | 21.52 |
| Out-of-Home Placement with Reunification Plan | 495.85 | 36.24 | 13.68 | 15 families | 33.06 | 12 families | 41.32 |
| Out-of-Home Long Term or Independent Living | 585.00 | 36.91 | 15.85 | 18 children | 32.50 | 14 children | 43.33 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 153.06 | | 162.27 |
| Total Workers Available | 154.00 | | 154.00 |
| Additional Workers Needed | -0.94 | | 8.27 |
| Total Workers in Training | 7.00 | | 7.00 |
| Total Vacancies | 9.00 | | 9.00 |
| Total FTE Positions | 170.00 | | 170.00 |

| Combined | | | | | | | |
|---|------------------|--------------------------|------------------|-------------------|------------|---------------|------------|
| | Monthly Workload | Current Staff Allocation | Average Caseload | Nebraska Standard | FTE Needed | CWLA Standard | FTE Needed |
| Caseload as Percent of Standard | | | | | 97% | | 104% |
| Non-Child Abuse/Neglect Calls | 275.67 | 0.36 | 763.89 | No standard | 0.36 | No standard | 0.36 |
| Processing Hotline Coverage/Placement Calls | 1,760.50 | 17.94 | 98.14 | No standard | 17.95 | No standard | 17.95 |
| Child Abuse/Neglect Intake Reports | 597.33 | 6.57 | 90.87 | 97 families | 6.16 | 85 families | 7.03 |
| Initial Safety Assessments | 369.08 | 33.92 | 10.88 | 10 families | 36.91 | 12 families | 30.76 |
| In-Home Services | 406.74 | 26.56 | 15.31 | 14 families | 29.05 | 17 families | 23.93 |
| Out-of-Home Placement with Reunification Plan | 591.95 | 44.20 | 13.39 | 15 families | 39.46 | 12 families | 49.33 |
| Out-of-Home Long Term or Independent Living | 689.54 | 44.44 | 15.52 | 18 children | 38.31 | 14 children | 51.08 |

| | | | |
|---------------------------|--------|--|--------|
| Total Workers Needed | 168.20 | | 180.43 |
| Total Workers Available | 174.00 | | 174.00 |
| Additional Workers Needed | -5.80 | | 6.43 |
| Total Workers in Training | 12.00 | | 12.00 |
| Total Vacancies | 14.00 | | 14.00 |
| Total FTE Positions | 200.00 | | 200.00 |

Attachment C

Workers by Service Area as of December 31, 2008

| Service Area | Total Workers Available | Total Workers Needed (per NE Standard) | Total Workers Needed (per CWLA Standard) | Total Workers in Training | Total Vacancies | Total FTE Positions |
|--------------|-------------------------|--|--|---------------------------|-----------------|---------------------|
| Western | 56.50 | 43.56 | 45.56 | 11.00 | 8.00 | 75.50 |
| Central | 53.00 | 43.53 | 45.61 | 6.00 | 3.00 | 62.00 |
| Northern | 52.00 | 41.80 | 43.03 | 5.00 | 5.50 | 62.50 |
| Southeast | 114.00 | 107.36 | 112.68 | 11.00 | 8.00 | 133.00 |
| Eastern | 174.00 | 168.20 | 180.43 | 12.00 | 14.00 | 200.00 |
| State | 449.50 | 404.45 | 427.31 | 45.00 | 38.50 | 533.00 |

Attachment D

Caseload Comparison Between December 31, 2007 and December 31, 2008

Western Service Area

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | 74% | 46% | -28% | 89% | 56% | -33% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 101% | 81% | -20% | 102% | 84% | -18% | 17.7 | 13.7 | -4.0 | N/A | N/A | N/A |
| Combined | 94% | 77% | -17% | 99% | 81% | -18% | 17.7 | 13.7 | -4.0 | N/A | N/A | N/A |

Central Service Area

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | 57% | 60% | 3% | 68% | 69% | 2% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 116% | 96% | -20% | 116% | 96% | -20% | 66.0 | 59.1 | -6.9 | N/A | N/A | N/A |
| Combined | 93% | 82% | -11% | 97% | 86% | -11% | 66.0 | 59.1 | -6.9 | N/A | N/A | N/A |

Northern Service Area

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | 44% | 60% | 17% | 51% | 70% | 18% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 86% | 90% | 4% | 86% | 89% | 3% | 39.7 | 42.9 | 3.3 | N/A | N/A | N/A |
| Combined | 72% | 80% | 8% | 75% | 83% | 8% | 39.7 | 42.9 | 3.3 | N/A | N/A | N/A |

Southeast Service Area

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | 68% | 83% | 15% | 79% | 95% | 16% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 104% | 98% | -6% | 108% | 100% | -8% | 49.7 | 34.6 | -15.1 | N/A | N/A | N/A |
| Combined | 94% | 94% | 0% | 100% | 99% | -1% | 49.7 | 34.6 | -15.1 | N/A | N/A | N/A |

Eastern Service Area

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| AP | 5% | 0% | -5% | 7% | 0% | -7% | N/A | N/A | N/A | N/A | N/A | N/A |
| ICCU | 73% | 76% | 3% | 87% | 91% | 4% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 126% | 99% | -26% | 134% | 105% | -29% | 270.8 | 275.7 | 4.8 | 1,837.0 | 1,760.5 | -76.5 |
| Combined | 112% | 97% | -15% | 121% | 104% | -17% | 270.8 | 275.7 | 4.8 | 1,837.0 | 1,760.5 | -76.5 |

State

| Agency | Nebraska Standard | | | CWLA Standard | | | Monthly Non-CAN Calls | | | Mon. Hotline Cover./Place. Calls | | |
|----------|-------------------|----------|------------|---------------|----------|------------|-----------------------|----------|------------|----------------------------------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| AP | 5% | 0% | -5% | 7% | 0% | -7% | N/A | N/A | N/A | N/A | N/A | N/A |
| ICCU | 64% | 69% | 6% | 75% | 81% | 6% | N/A | N/A | N/A | N/A | N/A | N/A |
| DHHS | 110% | 95% | -15% | 115% | 99% | -16% | 443.8 | 425.9 | -17.9 | 1,837.0 | 1,760.5 | -76.5 |
| Combined | 97% | 90% | -7% | 103% | 95% | -8% | 443.8 | 425.9 | -17.9 | 1,837.0 | 1,760.5 | -76.5 |

Attachment D

Caseload Comparison Between December 31, 2007 and December 31, 2008

Western Service Area

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 14.0 | 6.0 | -8.0 | 104 | 67 | -37 |
| DHHS | 86.3 | 95.3 | 8.9 | 199.0 | 165.8 | -33.3 | 46.5 | 50.5 | 4.0 | 723 | 569 | -154 |
| Combined | 86.3 | 95.3 | 8.9 | 199.0 | 165.8 | -33.3 | 60.5 | 56.5 | -4.0 | 827 | 636 | -191 |

Central Service Area

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 20.0 | 20.0 | 0.0 | 288 | 295 | 7 |
| DHHS | 108.3 | 101.6 | -6.8 | 155.4 | 137.4 | -18.0 | 31.0 | 33.0 | 2.0 | 329 | 415 | 86 |
| Combined | 108.3 | 101.6 | -6.8 | 155.4 | 137.4 | -18.0 | 51.0 | 53.0 | 2.0 | 617 | 710 | 93 |

Northern Service Area

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 19.0 | 17.0 | -2.0 | 204 | 254 | 50 |
| DHHS | 59.8 | 56.1 | -3.8 | 151.8 | 146.7 | -5.2 | 40.0 | 35.0 | -5.0 | 458 | 403 | -55 |
| Combined | 59.8 | 56.1 | -3.8 | 151.8 | 146.7 | -5.2 | 59.0 | 52.0 | -7.0 | 662 | 657 | -5 |

Southeast Service Area

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 33.0 | 27.0 | -6.0 | 555 | 553 | -2 |
| DHHS | 106.3 | 31.6 | -74.67 | 286.0 | 310.4 | 24.4 | 86.0 | 87.0 | 1.0 | 1,470 | 1,333 | -137 |
| Combined | 106.3 | 31.6 | -74.67 | 286.0 | 310.4 | 24.4 | 119.0 | 114.0 | -5.0 | 2,025 | 1,886 | -139 |

Eastern Service Area

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| AP | N/A | N/A | N/A | N/A | N/A | N/A | 6.5 | 0.0 | -6.5 | 6 | 0 | -6 |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 24.0 | 20.0 | -4.0 | 424 | 369 | -55 |
| DHHS | 529.9 | 597.3 | 67.42 | 373.6 | 369.1 | -4.5 | 120.0 | 154.0 | 34.0 | 2,201 | 2,248 | 47 |
| Combined | 529.9 | 597.3 | 67.42 | 373.6 | 369.1 | -4.5 | 150.5 | 174.0 | 23.5 | 2,631 | 2,617 | -14 |

State

| Agency | Monthly CAN Intake Reports | | | Monthly Initial Safety Assess. | | | Available Staff | | | Wards | | |
|----------|----------------------------|----------|------------|--------------------------------|----------|------------|-----------------|----------|------------|----------|----------|------------|
| | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference | Dec. '07 | Dec. '08 | Difference |
| AP | N/A | N/A | N/A | N/A | N/A | N/A | 6.5 | 0.0 | -6.5 | 6 | 0 | -6 |
| ICCU | N/A | N/A | N/A | N/A | N/A | N/A | 110.0 | 90.0 | -20.0 | 1,714 | 1,538 | -176 |
| DHHS | 890.7 | 881.8 | -8.83 | 1,165.8 | 1,129.3 | -36.5 | 323.5 | 359.5 | 36.0 | 5,249 | 4,968 | -281 |
| Combined | 890.7 | 881.8 | -8.83 | 1,165.8 | 1,129.3 | -36.5 | 440.0 | 449.5 | 9.5 | 6,969 | 6,506 | -463 |

Attachment E

Calculations for Estimates Included in Table 2

First, the number of caseworkers needed to carry out each function within the caseload categories according to Nebraska standards (column 6) and CWLA standards (column 8) was divided by the total number of caseworkers needed to meet each standard. This equation resulted in the **percent** of caseworkers needed to carry out each function listed in the caseload categories according to Nebraska standards and CWLA standards. (These percents are not displayed in Table 2 as they were used for calculation purposes only.)

Next, each percent was multiplied by the total number of caseworkers available. This equation resulted in the number of current caseworkers available to carry out each function listed in the caseload categories for Nebraska standards and CWLA standards.

Then, the number of workers needed to carry out each function listed in each of the caseload categories for Nebraska and CWLA standards were averaged to calculate the average number of current caseworkers for each caseload category (column 3).

Last, the monthly workload for each caseload category (column 2) was divided by the average number of current caseworkers for each caseload category (column 3) to get the average caseload within each caseload category (column 4).