→Workload Study of Colorado County Child Welfare Staff

Deliverable 8: Submit Final Evaluation Report

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Executive Summary

This study's overarching goal was to review work activity for child welfare caseworkers and supervisory child welfare staff within the Colorado Department of Human Services (CDHS). This study allows Colorado to make informed decisions on work distribution, financial distributions, and staff allocation. There were 7 objectives that made up this goal. These were as follows:

Objective 1 – Providing superior project management

Objective 2 – Conducting local outreach

Objective 3 – Implementing data gathering methods and procedures

Objective 4 – Conducting a time study of child welfare staff

Objective 5 – Determining existing and recommended workloads and caseloads

Objective 6 – Determining of maximal and optimal caseload standards and staff needs

Objective 7 – Operational efficiencies

Objective 8 – Final evaluation report

Methodology

To achieve these objectives, our approach utilized two workload collection surveys, integrating subject matter expert judgments, analyses of recent case and staffing data, and analyzing existing and recommended workloads and caseloads, as well as estimated case complexity factor case time effects. Our team conducted additional research through local outreach to examine work processes and best practices. This research provided a foundation for comparing the results of the Colorado time study to other caseload benchmarks from states with county-administered child welfare such as recently completed workload studies in Wisconsin and West Virginia, informed the development of suggested operational efficiencies. Our scientific approach, which has been successfully implemented by ICF in health and human services agencies (including Child Welfare) throughout the U.S, provides accurate workload representations for improving caseloads and staffing needs.

The initial phases of the study included establishing appropriate case types by which to form the workload and staffing to workload modeling. ICF then conducted interviews and focus groups with staff to identify current staffing and case servicing issues and issues related to how counties of different sizes and geographical and other characteristics are handling case servicing. Next, we conducted a modified time survey to establish current and recommended case service times, case complexity factor service time effects and conducted follow up interviews and with subject matter experts to verify the results of the time survey. Ultimately, a second time survey based on caseload, rather than estimated case service time, was implemented along with a survey of the appropriate ratios of supervisory, case aide and case support staff to caseworker staff.

Summary of Results

The results of the time surveys established recommended caseloads and case service times for Large and Balance of State (BOS) counties. A major focus of this study was to determine whether BOS counties have different case service requirements than Large counties. There are several reasons why this might be the case, including the availability of and efficiency by which case support services can be acquired, travel distances to service cases and families, and other issues related to the efficiency of service delivery given

smaller counties do not have specialized teams to deliver case services. The results of extensive case service time and caseload analysis revealed that BOS counties do have higher case service time requirements for every case type.

The results of the workload and staffing recommendations, as indicated in the Exhibit below, showed that across the entire State there was a need for approximately 84 additional caseworkers, 13 additional supervisors, 132 additional case aides, and 55 additional case support staff when comparing recommended staffing to currently authorized levels. However, it is important to keep in mind that some while some counties were found to need additional staff, many were also found to be over-staffed according to the workload calculations. Breakdowns for each county and Large and BOS county aggregated recommended estimates are also provided in the report. All recommendations and additional comparisons of May 2022 caseloads to workload and staffing requirements were modeled in an updated DCW Caseworker Allocation Tool (D-CAT), also provided as part of the study.

Recommended Staffing Levels					
Unit	Caseworkers	Supervisory Staff	Case Aide Staff	Case Support Staff	Total Staff
State	1,827.1	451.2	320.7	365.4	2,964.4
Large Counties	1,489.2	366.7	253.2	297.8	2,407.0
BOS Counties	337.8	84.5	67.6	67.6	557.5
Currently Authorized Staffing Levels					
Unit	Caseworkers	Supervisory Staff	Case Aide Staff	Case Support Staff	Total Staff
State	1,743.4	438.0	188.5	310.0	2,679.9
Large Counties	1,412.3	326.5	106.5	265.8	2,111.0
BOS Counties	331.2	111.5	82.0	44.3	568.9

Note. Some State totals will not equal the sum of counties and some staff totals will not equal the sum of positions due to slight rounding differences.

Case complexity factor case service time effects were also estimated and Large and BOS county aggregate differences were established. Using case complexity factor effects in workload estimation at an aggregate county level is challenging given existing average case service times include may include one or more complexity factors in the average value. However, consideration of case complexity factors at the individual case level can be useful when distributing cases to caseworkers to ensure complex cases are given to both those workers with experience in the complexity factors and to not overwhelm workers when assigning complex cases. The case complexity factors having the greatest increased time to service cases were found to be cases with children in residential facilities, cases where care givers have substance abuse issues, the presence of domestic violence in families and cases where legal involvement differs from the initial State plan of care. Some significant differences in the effects of the case complexity factors on case service time were found between large and BOS counties, most notably those cases with children in residential facilities, those with child in relative and kin care, those cases with care givers with substance abuse issues and cases where children have physical, cognitive and health disabilities.

Recommendations

Based on the findings related to the number of cases of each type, one key recommendation is to update the Trails system to require Juvenile Justice/Crossover Youth cases to be marked as such in Trails. This will allow the state and counties to have a more clear understanding of the number of these types of cases currently on their caseloads, as well as to investigate the impact of these cases on overall workload for child welfare staff.

Recommendations related to the effects of vacancies and strategies for reducing vacancies, improving the efficiency of service delivery and strategies for dealing with a lack of resources are included in Chapter 7 "Operational Efficiencies" of this report. Data, themes, reflections, and trends were extracted and analyzed from:

- Focus Group interviews with supervisors, caseworkers, and case support staff by ICF
- Supervisor Survey input on Case Support Services
- Time Data Collector & Data Review Surveys

ICF also reviewed previous workload studies and researched national papers for Colorado's consideration and inclusion in this report.

It is important to note that child welfare staff expressed many positive aspects of their work throughout the study. This is an important finding because having staff that are engaged and satisfied with their work effort is a vital factor in employee retention. When asked about the most positive aspects of their work child welfare staff stated that they know the work they do is important and helps children and families. They stated that their greatest satisfaction is when they have the opportunity to see the child and family as a whole unit and have time to engage in efforts that have a meaningful impact. Other positive factors mentioned by participants include working in a supportive environment where their supervisor and management showed appreciation for their work effort.

Another positive and necessary component of child welfare casework is having case aides. It was mentioned that case aides improve the efficiency of caseworkers by providing support services and data entry. They help with outreach tasks with families and help connect families to services within the agency. The utilization of case aides may help counties that struggle with hiring more experienced workers and may also assist with retention rates if a plan can be implemented to coach, train, and execute pathways for case aides to advance to a caseworker position.

However, even with these positive experiences and perceptions of the work and the workplace, there are areas in which improvements could be made to improve work for child welfare staff. Recommendations to address the least favorable or most challenging aspects of the child welfare work experience are described in detail in Chapter 7. The aspects include:

- Shortage of child welfare staff, high rates of turnover, and retention issues
- Lack of resources and access to resources
- Challenge of caseload and workload management
- Need for mental health, and emotional support
- Desire for improved community support, other agency support such as courts, law enforcement, and other social/human service agencies), and better communication practices
- Challenges with processes and procedures
- Training and coaching

Chapter 1: Overview of Colorado County Child Welfare Workload Study

The overarching goal of this study was to review work activity for Colorado child welfare workers to allow Colorado to make informed decisions about staffing and financial distributions. A second goal was to recommend manageable workloads for child welfare employees. The objectives completed as a part of the workload study that contributed to this goal included:

Objective 1 – **Providing Superior Project Management**
Executed a Kickoff Meeting and Project Management Plan and facilitated communication throughout the duration of the contract.

Objective 2 –Local Outreach
Encouraged all counties to participate in a time study data collection and provided appropriate communications to CDHS, other stakeholders, and other local county offices regarding the study purpose.

Objective 3 – Data Gathering
Implemented data gathering methods and procedures that optimally addressed county–specific workload, staffing, context and process factors across counties, staff positions, and case types.

Objective 4 – Time Study
Conducted a time study of child welfare staff that was comprehensive, efficient, and effective for informing staff caseloads.

Objective 5 – Determination of Existing and Recommended Workloads and Caseloads
Analyzed data from the time study and county–specific and statewide aggregate data to enable determination of existing and recommended workload and caseload. These data were used to better inform individual county staffing, service, and other process improvements throughout the state.

Objective 6 – Determination of Optimal Caseload Standards and Staff Needs
Implemented additional information gathering and provided decision tools to better support these recommendations, including the ability to vary workload to staffing results.

Objective 7 – Operational Efficiencies
Provided experiences, observations, and ideas to improve Colorado child welfare system staffing, service delivery, and operations.

Objective 8 – Final Evaluation Report
Documented all project methodology, findings, and recommendations in this final evaluation report.

Chapter 2: Sampling Plan and Local Outreach

While it was important to include data from all counties in various project data collection activities, not all data collection required participation from all counties. By creating a sampling plan, the research team was able to ensure that counties with different characteristics were represented in the data collection efforts, without requiring extensive amounts of time for all counties to participate. Sampling for data collections across the project included determining:

- Counties, staff positions, and number of staff to include in initial interviews and focus groups to discuss workload, case types, and other service issues related to delivering quality child welfare services. These data collections also included reviewing the proposed case types and work activity breakdowns for services across all case types,

- Counties, staff positions, and number of staff to include in time survey data collections to derive estimates of time spent on delivering case services across all case types.

- Counties, staff positions, and number of staff to include in subject matter expert review of time survey and final recommended service times by case for estimating child welfare workload and staffing levels.

Sampling Plan Development

To begin identifying which counties to include in the various data collection activities for this project, we collected and reviewed county data related to calendar year 2021 caseloads for total child welfare cases (including intake/screening, initial assessments, In Home, Out of Home and adoptions), caseworker staffing levels, county poverty level (categorized into low, medium, and high), and county population density (categorized into low, medium, and high).

The selected sample was intended to be representative of the entirety of the population of Colorado child welfare workers located within different sized counties. Population density was included as it was identified as a proxy for possible differences in case service time. Counties that have a lower distribution of staff and less dense population will require greater travel times and potential longer times to locate child welfare service providers. The data were compiled into a Microsoft Excel workbook to better examine the possible county categories of sampling and individual counties staffing by position to potentially participate in the various data collections phases.

Using these data, ICF established a sampling plan for the interviews and focus groups that would include participation of a representative number of counties in each case, poverty level, and population density category. The plan was presented to the State as a PowerPoint presentation and is provided as Appendix A. In addition to the counties identified to be invited to participate in the interviews and focus groups, counties that indicated interest in participating were invited to the data collection sessions.

For the remaining data collection activities, all counties were invited to participate. However, not all counties were able to participate in all the data collection activities for various reasons such as high current workload and lack of time to participate, vacancies in the positions identified for participation, or not having current child welfare cases in the county.

A summary of all data collections included in the workload study is provided in Exhibit 1. Each of these data collection activities are described in the following chapters of this report.

Exhibit 1: Summary of Data Collection Activities Conducted during this Project

Interviews and Focus Groups

- Representative sample of counties invited (64 staff from 14 counties participated)
- Gathered input about work tasks, workload, challenges, and recommended solutions

Time Survey

- All counties invited (87 staff from 25 counties completed the survey)
- Gathered data about current caseloads, service time per case, time required for case complexity factors

Supervisor Survey about Support Staff

- All counties invited (46 supervisors/Directors from 25 counties participated)
- Gathered data about percentage of work conducted by caseworkers, case aides, and other case support staff
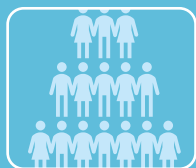
Recommended Caseload Survey

- All counties invited (303 participants from 35 counties)
- Requested information about recommended caseload, by case type as well as time for travel and locating services, by county

Local Outreach

To ensure awareness of this project and participation from across the state in the various data collection activities, outreach to all counties was an important element of this project. As a first step in introducing the project, ICF worked with the State to draft an internal memo from the state to introduce this project and its importance. Following the release of that memo, ICF scheduled introductory webinars to introduce county leaders to the Workload Study, describe expected project tasks, and ensure leaders knew what would be needed from the counties. The webinar was offered at three separate times to enable as many leaders as possible to attend.

Throughout the project, communications with counties played an important role in ensuring that there was participation in the data collection activities. For each of the data collection activities, emails were sent out to provide awareness of project tasks and invite participation. All counties were included on these communications to ensure that they were aware of the project and all project data collection activities and tasks. Appendix B provides the text of each of the emails that were sent to counties as part of this project.

In addition to outreach via email. ICF also attended several of the Weekly County/CDHS Update calls to share updates about the project, request participation from counties, and answer questions about the workload study activities.

Chapter 3: Focus Groups with County Staff

To gather initial information for this task, ICF conducted focus groups with staff from a representative sample of counties across the state. The goal was to learn about the work child welfare staff and the current state of child welfare in Colorado. Focus groups were scheduled with supervisors, caseworkers, and case support staff in small, medium, and large counties. In total, 19 focus groups were conducted with 64 participants. Exhibit 2 provides an overview of the number of focus group sessions and the number of participants by county size and position type.

Exhibit 2: Number of Focus Groups Conducted and Participants, by County Size

	Small/Medium Counties	**Large Counties**
Supervisors	Sessions: 4 *N* = 13	Sessions: 5 *N* = 14
Caseworkers	Sessions: 3 *N* = 9	Sessions: 4 *N* =22
Case Aides and Case Support Staff	Sessions: 1 *N* = 3	Sessions: 2 *N* = 3

Throughout this study, differentiation was made between case aides and case support staff. Case aides assist caseworkers in providing tasks that do not require casework expertise, whereas other support staff typically have specialized skills or roles that they bring to their work (e.g., Family Advocate, Treatment Psychologist, Paralegal). Specific protocol questions were developed for each role type and focus group sessions were scheduled based on county size and role types (see Appendix C for focus group protocols). Participants were asked questions based on the identified protocol for their role. All answers were recorded and aggregated to maintain confidentiality. ICF team members reviewed and coded the focus group notes to identify themes. The results of our qualitative findings are presented in this chapter. These results were used to identify recommendations or operational efficiencies to address challenges expressed, and to support improving the work experience for child welfare staff in Colorado.

Key Findings

This section provides the results of the analysis of the focus group content. It is organized to identify key feedback loops, and then separately displays themes from the supervisor, caseworker, and case support staff focus groups. The themes identified through these focus groups provide an understanding of needs staff from across the state expressed, as well as their suggestions of operational efficiencies that may benefit and support the important work of child welfare in Colorado.

Key Feedback Loops

Many elements of child welfare work are interrelated and impact one another. This interrelatedness creates situations that can amplify the challenges faced by workers. Two of the identified feedback loops are presented below.

Staffing Impact Feedback Loop: In this feedback loop, understaffing is currently leading to an increased workload and caseload increase, which in turn leads to burnout, and eventual turnover. The turnover then exacerbates the understaffing and leads to a need to hire new staff. This also impacts the quality of service

delivery, caseworker mental health/emotional capacity, and supervisors' capacity to support caseworkers emotionally and task wise. Exhibit 3 provides an overview of this feedback loop.

Exhibit 3: Staffing Impact Feedback Loop
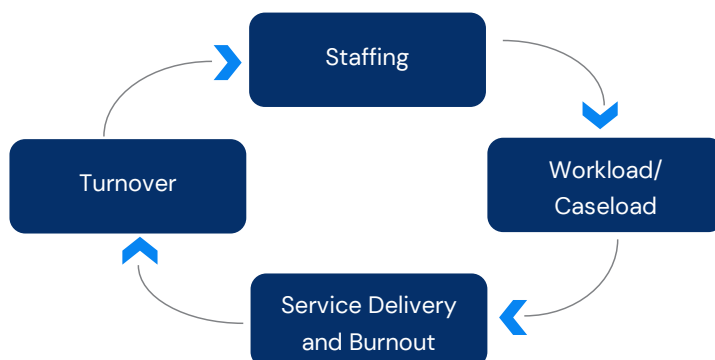
Support Service Impact Feedback Loop: A large number of cases and increasing complexity of cases means that there are growing client needs for support and services. The lack of access to support services or low quality of services leads to recidivism. This further increases caseloads and caseload complexity (see Exhibit 4). Child welfare staff across the state identified these situations as contributing to feelings of burnout that may then lead to turnover and, thus, impact on staffing levels.

Exhibit 4: Support Service Impact Feedback Loop
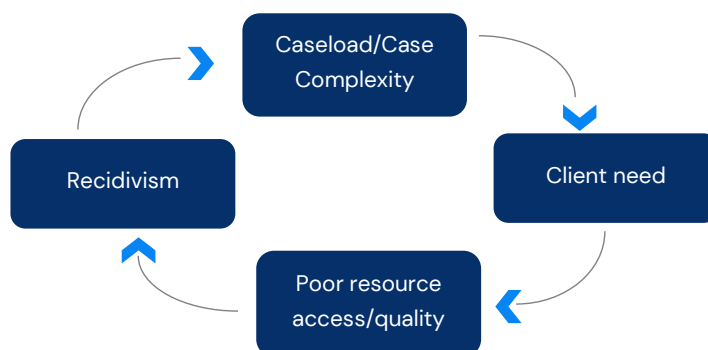
Themes from Supervisor Focus Group

Based on the findings from focus groups with child welfare supervisors the following key themes were identified and organized into four overall topics: Current Staffing and Workload, Management of Child Welfare Staff and Work, Current Challenges, and Recommended Improvements. Exhibit 5 presents a summary of these findings.

Exhibit 5: Findings from Supervisor Focus Groups

Current Staffing/Workload	Management of Child Welfare
Staffing • Posted jobs not filling quickly • Understaffing leading to workload increase	*Retention of Employees* • Feelings of burnout • Uncompetitive pay

Current Staffing/Workload	Management of Child Welfare
	• Lack of career pathing or advancement opportunities
Burnout • Overwhelming workload • Long hours • Excessive on-call hours • Burnout leading to constant turnover	**Case Complexity** • More cases are requiring additional time: multiple children, differing parental situations, substance abuse, mental health needs in cases
High Caseloads • Turnover; prolonged vacancies • Overloaded intake • Inability to provide adequate delivery of services – only able to "put out fires"	**Change Fatigue** • Multiple changes to policies/ regulations • Difficult to keep up with or manage changing policies and regulations
Hiring and Recruitment • Difficulty recruiting due to low pay and attracting qualified candidates (e.g., mental health professionals)	**Supporting Caseworker Mental Health** • Caseworker emotional management • Secondary trauma – exposed to individuals who are traumatized or in traumatizing situations • Heavy caseloads • On-call hours and impact on staff personal lives

Findings from Supervisor Focus Groups	
Challenges	**Recommended Improvements**
Economic Issues and Resource Access • Pay not keeping up with cost of living • Rural areas have limited access to resources • Cookie cutter treatment programs do not meet all client needs	**Increase Available Resources** • Need more robust treatments • Recidivism – Parents do not get timely treatment or support; reignites substance abuse/child abuse and neglect • Geography barriers (e.g., rural counties and their clients forced to travel for services, transportation barriers) • Funding for better resources, process improvements, and more personnel

Findings from Supervisor Focus Groups	
Challenges	**Recommended Improvements**
Education/Training • Education to reduce false positive intake • Academy training is too general to adequately prepare new staff for child welfare work • More opportunity for mentorship	*System Revamp and Streamline Processes* • Documentation could be streamlined for better efficiency • Technological resources to increase work speed • Increased support to lower caseloads
New Regulations/Policies • Disconnect between people who do work and those who say how work should be done • Varying policies regarding working remotely	
Employee Morale • Difficult to keep upbeat and positive environment with employees • Supervisors cannot support how they want because of workload needs (e.g., supervisors carrying cases rather than providing review and answering questions)	

Themes from Caseworker Focus Groups

A number of key themes were identified based on the findings from focus groups with child welfare caseworkers. The themes are organized into the following three overall topics: Current Staffing and Workload, Factors Impacting Workload, Current Challenges and Recommended Improvements. These findings are presented in Exhibit 6.

Exhibit 6: Findings from Caseworker Focus Groups

Current Staffing/Workload	Factors Impacting Workload
Heavy Workload • Working above optimal caseload amounts • Waiting for new hires to finish academy training putting more work on seasoned workers	*Turnover* • Extra workload on remaining workers • Reassignment of cases delays process

Current Staffing/Workload	Factors Impacting Workload
Turnover • Onboarding/training lengths • Burnout from seasoned employees	**Court Processes** • Waiting on court delays/dates • Court reporting is lengthy • External variables like police involvement in cases
Lack of Adequate Staffing • More personnel needed • Long onboarding times with academy	**Communication** • Lack of communication from upper management, change of judges in legal system • Family communication and lack of responses
Burnout • High workloads • Cases getting complex • Emotional exhaustion/secondary trauma	**Mental Health Needs in Cases** • Struggle to find mental health providers • Drug use • Domestic violence
	Traveling • Cases out of state require travel • Disrupts work–life balance • Long hours
	Case Complexity • Court involved cases and cases with multiple assessments

Findings from Caseworker Focus Groups **Challenges and Recommended Improvements**
Transportation and Resource Access • *Public transportation barriers* • *Lack of resources like affordable housing* • *Parent coaching would be helpful rather than cookie cutter resources*
Process Improvement • Improve system on budgeting and authorization services • Case aides for administrative support; improve Trails (currently there are 2 Trails systems: original Trails and Trails Mod)

Findings from Caseworker Focus Groups
Challenges and Recommended Improvements

Pay and Salary
- Low salaries, not competitive and employees struggling to live with their pay
- Find a way to increase pay
- Consider retention bonus or rewarding employees for staying and the work they do

Work–life balance
- Create barriers between personal life and work
- Remote work options for smaller tasks
- Tablets to improve work speeds

Hiring and Retention
- Keeping workers engaged and paid well
- Hire case aides to reduce workload on caseworkers
- County caseworker internal support meetings

Administrative Support
- Resources for better administrative support (e.g., case aides, tablets, program improvements)

Themes from Case Aides and Support Staff Focus Groups

Based on the findings from focus groups with case aides and support staff, the following key themes were identified and organized into the two overall topics: Case Support Work and Identified Challenges and Potential Solutions. These findings are summarized in Exhibit 7.

Exhibit 7: Findings from Case Aides and Case Support Staff Focus Groups

Case Support Work	Challenges and Solutions
Caseload Support • Work with families and other administrative tasks • Will take caseload if there is overflow	*Attrition and Burnout* • Difficult to retain good/quality talent • Turnover • Staffing issues like understaffing/recruiting
Support Caseload Increases • Support cases increasing, which is hurting employee retention and increasing burnout • More responsibilities in the job	*Recognition and Employee Morale* • Support workers in decision making • Need supervisors that do not micromanage and who trust workers • Need to feel recognized/valued

Case Support Work	Challenges and Solutions
Drugs and Mental Health • Drug usage/abuse impact work (increased case complexity and support needs) • Difficult getting parents into treatment • Substance/mental health issues • Caseworkers can trigger families by pushing back or not having an established relationship with client/families	**Online Tools and Technology** • Moving to online platform helped efficiency and workload • Able to do some digital signatures that has saved ample time
Communication and Boundaries • Communication with both legal entities and caseworkers, sometimes difficult to keep work–life balance • Complex cases have increased recently	**System Process** • Need to improve on solving issues without looking at root causes and give the family resources they can use when the department is gone. Child welfare should not want to "Diagnose & Adios." • Need better coordination between agencies
System and Resources • System to get things done not the quickest and efficient • Lack of resources such as homes for placement and therapeutic services • Training complications and uncompetitive pay	**Pay and Salary** • Salary of new staff often similar to long term staff – lack of pay differentiation, perceived inequity

Findings from the focus groups were used to inform future project activities as well as support the identification of potential operational efficiencies or improvements that would support child welfare staff across Colorado (see Chapter 7 for additional information about the identified operational efficiencies).

Chapter 4: Time Survey and Supervisor Support Staff Survey

This phase of the Workload Study involved developing the Time Data Collector instrument (TDC), training child welfare staff on how to properly record their time, and collecting the time study data.

In conducting a time-based workload analysis, the goal is to establish a comprehensive picture of child welfare caseload and workload levels throughout the state of Colorado, recommend manageable workloads, and provide recommendations concerning child welfare staffing, caseload, workload, and other factors. The workload analysis addressed the amount of time spent on the various services, tasks, and other work (training) and non-work (leave) activities that are required to comply with law, policy, and regulations. Based on input gathered from child welfare staff during the focus groups, ICF recommended a modified time survey approach given there were concerns about the ability to conduct a month-long time-diary data collection given current workloads and work requirements for caseworkers in particular. The modified time survey approach was determined to be less intrusive on caseworker time during this period of high staff vacancies across many counties.

As one of the primary purposes of the study was to update the DCW Caseworker Allocation Tool (D-CAT), it was important to establish the criteria for estimating caseworker and other child welfare staff workload and staffing requirements. The basis for workload was to first establish caseloads by case type. The previous D-CAT included Service categories, in which case types (e.g., Assessments, In Home Ongoing, Out of Home Ongoing) were mixed with services, some of which were included in the case type designations (e.g., Family Meetings, Visitations). For this study, case types were determined to potentially represent more reliable drivers of workload. Based on extensive discussion with DCW and county leaders, ICF established 14 case types to serve as the basis for data collection and workload determination throughout the remainder of the study. This list of case types is provided in Exhibit 8.

Exhibit 8: List of Child Welfare Case Types Identified for the in the Workload Study

Child Welfare Case Types	
1. Screening/Hotline	8. PA-5 In Home (Traditional)
2. Intake/Initial Assessment	9. PA-5 In Home (FAR)
3. PA-3 Prevention	10. PA-5 Out of Home
4. PA-4 In Home (Youth in Conflict)	11. PA-6 In Home
5. PA-4 Out of Home (Youth in Conflict)	12. PA-6 Out of Home
6. PA-4 In Home (Juvenile Justice/Crossover Youth)	13. PA-6 Subsidized Adoption
7. PA-4 Out of Home (Juvenile Justice/Crossover Youth)	14. Independent Living.

Developing the Time Data Collector (TDC) Tool

To administer the time study, ICF developed a TDC instrument, which is a Microsoft Excel-based timesheet expressly tailored for Colorado child welfare. The TDC included seven separate sheets on which participants were asked to enter information:

1. Instructions page to provide information about the file and the data to be entered

2. An initial demographics information page intended to be completed by each participant at the start of the time study

3. Time entry sheet to enter time spent on non-case specific work activities (e.g., administrative tasks, training, community-related activities)

4. Caseloads and activities sheet to where participants estimated their current caseloads and the percentage of cases receiving a specific activity, by case type

5. Current time per case sheet where participants entered the amount of time spent per month per case on each of the work activity categories, by case type

6. An optimal time per case sheet where participants estimated an optimal time they feel should be spent per case, per month to meet case needs

7. A complexity factors sheet where participants estimated the percentage of their cases with a complexity factor (e.g., multiple children in the family, caregiver substance use disorder, presence of homelessness) and how much working time each factor adds to a case.

The TDC was formatted to minimize any input errors on the part of the participants by providing cells that highlighted the total number of hours each month that the participant indicated they spent working on cases and showing the total hours accounted for related to current case time and optimal case time estimates. Cells to be completed by the participant were highlighted in green, and cells that should not be edited were locked to ensure that participants were only able to change the appropriate cells in the file.

The TDC tool was pilot tested by multiple members of the ICF team as well as child welfare caseworkers to ensure accessibility and functionality and to estimate the time required by child welfare professionals to accurately input their daily time. Based on the pilot test, minor adjustments were made to the file to improve functionality and to reduce the time burden to complete. Additionally, participants were provided with the tool for the training webinars.

Training Local Child Welfare Staff to Use the TDC Tool

To make certain all participating child welfare caseworkers were trained on how to 1) record their personal and time data and 2) how to submit the forms back to ICF, participants were provided with training sessions and reference materials, that included the following:

- **Webinars:** ICF facilitated four 1-hour virtual training webinars to present study background and objectives, information about the workload study, explain the process for assigning time based on the sheet selected, how to use the TDC tool, and how to troubleshoot any problems in real time. Prior to the webinars, the training PowerPoint slides, a TDC Desk Reference, and a sample TDC that participants could use for practice were distributed to participating caseworkers. During the webinars, participants were also able to ask questions and begin completing their TDC.

- **A PowerPoint Presentation:** A PowerPoint presentation was created that laid out the study background and impetus, provided an overview of instructions to enter data into the TDC tool, directed participants to relevant resources to aid in study completion, and provided other details vital to the data collection process. This presentation was used during the training webinars and provided to participating caseworkers as a resource.

- **ICF Team Email:** The ICF Colorado Workload Study email address was distributed to all participants along with the email of the project director. Participants could send an email to either of these

addresses with questions at any time throughout the duration of the data collection period. The email account was closely monitored by multiple ICF staff throughout the data collection, and all questions were addressed no later than the next business morning after being submitted.

- **Webinar Recording:** For those who could not attend the webinars, a recording of one of the sessions was made accessible. This recorded Webinar provided all information presented in the webinar which included the study background and objectives, information about the workload study, explain the process for assigning time based on the sheet selected, how to use the TDC tool, and also how to trouble shoot any problems in real time.

Conducting the Time Study

Data collection for the time study began on June 20, 2022. Participating caseworkers received the Excel TDC workbook via email, and each participant used the file to track their time during the time study. Rather than tracking their time daily, participants were asked to consider how their time is spent, and provide an estimate of their working hours in each of the Excel sheets. This helped with the consistency of the measure, and also reduced the burden of extra work on an already busy group of people. At the end of filling out the time survey, the participating caseworkers were instructed to email their completed TDC file back to the ICF team email address.

Originally, the data collection was scheduled to run from June 20 through July 1. However, due to an unexpected increase in volume of surveys requiring a quality check, data collection was extended to July 8, 2022. While collecting timekeeping data, ICF concurrently implemented a Quality Assurance (QA) process. The purpose of the QA process was to make certain that the data being recorded by the study participants were consistent and met the expectations for data quality that are necessary for a successful study. The QA process incorporated several predefined data queries (PDQs) and standard reports to be run to allow for the identification of inconsistent or outlying data during the time study. In addition to the ICF team reviewing the PDQs, participants were instructed on how prevent invalid data entry and how to identify those PDQs. This consisted of monitoring a high–level data comparison of the following: estimated time input and reported available case–related time, and estimated caseload and optimal caseload. Participants were given instructions on how to identify indicators between these data points that would signify a need for data revision. Exhibit 9 provides a partial representation of the TDC sheet for collecting Current Time per Case per Month for servicing cases each month, which was provided to participating caseworkers as part of the TDC training and resource materials. It shows how to identify when the data entered may be inaccurate. All participating caseworkers who appeared to be entering data improperly were contacted immediately with detailed instructions on what edits needed to be made to their survey to ensure data were entered accurately to represent their experiences on the job.

All data were kept confidential and secure on ICF servers. Individuals did not have access to any other individuals' timekeeping data.

Exhibit 9: QA Process Training Resources and PDQ Identifying

It is important to make sure that the time you have entered is realistic related to the actual hours that you work. To review this, compare the "Available Case-related work hours" (in blue) to "Your Total Estimated" hours (in yellow).

Example		
Your overtime and extra time worked estimate per month *(no entry needed - from Sheet 1 - Demographics, cells B9 and B10)*	**20**	
Your total Available Case-related work hours, including overtime and extra time *(no entry needed)*	**160.0**	
Your total Estimated Case-related hours based on caseload *(based on entries in cells B12-N25)*	**165.0**	

This looks good! The estimated hours are similar to the available hours

Your overtime and extra time worked estimate per month *(no entry needed - from Sheet 1 - Demographics, cells B9 and B10)*	**20**
Your total Available Case-related work hours, including overtime and extra time *(no entry needed)*	**160.0**
Your total Estimated Case-related hours based on caseload *(based on entries in cells B12-N25)*	**765.0**

An update is needed! Estimated hours are significantly higher than available hours

Considerations/Potential remedies if your estimate is too high:
- Revise/lower estimates for time spent on each work activity (*4 – Current Time per Case* sheet, Rows 12–25)
- Revise/lower the percentage of your cases that receive work each month (*3 – Caseloads and Activities* sheet, Rows 15–28)
- If you work more than 40 hours per week, review the Overtime and Unpaid Work time entered in the *1 – Demographics* Sheet to see if additional hours should be added (cells B9 and B10, respectively)

Time Study Participants

ICF received a total of 87 completed time surveys to analyze from a total of 23 counties. The 87 participants included Child Welfare Caseworker/Social Caseworkers (n=58), Lead Caseworkers (n=11), Foster Care and/or Adoption Caseworkers (n=6), Prevention Caseworkers (n=4), Child Welfare Supervisors (n=2), Case Managers (n=2), a Chafee Caseworker (n=1), a Kinship Caseworker (n=1), and others who designated themselves as either a Child/Adult protection or case aide (n=2). Exhibit 10 provides an overview of time survey participant demographics by county and county size. In addition, this exhibit provides averages of reported overtime hours, unpaid hours, and on call hours by county and county size. Throughout the analyses, counties are grouped into two separate size groupings: Large counties and Balance of State (BOS) counties.

Exhibit 10: Total Time Survey Participants and Demographic Information, by County and County Size

County	Total Participants	Average Position Tenure of Participants	Average Overtime Hours (per month)	Average Unpaid Hours (per month)	Average On Call Hours (per month)
Adams	10	3.2	15.0	29.5	46.5
Arapahoe	8	3.2	4.6	24.4	41.2
Boulder	8	3.9	4.4	11.1	45.7
Denver	5	4.0	15.0	16.4	50.0
Douglas	4	1.4	13.3	21.0	47.5
El Paso	2	2.1	23.0	20.0	40.0
Jefferson	2	3.0	8.0	11.5	43.0
Larimer	14	2.8	4.8	12.3	42.1
Mesa	7	2.9	31.0	25.0	41.4
Weld	9	4.7	4.5	14.4	47.2

County	Total Participants	Average Position Tenure of Participants	Average Overtime Hours (per month)	Average Unpaid Hours (per month)	Average On Call Hours (per month)
Large County Total/Weighted Averages	**69**	**3.3**	**9.0**	**18.6**	**44.5**
Broomfield	2	2.5	0.0	20.0	55.0
Crowley	2	8.0	60.0	40.0	67.5
Grand/Jackson	1	12.0	0.0	0.0	40.0
La Plata	2	3.0	0.0	7.0	42.5
Logan	1	3.0	0.0	10.0	40.0
Montezuma	1	9.0	20.0	0.0	40.0
Morgan	2	10.3	2.5	0.0	62.5
Ouray	1	1.0	0.0	40.0	50.0
Pitkin	1	1.0	0.0	12.0	80.0
Prowers	1	1.0	5.0	0.0	40.0
Rio Grande/ Mineral	2	8.2	4.0	0.0	42.5
Washington	1	5.0	25.0	32.0	40.0
Yuma	1	2.2	10.0	4.0	40.0
BOS County Total/Weighted Averages	**18**	**5.5**	**12.9**	**12.9**	**50.6**
Overall Total/ Weighted Averages	**87**	**3.7**	**9.8**	**17.4**	**45.8**

Note. The bold rows are based on weighted averages, which consider the number of participants in each county contributing data to that measure. Therefore, the averages in the bold rows do not equal the average across the counties because they are the averages of all participants.

On the demographic sheet in the TDC, participants were also asked to report on their perception of their workload over the past year on a scale of 1 (Very Low) to 5 (Very High), with a 3 representing an average workload. The overall reported workload for the state was a 3.8 on the 5-point scale, which equates to a high workload.

Data from all of the submitted surveys were combined for analysis and future project steps. These analyses are described in the subsequent report chapters.

Chapter 5: Determination of Existing Workload and Caseload

In this chapter, we present information from recent caseloads to assist in determining the most appropriate models for translating county caseloads into estimates of filled caseworker counts. This is an important step in the analysis because it serves as a check on the application of these models to estimate authorized staffing levels. To better account for potential differences between Large and BOS counties, all analyses of the time survey and other data that affect workload estimation were conducted for both Large and BOS county aggregates. While individual county models of case service time and workload could possibly improve workload estimation, such analyses would require the participation of all counties in all phases of data collection, and this was not deemed feasible nor was it expected to significantly improve the estimation of workload and staff requirements.

Determination of Case Counts by Case Type

To accurately estimate existing workload, it is critical to first establish an accurate estimate of case counts by the case types described in Chapter 4. One of the challenges at this stage was to determine how to properly categorize the case sub-type information that was provided by the State regarding PA6 case categories. PA6 data were provided, and through subsequent discussions with PA6 SMEs and the state, were allocated into PA6 Adoption and PA6 Out of Home case types as indicated in Exhibit 11.

Exhibit 11: List of PA6 Case Descriptions from Trails and their Alignment with Workload Study Case Types

Trails Data Label	Case Type Determination
Efforts@ Reunify Exhaust/Rights M.B. Term	Out of Home
Med Only, HCBS/Home Health Svcs	Unknown – Can be In Home or Out of Home
Non Trails CPA Adoption	Adoption
Relative Guardianship	Adoption
Spec Needs NON IVE/CPA Rel Adopt	Adoption
Spec Needs–IVE Elig, CPA/Rel Adopt	Adoption
Spec Needs–Legally Free, DSS Custody	Adoption
Foster Youth In Transition Program	Out of Home
Med Services/FC/From Other State/ IV–E	Unknown

Following additional analyses, the State felt that the majority of cases categorized as PA6 Out of Home cases were inappropriate to include in workload estimation. No cases categorized as PA6 In Home cases were provided. Therefore, ICF omitted these cases from inclusion in the workload modeling. For PA6 Adoption cases, it could not easily be determined which categories of cases from Trails directly translated into workload related to adoption cases. Therefore, an estimate of 5% of the total "other" caseload (including Intake/Screenings, Initial Assessment, Prevention, and PA4 and PA5 In home and Out of home) would be set as the value for determining individual county and total State adoption caseload. This resulted in an estimate of 961 adoption cases for the month of May 2022. This compared very closely to the 2016 estimate of 951 Adoption cases in the D-CAT from 2016.

In addition to determining county caseloads by type, the State also provided updated staffing levels for child welfare caseworkers, case aides, case support staff, and supervisors from a Spring 2022 staffing survey.

These data were used for all calculations of authorized and filled staffing positions and input into the updated D–CAT (as Described in Chapter 6).

Exhibit 12 provides the State–level case counts by case type, the percentages of total State cases for each case type for Large and BOS county aggregates, and a comparison to the previous D–CAT caseload update (i.e., from March 2016). According to the caseload data from May 2022, monthly Initial Assessments are approximately equal to the 2016 levels, In–home cases have increased by approximately 20%, Out of home cases have decreased by approximately 14%, and Adoptions are approximately equal. It is particularly important to establish reliable and accurate case counts by case type to estimate workload and recommended staffing as accurately as possible.

Exhibit 12: Comparison of Case Counts for 2016 D–CAT Update, Total State, Large County Aggregate, and BOS County Aggregate

	Screening	Initial Assessment	Prevention	In Home	Out of Home	Adoption
Monthly State Average as of last D–CAT update (2016)	6,851	2,929	N/A	2,077	2,768	951
State Total – May 2022	9,392	2,997	1,960	2,495	2,380	971
Large County Total – May 2022	8,049 (85.7%)	2,597 (86.7%)	1,566 (79.9%)	2,133 (85.4%)	1,903 (79.9%)	811 (84.3%)
BOS County Total – May 2022	1,343 (14.3%)	418 (13.3%)	394 (20.1%)	362 (14.6%)	477 (20.1%)	150 (15.7%)

Caseworker and Caseload Analysis

Next, it was important to examine recent caseloads for filled caseworker positions in relationship to caseloads if all position were filled (i.e., authorized levels). Exhibit 13 provides an overview of county caseworker and total staff vacancies as reported on the Spring 2022 staff survey. Current vacancies are having significant effects on caseloads in many counties. It is of limited use to establish accurate authorized staffing levels if counties are unable to fill these positions in a timely manner. Detailed vacancy results for all Colorado counties are presented in Appendix D.

Exhibit 13: Comparison of Caseworker and Total Child Welfare Staff Vacancies

Vacancy Comparison	State Total	Large Counties Aggregate	BOS Counties Aggregate
Caseworker Vacancy Percentages	19.2%	17.5%	26.6%
Total Child Welfare Staff Vacancy Percentages	14.3%	13.6%	21.0%

Having caseworker positions filled directly affects caseloads in counties. Exhibit 14 provides an overview of May 2022 caseloads for Total cases and Ongoing cases for filled and authorized caseworker staff across the

State and averages for Large and BOS counties. Select high caseload counties are also depicted. As of May 2022, ongoing caseloads for caseworkers in Large counties were 21% above what the caseload would be if all authorized positions were filled and in BOS counties, ongoing caseloads were 40% above the authorized levels. These are the average current caseload overages, and some counties have far higher caseloads than the average. This vividly demonstrates the challenge vacancies are imposing and the importance of keeping positions filled and refilling positions quickly once vacancies occur.

Another element that can impact caseworker availability to complete casework is participation in the New Caseworker Academy. While new staff are participating in this training, they are not able to carry a caseload. As such, even when a position appears to be filled, if a caseworker is still attending the training academy, they will not be able to help with cases, thus increasing the caseload of the other caseworkers. In May 2022, 19% of the Authorized caseworkers in Large counties and 15% of the Authorized caseworkers in BOS counties were participating in some part of the training academy. Because some caseworkers may receive a provisional caseload, the full impact of training is not calculated. However, the actual caseloads in May 2022 are likely higher in practice than presented in Exhibit 14 because of training participation.

Full May 2022 caseloads for all counties are presented in Appendix E. More will be presented on the importance of and methods for keeping caseworker positions filled in the Operational Efficiencies Chapter to follow.

Exhibit 14: Comparison of May 2022 Total Child Welfare and Ongoing Cases for Total State, Large Counties, BOS Counties, and Select Current High Caseload Counties

Caseload Comparison	State Total	Large County Average	BOS County Average
Total Caseload – Filled Caseworkers	14.5	14.8	13.0
Total Caseload – Authorized Caseworkers	11.7	12.2	9.5
Ongoing Caseload – Filled Caseworkers	3.5	3.5	3.5
Ongoing Caseload – Authorized Caseworkers	2.8	2.9	2.5
Counties with Highest Total Caseload – Filled Caseworkers		Douglas (23.3) Larimer (22.7) Weld (19.8) Boulder (17.6)	Conejos (48.3) Prowers (38.5) Elbert (32.9) Ouray (27.3) Delta (26.1) Grand/Jackson (25.0)
Counties with Highest Ongoing Caseload– Filled Caseworkers		Larimer (5.3) Douglas (5.0)	Conejos (12.0) Delta (9.2) Las Animas (8.0) Saguache (8.0)

Time Study Analyses and Results

One of the major purposes of the workload study was to establish county-level differences in workload estimation that would improve the accuracy of workload and staffing estimates based on caseloads. To accomplish this, the current study provides findings and recommendations separately for Large and BOS counties. Additionally, data were collected about various case complexity factors estimation. However, there are other factors which affect the translation of caseloads into workload which are challenging, if not impossible to capture during workload studies, including, but not limited to:

- Case service needs not captured by the case complexity factors (e.g., individual child needs, communication efficiency with the family (exclusive of language), recidivism of children and parents)
- Staff experience and efficiency effects in providing services
- Month-to-month variation in caseloads within counties
- Travel time differences for servicing cases not captured in the case complexity factors
- Differences in how counties may service cases, not otherwise captured in the workload models
- Differences in the availability, efficiency of service delivery and implementation efficiency of support services not provided by DCW.

Because these elements are not currently measured or can vary significantly over time, it is not possible to accurately incorporate them into a staffing model. In addition, this workload study determined that even within counties, there was significant variation in work processing times and case-specific availability to deliver service (see Appendix F for a full description). Based on these results, ICF recommended establishing case service models for Large and BOS county aggregates going forward when translating caseloads into workload and recommended staffing estimates. Given this information, the State agreed that using Large and BOS county aggregates was an appropriate approach and the remaining analyses were conducted using these breakouts.

Average Case Service Times

Using the time survey results, average service times per month for a case were calculated. Exhibit 15 provides an overview of these average case service times for the overall state, and separately for Large and BOS counties. To compute these values, the case service times for each respondent that completed the survey were averaged across all State respondents and within Large and BOS counties. For Screening/Hotline, the values appear to be consistent with the fact that many BOS counties have a State-wide hotline that takes accounts for some of the time spent on that service. Initial Assessment and PA-3 Prevention service time is significantly higher (more than 30%) for BOS counties than Large counties. PA-4 In Home (Youth In Conflict) service time was approximately 15% higher for Large than for BOS counties, while for PA-4 Out of Home (Youth in Conflict) service time the opposite was found. For PA-4 In home and Out of Home Juvenile Justice/Crossover Youth, the service times between Large and BOS counties were significantly different, with the Large county average In Home service time being more than twice as long as the BOS average and Out of Home being more than 70% longer than the BOS average. For PA-5 cases, all BOS average case service times were longer than Large counties, most significantly for FAR cases at more than 30% more time per case. The opposite was true for PA-6 cases, with all case type average times being longer for Large counties than for BOS counties. There were no Independent Living case service time estimates for BOS counties. The high variation and lack of a consistent finding between Large and BOS county service times calls the Time Survey estimates into question. Additional analyses presented later in this Chapter will shed more light on these estimates.

Exhibit 15: Comparison of 2022 Time Survey Average Case Service Time Results for Total State, Large Counties, and BOS Counties

Case Type	2022 Total State Average Time, per Case, per Month	2022 Large County Average Time, per Case, per Month	2022 BOS County Average Time, per Case, per Month
Screening/Hotline	2:05	3:24	1:26
Intake/Initial Assessment	9:37	8:52	11:52
PA-3 Prevention	9:30	7:50	11:10
PA-4 In Home (Youth in Conflict)	7:19	7:31	6:33
PA-4 Out of Home (Youth in Conflict)	12:03	11:08	13:23
PA-4 In Home (Juvenile Justice/Crossover Youth)	8:15	9:53	3:55
PA-4 Out of Home (Juvenile Justice/Crossover Youth)	13:02	14:50	8:13
PA-5 In Home (Traditional)	9:35	9:13	10:55
PA-5 In Home (FAR)	9:03	7:58	10:48
PA-5 Out of Home	16:11	16:03	16:39
PA-6 In Home	4:02	5:12	2:53
PA-6 Out of Home	9:30	10:09	7:05
PA-6 Subsidized Adoption	10:25	15:33	6:34
Independent Living	12:10	12:10	12:10*

*Note: No estimates for Independent Living cases were provided by BOS counties and therefore the Large county estimate was used in workload and staffing estimates for current case service time.

Exhibit 16 provides the results of estimated average monthly hours spent by time category across Large and BOS counties county size type. The results indicate that caseworkers in both Large and BOS counties are working more than 25 hours extra each month when compared with the average amount of total hours each month (173). Large county participants indicate they spend approximately 8 more hours per month on case-related services than BOS county respondents, likely indicative of the need for BOS caseworkers to spend more time on non-case specific services. The resulting availability for case-related service estimates for Large county respondents was nearly 75% of their time, and for BOS county respondents nearly 72% of their time. The related figure from the 2014 study for all counties combined was 67.7%, which translated to 120 hours per month, based on working an average of 178 hours per month. This information is important as it determines the amount of time each month caseworkers have to dedicate to case specific workload.

Exhibit 16: Comparison of Average Monthly Hours Spent on Services for Large and BOS County Time Survey Respondents

Service Time	Large County Respondents	BOS County Respondents
Total Hours	199	197
Case-related Hours	149	141

Service Time	Large County Respondents	BOS County Respondents
Non-case Related Hours	26	32
Availability for Case-related Services (%, of Total Work Time)	74.9%	71.6%

The next step to determine the validity of the time study case service time estimates for current case service was to apply the times for Large and BOS counties to the current May 2022 monthly caseloads. Doing so allows for an estimation of current caseworker staffing to be compared with filled positions at the State level, and therefore, an estimate of the accuracy of the estimates derived from the time study. For each county, the appropriate case service times (Large or BOS) were applied to the county caseloads, by case type. The total workload estimated was then divided by the availability figure for each county aggregate. Exhibit 17 displays the results of these estimates. Using Large and BOS county aggregate average case service time estimates for each case type and multiplying those estimates by the May 2022 caseloads for each case count results in a staffing estimate that underestimated currently filled State caseworker positions by 392 full time equivalent (FTE) positions. This indicates that the estimates from the time study for current time spent on cases by type are underestimated by 28%. The estimates are approximately equally underestimated in Large and BOS counties.

Exhibit 17: Comparison of Total Filled Staff with Time Survey Estimated Staff based on Current Case Service Times for Large and BOS Counties

Comparison	State Total	Large Counties	BOS Counties
Total Filled Staff	1,408	1,165	243
Time Survey Staff Estimate – State Average Case Service Time	1,016	848	169
Error in State Average Time Survey Staff Estimate	28%	27%	30%

Based on reviews of the data, this underestimation of work is likely due to the effects of not collecting time survey data related to non-case specific casework. The time survey included estimates for non-case related work but not non-case specific, case-related work which was considered too challenging for caseworkers to estimate given that type of case work spans case types and work activities (e.g., any case-related task that does not benefit a specifically identified individual or case – to include batch tasks such as filing, copying, non-case specific phone calls and other tasks). During the 2014 Workload Study, non-case specific, case support time was estimated to require 335 caseworker FTE. Based on the total 2014 caseload, this calculation represents an additional 1 FTE for every 55 total cases. Based on the current caseloads and other case service requirements, ICF recommends using the underestimation of 392 FTE from the time survey as a proxy estimate of additional case workload required to provide non-case specific, case support service time. Using this estimate, the additional FTE would represent approximately 1 FTE for every 52 cases. More on this adjustment will be described in Chapter 6.

Chapter 6: Determination of Suggested Workload and Caseload Standards and Staff Needs

This chapter describes the development of a staffing to workload model, applying that model to current Colorado data, and estimating staffing needs for supervisors, case aides, and other case support staff in Colorado.

Development of a Statewide Staffing to Workload Model

To begin modeling the most appropriate method for estimating authorized caseworkers by county, ICF:

1. **Examined the reliability and validity of the time survey and subsequent staff and SME recommended service times.** Estimated workload based on county cases, by type, multiplied by the service times is used to establish total caseworker workload. Workload was then converted into full time equivalent staffing based on 120 case-related hours per month or approximately 70% of monthly full-time hours. The time survey case-related monthly hours were significantly higher than this figure, but a more appropriate amount of monthly time should be used when estimated staffing requirements. Using current estimates of case-related time puts more stress on staff and risks high caseworker and other position turnover.

2. **Collected data from county directors and other supervisory staff with knowledge of the workload distribution and staffing in each county.** These data were used to estimate the percentage of workload contributed by each position and their recommended ratio of caseworkers to other staff types. Participants in this survey included 27 participants from 8 Large counties and 19 participants from 17 BOS counties. The ratio of supervisors, case aides, and other case support staff were then estimated based on the average ratios for Large and BOS counties. These ratios were then modeled in the D-CAT to estimate additional child welfare staff based on the workload-driven caseworker estimates.

3. **Collected data using on online survey focused on estimating the recommended caseloads by case type if a caseworker had only one type of case.** In total, 232 Large County staff and 48 BOS county caseworkers provided data. This method was used to avoid the interactions of a caseworker having multiple case types each month. This sample represented 10 of the 11 Large counties and 24 of the 53 BOS counties. The resulting caseload estimates were translated into average case time by case type by dividing the average caseloads (for Large and BOS counties) into the 120 case-related hours available each month to generate average case times, per case type. These estimates were then used to generate the recommended workload based on county caseloads and the subsequent FTE caseworker staffing levels necessary to process that workload. These caseworker-recommended staffing estimates were then combined with the results of the county director and supervisor survey described above to generate additional staffing recommended levels.

4. **Examined the results of 2022 Spring Staffing survey provided by the State that included estimated additional staffing needs for caseworkers, case aides, other case support staff, and supervisors, by county.** These estimates were considered pertinent as each county provided estimates of their additional staffing needs. It is unknown how counties determine these needs; if a consistent method is used across counties and if caseload; or estimated workload are used to establish these estimates.

Recommended Service Time Results

Exhibit 18 provides a comparison of the Large County and BOS County recommended case service time per month based on the optimal caseload survey sent to all counties and caseworker staff. It includes the recommended case service times from the 2014 Workload Study. Note that in the 2014 Workload Study, In Home and Out of Home cases were not separated out by Practice Area (PA), so the times for overall In Home and Out of Home cases were used for all PAs.

Exhibit 18: Recommended Case Service Times by Case Type for Large and BOS Counties, Compared with 2014 Workload Study Recommended Case Service Times

Case Type	Large County Time Survey Recommended Case Service Time	BOS County Time Survey Recommended Case Service Time	2014 Recommended Case Service Time
Screening/Hotline	3:24	3:26	3:18
Intake/Initial Assessment	10:16	11:26	8:18
PA–3 Prevention	9:50	11:18	9:30
PA–4 In Home (Youth in Conflict)	12:31	15:32	8:06
PA–4 Out of Home (Youth in Conflict)	13:03	17:48	14:18
PA–4 In Home (Juvenile Justice/Crossover Youth)	12:54	16:01	8:06
PA–4 Out of Home (Juvenile Justice/ Crossover Youth)	13:15	17:22	14:18
PA–5 In Home (Traditional)	11:58	14:18	8:06
PA–5 In Home (FAR)	11:12	13:42	8:06
PA–5 Out of Home	12:24	16:22	14:18
PA–6 In Home	11:22	13:24	8:06
PA–6 Out of Home	11:44	14:44	14:18
PA–6 Subsidized Adoption	8:00	10:42	12:06
Independent Living	9:44	14:39	N/A

Application of the Statewide Staffing to Workload Model

To better estimate required caseworker and other child welfare staff, ICF used the information from the workload study to determine the amount of time needed to service cases by case type, for Large and BOS counties. Using this information, the time study–based average family servicing times were applied to the monthly caseload for each county for May 2022 to derive an estimate of the required staffing based on the

Large and BOS county models. The following formulas are used to translate caseload data into staffing estimates:

$$\text{Caseload (by Type)} \times \text{Average Case Servicing Time} = \textbf{Workload}$$

$$\frac{\textbf{Workload}}{\text{Available Time}} = \boxed{\textbf{Required Full Time Equivalent (FTE) Caseworkers}}$$

Exhibit 19 provides the results of the application of the time survey recommended case service times for Large and BOS counties to the May 2022 caseloads, by county. The information in this exhibit is also included in the updated D-CAT and will change as caseloads or case service times are updated by the State. As can be seen in the exhibit, the total estimated caseworker allocation based on projected workload at the State level is 1,435 caseworkers, which represents 308 FTE below the existing allocation of 1,743 caseworkers (1,167 in Large counties and 268 in BOS counties). ICF believes the shortfall in projected caseworkers when compared with the 2014 Workload Study estimates is due to the absence of FTE related to non-case specific workload during the time survey data collection. Therefore, ICF recommends adjusting total State caseworker allocation to include 392 FTE, distributed across each county based on their percentage of recommended caseworker staffing using the Recommended Case Service Time results.

Exhibit 20 provides the recommended staffing levels for Large and BOS county aggregates based on the adjustment to caseworker FTE to account for non-case specific, case support workload as described above. The adjusted total recommended caseworker FTE for all counties is 1,827 staff (1,489 in Large counties and 338 in BOS counties). This reflects an increase of 77 authorized caseworkers for Large counties and 7 additional authorized caseworkers for BOS counties. Note that while it appears that BOS counties are receiving a lower amount of additional caseworker staff than their share of the workload, the model will allocate a larger percentage of additional caseworker staff based on projected workload. For example, if an additional 100 caseworkers were allocated, BOS counties will receive 21.5 additional caseworkers.

One note regarding these two exhibits relates to the number of current cases for both PA4 In Home (Juvenile Justice/Crossover Youth) and PA4 Out of Home (Juvenile Justice/Crossover Youth). Based on a review of these numbers by county representatives, the number of Juvenile Justice/Crossover Youth cases looks to be underrepresented compared to the actual number of these cases that counties are seeing. After further review of the available data, this underrepresentation is likely occurring because indicating if a PA4 case is a Juvenile Justice/Crossover Youth case does not have a required field in Trails. To pull these case numbers from Trails, PA4 cases with adjudicated delinquent indicated in the Trails case type were used to represent the Juvenile Justice/Crossover Youth cases. As such, even though the number of PA4 Juvenile Justice/Crossover Youth cases are likely underrepresented in these tables, the overall model is expected to be accurate in terms of determining the overall monthly caseload and estimated FTE needs because the Juvenile Justice/Crossover Youth cases are counted as PA4 Youth in Conflict cases, so time for Juvenile Justice/Crossover Youth is still accounted for in the model.

Based on these findings, it is recommended that, when Trails updates are possible, additional required fields be added to Trails that can be used to indicate which cases involve Juvenile Justice/Crossover Youth so that these cases can be better analyzed and understood in terms of their current impact on the overall caseload.

Exhibit 19: Caseworker FTE Projections based on 2022 Workload Study Recommended Case Service Times

Case Type	Large Counties				BOS Counties			
	Monthly Caseload	Recommended Monthly Hours per Case	Estimated Case-related FTE[1]	Difference Measured Authorized to Recommended FTE	Monthly Caseload	Recommended Monthly Hours per Case	Estimated Case-related FTE[1]	Difference Measured Authorized to Recommended FTE
Intake/ Screening	8,049	3:24	252.2		1,343	3:26	42.5	
Assessment	2,579	10:16	244.0		418	11:26	44.0	
PA3 Prevention	1,566	9:50	141.9		394	11:18	43.6	
PA4 In Home (Youth in Conflict)	276	12:31	31.8		58	15:32	8.9	
PA4 In Home (Juvenile Justice/ Crossover Youth)	24	13:03	2.9		1	17:48	0.2	
PA4 Out of Home (Youth in Conflict)	200	12:54	23.8		42	16:01	6.2	
PA4 Out of Home (Juvenile Justice/ Crossover Youth)	17	13:15	2.1		2	17:22	0.3	
PA5 In Home Traditional	1,729	11:58	190.7		267	14:18	35.2	
PA5 In Home FAR	104	11:12	10.7		36	13:42	4.5	
PA5 Out of Home	1,686	12:24	192.7		433	16:22	65.3	
PA6 In Home	0	11:22	0.0		0	13:24	0.0	
PA6 Out of Home	0	11:44	0.0		0	14:44	0.0	
PA6 Adoption	821	8:00	60.5		150	10:42	14.1	
Independent Living	0	9:44	16.1		21	14:39	2.8	
Total	17,231	N/A	1,167	−243	3,641	N/A	268	−69

Exhibit 20: Child Welfare Recommended Staffing Levels for Caseworkers after Adjustments for Workload to Include Non-case Specific, Case Support Workload

Case Type	Large Counties				BOS Counties			
	Monthly Caseload	Recommended Monthly Hours per Case	Estimated Case-related FTE[1]	Difference Measured Authorized to Recommended FTE	Monthly Caseload	Recommended Monthly Hours per Case	Estimated Case-related FTE[1]	Difference Measured Authorized to Recommended FTE
Intake/ Screening	8,049	3:24	252.2		1,343	3:26	42.5	
Assessment	2,579	10:16	244.0		418	11:26	44.0	
PA3 Prevention	1,566	9:50	141.9		394	11:18	41.0	
PA4 In Home (Youth in Conflict)	276	12:31	31.8		58	15:32	8.3	
PA4 In Home (Juvenile Justice/ Crossover Youth)	24	13:03	2.9		1	17:48	0.2	
PA4 Out of Home (Youth in Conflict)	200	12:54	23.8		42	16:01	6.2	
PA4 Out of Home (Juvenile Justice/ Crossover Youth)	17	13:15	2.1		2	17:22	0.3	
PA5 In Home Traditional	1,729	11:58	190.7		267	14:18	35.2	
PA5 In Home FAR	104	11:12	10.7		36	13:42	4.5	
PA5 Out of Home	1,686	12:24	192.7		433	16:22	65.3	
PA6 In Home	0	11:22	0.0		0	13:24	0.0	
PA6 Out of Home	0	11:44	0.0		0	14:44	0.0	
PA6 Adoption	821	8:00	60.5		150	10:42	14.9	
Independent Living	0	9:44	16.1		21	14:39	2.8	
Non-case Specific, Case Support Workload	N/A		319.7		N/A		72.5	
Total	17,231	N/A	1,489.2	-77	3,165	N/A	338	-7

In this phase of the study, ICF modified the existing D-CAT model and tool that provide recommended staffing levels for caseload input, based upon the recommended case service time standards developed for Large and BOS counties. The model uses input data including case types, caseloads, caseload standards, and the average monthly availability to service cases for child welfare caseworkers (in hours). The tool provides data fields where users are able to enter county caseloads by type, as well as authorized staffing levels. When these data are entered into the tool, the tool calculates the number of staff needed to process the indicated workload, based on the case service models. The tool then translates the entered caseload into an estimated recommended staffing level for each county in terms of full-time equivalent (FTE) staff, across caseworker, supervisor, case aide, and other case support positions.

ICF also included a model for estimating staffing requirements based not on workload, but on each county's share of the overall State caseload and staffing. This model then allows for the State to determine where additional caseworker staff could best be allocated based on the relationship between each individual county's shares of total caseload and caseworker staffing. This model and the resulting allocation of additional staff is also included in the D-CAT updates delivered by ICF.

Supervisor, Case Aide, and Case Support Staffing to Caseworker Workload

Estimates of supervisor, case aide, and other case support staffing for each county (or county aggregate) were generated based on the results of the support staff survey completed by child welfare supervisors and directors from across the state. In this survey, participants indicated the needed ratio of caseworkers to other types of child welfare staff. The average of these ratios were calculated for Large and BOS counties and those ratios were applied to estimated total staffing by position based on the caseworker recommended staffing levels. After review of these survey results, and additional input from CO DCW project staff regarding the recommended supervisor to caseworker ratio and supervisor to case aide and case support staff ratios, the ratios were changed to reflect:
- Supervisor to caseworker ratio of 1:5 for Large and BOS counties
- Supervisor to case aide and case support staff ratio of 1:8 for Large and BOS counties
- Case aide to caseworker ratio of 1:6 for Large counties and 1:5 for BOS counties

Exhibit 21 displays the results of applying those ratios to the recommended caseworker staffing levels for the entire state, Large counties, and BOS counties. The exhibit includes the existing authorized staffing for comparison purposes with the recommended levels. The results of the workload and staffing recommendations, indicate that across the entire State there was a need for approximately 84 additional caseworkers, 13 additional supervisors, 132 additional case aides, and 55 additional case support staff when comparing recommended staffing to authorized levels. Breakdowns for each county and Large and BOS county aggregated recommended estimates are also provided in the appendix (see Appendix G).

It is important to consider that the staffing estimates based on the study model of caseworker workload provides a baseline for comparison of counties across the state, using Large and BOS county case service times derived from the workload study. However, there are many different factors affecting the application of the workload model to staffing estimation, and sources of variation on a county-to-county basis. Therefore, it is extremely important to consider these findings in the context of each individual county's circumstances regarding their current staffing and caseload situations.

Appendix G contains the results by county of these estimated recommended staffing levels. These estimates can also be seen in the D–CAT tool.

Exhibit 21: Child Welfare Recommended Staffing Estimates Across Positions Compared to Currently Authorized Staffing Levels

Recommended					
Unit	Caseworkers	Supervisory Staff	Case Aide Staff	Case Support Staff	Total Staff
State Total	1,827.1	451.2	320.7	365.4	**2,964.4**
Large Counties	1,489.2	366.7	253.2	297.8	**2,407.0**
BOS Counties	337.8	84.5	67.6	67.6	**557.5**
Currently Authorized					
Unit	Caseworkers	Supervisory Staff	Case Aide Staff	Case Support Staff	Total Staff
State Total	1,743.4	438.0	188.5	310.0	**2,679.9**
Large Counties	1,412.3	326.5	106.5	265.8	**2,111.0**
BOS Counties	331.2	111.5	82.0	44.3	**568.9**

Note. Some State totals will not equal the sum of counties and some staff totals will not equal the sum of positions due to slight rounding differences.

Case Complexity Factors Analysis

As part of the time survey data collection, participants provided information about the additional amount of time required to provide services for a case when it has case complexity factors present – that is elements of a case that make it more complex, and therefore often require extra time for the caseworker to effectively support the case. Exhibit 22 provides the findings of this analysis; it shows the average additional time needed per case, per month when the case complexity factor is present. In general, the added time if greater for BOS counties than Large counties. Based on input from child welfare staff during the focus groups, this is likely due to the lack of services and support availability in smaller and more rural counties. For example, when a caregiver has a substance abuse issue, an additional 2 hours and 31 minutes is needed for the case in Large counties, however 6 hours and 36 minutes is required in BOS counties. BOS counties often discussed that caregivers in their counties would need to travel further to receive services or that it would take longer to locate needed services.

Overall, the case complexity factors that require the most additional time per month include when a child is in a residential facility, caregivers with substance abuse issues, presence of domestic violence, and when a child is placed out of state.

Exhibit 22: Impact of Case Complexity Factors on Case Servicing Times for Large and BOS Counties

Case Complexity Factor	Added Time for Large Counties (hours:minutes)	Added Time for BOS Counties (hours:minutes)
Additional Child in Case (per extra child)	2:34	3:52
Additional Parent in Case	1:51	3:19

Case Complexity Factor	Added Time for Large Counties (hours:minutes)	Added Time for BOS Counties (hours:minutes)
Child in Residential Facility	3:21	6:12
Child in Relative/Kinship	1:54	4:18
Child in Adoption	2:19	1:00
Child Out of Home – Other (e.g., PRTF)	3:25	0:55
Child Out of State	4:23	4:00
Caregiver Substance Abuse	2:31	6:36
Presence of Domestic Violence	1:42	5:20
Presence of Language Barrier	2:36	1:36
Presence of Homelessness	1:26	2:09
Caregiver Out of State	1:32	1:15
Child in Foster Care	2:15	2:40
Eligibility Confusion	1:37	2:34
Caregiver physical/ Cognitive/ Health disability	1:21	1:34
Caregiver Mental Health Issue	2:03	3:30
One or More Caregiver Incarcerated	1:11	2:38
Child Physical/ Cognitive/ Health Disability	3:57	1:20
Child Mental Health Issue	1:37	2:15
Legal Involvement Differs from State Plan of Care	2:43	5:20

These case complexity factors show very important factors that contribute to the time required to provide services for child welfare cases. While they are very important, they are not included in the D–CAT model because it is not feasible to incorporate many characteristics for individual cases. However, as supervisors or other child welfare leaders allocate cases to their caseworkers, it can be valuable to consider these factors and how they will impact workload. For example, cases with these complexity factors present will likely require additional time and effort, so the more complex cases should typically not all be all assigned to the same worker. Alternatively, if there is a caseworker who receives more complex cases, they may need a smaller caseload than other caseworkers in the county. Taking the time to consider these case complexity factors and their impact on caseworker staff will help to balance workload rather than a focus on only the caseload of caseworkers.

Chapter 7: Operational Efficiencies

The overall purpose of this chapter is to provide CDHS with a summary of qualitative findings from the activities that were conducted with staff as part of this Workload Study of County Child Welfare Staff. Key themes, reflections, and trends were extracted and analyzed from:

- Focus group interviews with supervisors, caseworkers, and case support staff by ICF

- Supervisor survey input on case support services

- TDC and data review surveys

In addition, operational efficiencies resulting from a review of other workload studies and national papers were researched and included for Colorado's consideration. Overall, findings were used to begin to identify operational efficiencies that could be incorporated into child welfare work in the state or in specific counties to create efficiencies in work and potentially reduce workload or burden on staff. The results of this study provide information that CDHS and counties can use in a variety of ways. They may serve as a basis for identifying ways to operate programs and manage resources more efficiently. Addressing operational efficiencies in the child welfare process can help provide more child welfare staff time and resources to agencies for delivering services.

While hiring more child welfare workers is often a solution used to address workload issues, other solutions may include identifying ways to operate various task areas and manage resources more efficiently or creating a work environment that better retains employees. During the focus groups and surveys conducted with child welfare staff, participants provided input regarding their work experiences and challenges. These findings and associated recommendations are included in this section. The recommendations described in this section indicate areas for further research that CDHS and counties could consider as operational improvements that may enhance the work experience of child welfare workers. These recommendations are intended to be starting points for further consideration and should be discussed and tailored before implementation. Given that current practices and demographics vary between counties, not all recommendations presented may be applicable to every county.

Perceived Positive Aspects of the Work Experience

During focus groups and interviews, many staff shared about positive aspects of their work experiences and parts of their work and child welfare work in Colorado that they find positive and rewarding. Keeping child welfare staff engaged and satisfied with their work is a key element to employee retention. Retaining employees is one of the most effective means to maintain service delivery efficiency, as turnover causes disruptions in delivery through the need for child welfare staff replacement, training, and other unnecessary byproducts of child welfare staff loss. By understanding the elements of work that child welfare staff find most interesting or valuable versus those tasks that are less desirable or motivating, child welfare leaders can work to help ensure child welfare staff are able to balance these different types of tasks.

When asked about the most positive aspects of their work, participants described that, in general, the work that they do helping children, youth, and their caregivers is valuable and motivating. Many participants indicated that they love the work they do and the impact they are able to have. They know they are providing a valuable and needed service. Child welfare staff enjoy when they have the opportunity to bond with children and families and have time to engage in work that has a meaningful impact on families. For example, one participant talked about the value they see in focusing on Family First and prevention. They said, "Family first applies to my caseload and I love it...it allows us to open up to connect with more families in the community.

So yes, it adds time, but it is in a good way." Another participant discussed how rewarding developing relationships with parents and families is to them saying "I'm happy to be able to help because I have [developed] that good relationship with the parent."

Several child welfare study participants mentioned that working in a supportive environment where their supervisor and management showed appreciation for their work effort contributed to their job satisfaction. Respondents having the highest job satisfaction and engagement were found where the work culture includes actions that support the emotional well-being of staff. This includes empowering workers to take time off, offering internal caseworker support groups, encouraging workers to use mental health services, and providing assistance with cases with high complexity factors. Some study participants stated that the ability to perform certain work tasks virtually greatly increased the time available to complete other work and added to the quality of their performance.

> Georgia's Division of Family and Children's Services (DFCS) is partnering with Georgia State University to train child welfare caseworkers and their supervisors on how to prevent depression, anxiety, burnout, and turnover due to secondary traumatic stress.

In addition, case aides are viewed as a positive and necessary component of child welfare casework. Case aides help to improve efficiency of caseworkers, and in times of crisis, can jump in and assist with certain tasks. Services they can provide include parenting time supervision; outreach efforts with families; documentation support and data entry; resource research; and helping to connect families to services within the agency. Counties may greatly benefit by effectively utilizing case aides.

Potential Areas for Improvement to the Work Experience

Regarding the least preferred aspects of their jobs, participants in the study commented on a number of areas, including:

- Shortage of child welfare staff, high rates of turnover, and retention issues
- Lack of resources and access to resources
- Challenge of caseload and workload management
- Need for mental health, and emotional support
- Desire for improved community support, other agency support such as courts, law enforcement, and other social/human service agencies), and better communication practices
- Challenges with processes and procedures
- Training and coaching

Each of these areas are described in detail in the subsections that follow.

Shortage of Child Welfare Staff, High Rates of Turnover, and Retention Issues

With the recent phenomenon known as "The Great Resignation," the country as a whole is experiencing difficulty in finding and retaining workers. Child Welfare is impacted strongly by this, as the work is difficult and the compensation is often not competitive with other industries. Feedback from child welfare workers indicates they often struggle to live with the low salaries they receive. Study participants shared that there is frequent employee turnover due to stress, burnout, low compensation, and employees leaving for opportunities in other fields. This creates a shortage of child welfare staff and increases the workload for the

remaining workers. Supervisors stated that they are not able to support their staff in the way that they would like because of their own heavy workload burden. Concurrently, child welfare staff desire a balance of receiving support and being trusted rather than micromanaged.

Areas for Consideration Related to Child Welfare Staff Shortages, High Rates of Turnover, and Retention Issues

1. Due to the stress related to the trauma child welfare staff experience and are exposed to on the job, CDHS and counties should focus on nurturing a healthy work climate and culture; building a resilient workforce culture that helps child welfare staff manage stressful situations and recover; and acknowledging, valuing and supporting child welfare staff members. Implementing a flexible work environment that provides work-life balance may involve allowing variable work schedules, providing professional development opportunities, and encouraging time off. The following resources can be beneficial in providing examples of ways that these workplace and organizational culture changes could be accomplished:
    o [Caring for our Child Welfare Workforce: A Holistic Framework for Worker Well-Being][1]
    o [Child Welfare can Address Burnout][2]
    o [Peer Support and Workforce Retention][3]

2. To address staffing and coverage needs, assess the potential to increase the number of Case Aides and to utilize them effectively. Case Aides may be able to assist with ensuring appointments are made timely with foster and kinship placements as well as parental visitation. They can assist with paperwork and Trails data input. Case Aides can assist with follow up visits during assessments and with Kinship providers.

3. Implement approaches that recognize child welfare work and the value child welfare workers provide. Recognition may come in a variety of forms ranging from providing awards to communicating appreciation to individuals for work well done.

4. Improve the image of child welfare work by proactively sharing the positive impact that child welfare workers have on children and families to attract and retain qualified professionals in the industry.

5. Strive for smaller caseloads as smaller ratios creates better outcomes for families and better outcomes for staff retention.

6. Consider creative approaches to offer competitive pay or retention bonuses. Some participants indicated that it is dispiriting when newly hired child welfare workers receive compensation close to that of long-time employees. Some counties have been able to utilize salary savings from open positions to reward existing staff with retention bonuses.

7. Examine training and pathways for Case Aides to become a caseworker without a degree but recognizing relevant years of experience.

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[1] Lizano, E.L., He, A.S., & Leake, R. (2021) Caring for Our Child Welfare Workforce: A Holistic Framework of Worker Well-being, *Human Service Organizations: Management, Leadership & Governance, 45*(4), 281-292. Retrieved from the Child WEflare Information Gateway (https://www.childwelfare.gov/topics/management/workforce/workforcewellbeing/)
[2] Retrieved from the Child Welfare Information Gateway: https://www.childwelfare.gov/topics/management/workforce/workforcewellbeing/selfcare/
[3] Retrieved from the Child Welfare Infomration Gateway: https://www.childwelfare.gov/topics/management/workforce/workforcewellbeing/retention/

Lack of Resources and Access to Resources

Study participants consistently stated that lack of resources and services is a significant stressor, and in some parts of the state, poor access to resources is an ongoing issue. Searching for appropriate resources consumes a large amount of time and impacts the ability to provide quality services. These issues are most frequently noted in small and medium counties and counties that are rural and distant from larger communities. Needed resources include appropriate placement and housing for children, access to services and providers for therapy, as well as transportation to services. child welfare staff expressed that there is often a lack of transportation available for traveling to do home visits and parental visits, transporting children to appointments, visiting children at school, etc. While some counties may have a vehicle that can be used for these purposes, it is not always sufficient.

Workers also face the challenge of a lack of services available. Having access to services and providers for therapy, drug or alcohol resources, housing, and job assistance, etc., is critical to the well-being of the children and families. However, in many instances, particularly in smaller counties, these services are completely unavailable, have long waitlists, or are a long distance away (sometimes in other counties). Because of this, many children and families are not getting needed access to these services, while if they are, it may be the responsibility of the child welfare workers to provide transportation to the child or family for getting them to appointments.

Areas for Consideration Related to Lack of Resources and Access to Resources
1. Share approaches used by counties that collaborate to find and share resources.
2. Explore the feasibility of using volunteers (once approved, certified, or licensed) to provide transportation services.
3. Investigate the value of creating a resource database to be available for county child welfare staff; consider how resources can be added and how such a database could be maintained.
4. Research funding for services and access to resources. The Child Welfare Information Gateway provides suggestions for funding at https://www.childwelfare.gov/topics/management/funding
5. Expand the use and availability of technology that streamlines the work effort, including streamlining administrative tasks and processes and facilitating remote work in the field. The quality of technology available can have a significant impact on the time it takes to complete work. By providing technology that helps to eliminate redundancy and is available throughout the range of locations where staff work, the time to complete relevant administrative tasks can be reduced. For example, child welfare study participants frequently mentioned the need for increased availability of Tablets.
6. Increase the focus on services targeted toward keeping children in their homes, especially in rural counties. In addition to the benefit to children and families, this may also have a positive impact on workload, as out of home cases can require more time to service.

Challenge of Caseload and Workload Management

CW caseworkers commented that excessive workloads and large caseloads can impact their ability to serve clients effectively and to provide quality services. A caseworker described this as "Diagnose and Adios" – solving issues without looking at root causes and providing necessary services. Other caseworkers expressed the need to see the child and family as a whole and not focusing on one aspect of the child and family such as substance abuse treatment. They need to consider safe housing, all types of treatment, emotional wellbeing, nutrition, education, etc. Seeing the child as "one issue" to resolve rather than as a person with many needs further contributes to less positive outcomes for families and more stress for the child welfare workers. Increasingly complex cases add to the challenge. Complexity refers to variability in case characteristics such as multiple children in a home, differing parental situations, multiple residences for a child, mental and physical health issues, homelessness, drug involvement, remote geography, etc.

> The Child Welfare Information Gateway July 2016 Issue Brief *Caseload and Workload Management* provides useful information and strategies.
> https://www.childwelfare.gov/pubs/case-work-management/.

Areas for Consideration Related to the Challenge of Caseload and Workload Management

1. Set realistic expectations, timelines, and goals for supervisors, caseworkers, case support, case aides, and new hires. Additionally, holding open communication about these issues and making adjustments accordingly may help to make employees feel heard and the workload seem more manageable.
2. Encourage practices that engage families in the decision-making process to increase the opportunity of identifying the correct family services that will in turn contribute to improved outcomes.
3. Encourage caseworkers to utilize the assistance of case aides when they are overextended. Case aides may be able to handle a number of caseworkers' support tasks to help reduce their workloads.
4. Consider the complexity of cases when assigning and distributing cases. For example, more experienced caseworkers may be assigned more complex cases but a lower total number of cases to help keep caseloads more equitable across staff.
5. Research the viability of creating a unit (at the state level, county level, or as a shared resource across counties) of senior/experienced caseworkers who can temporarily assist counties/offices that are experiencing staffing shortages or have the most complex cases.

Desire for Improved Community Support, Other Agency Support, and Improved Communication Practices

When asked about solutions to help address existing challenges, study participants expressed the importance of community outreach efforts to help garner additional support from members of the community, coordinate responses, and increase awareness of available resources. Support can range from educating the public regarding observation and preventative measures to combat child abuse, to partnering with community agencies to offer much needed resources, to enhancing the image of child welfare staff and the services they provide. Marketing and awareness programs using social media platforms provide an effective and low-cost means to promote child safety initiatives, volunteer recruiting, and improve the overall outreach to the community. A related area mentioned in focus groups and surveys was the need for improved communication

and increased quality of communication both internally between caseworkers, case aides, and case support as well as externally with the local community and county agencies.

Areas for Consideration Related to Improved Community Support, Other Agency Support, and Improved Communication Practices

1. Engage in or initiate county-wide agency sharing and collaboration events that include child welfare and other relevant agencies within the community. Increasing the understanding of other county agencies' mission, challenges, and resources may result in an opportunity to better provide a continuum of services to community members and to share resources. County agencies may include law enforcement, food banks, the court system, treatment facilities, etc.

> The Up2UsNow Coalition in Oregon is a partnership between local agencies, organizations, and individuals that work to prevent child abuse. As part of this coalition, youth in the community are taught about aspects of violence and other types of prevention. They also receive technical media training from local professionals, which they then use to create videos for YouTube, websites, and local and community television PSAs. This helps to create community awareness around child abuse. In fact, the success of the coalition is measured by seeing a reduction in families of child abuse.

2. Provide strong recommendations, best practices, and guidelines around quality internal and external communication. This includes methods for increasing communication between caseworkers, case aides, and case support.
3. Develop a strategic communication plan that includes working with the media to develop and share positive news stories about child welfare, child protection, and county initiatives that are being implemented to assist children and families.
4. Review and improve internal communication practices to ensure there are mechanisms for transparent two-way communication between leadership, caseworkers, case aides, and case support staff.

Process and Procedure Improvements

A common theme heard across the study was that processes and procedures that workers may follow can create challenges. We heard that some processes and procedures were unclear or hard to understand, while others were redundant or outdated. Participants shared that there is often a disconnect between the policy and the people that have to implement the policy. While specific comments varied from county to county, there was a universal need for improvement in this area. There are many federal, state, and local policies or mandates that child welfare workers must be aware of, but they tend to change, and it becomes difficult for workers to keep up with them. When new polices or mandates are rolled out, child welfare staff may need training and support to fully understand the new elements or the implications for their daily work.

Currently there are two Trails (SACWIS/CCWIS) systems that child welfare staff use, "Trails Mod (Modernization)" and the "Original Trails". Study participants indicate that working with multiple systems requires concurrently having several screens up on their computer and results in increased time to perform work.

Areas for Consideration Related to Process and Procedure Improvements

1. Expedite the transition from the Original Trails to Trails Mod to reduce the number of systems that need to be utilized in performing case work.

2. Implement a communication strategy that provides guidelines and best practices for realistically incorporating mandates when performing day-to-day child welfare work.
3. Review state and county policies about working remotely and providing certain services virtually. Participants indicated that these policies vary across the state. Additionally, expanded remote work policies may help with recruiting and retaining staff.
4. Examine opportunities for web-based searchable consolidated policy warehouse or library. This would provide staff with a single clear place to find needed policy information.

Training and Coaching

Training appears to be a double-edged sword in the eyes of many child welfare study participants. They indicated that waiting for new hires to finish Academy training puts additional burden on seasoned workers. In addition, concerns were stated that the provided training is theoretical and often lacks real life application. Thus, experienced workers often believe new workers are not fully prepared to perform required work responsibilities upon completing Academy training. Onboarding staff may take a long time as counties wait for new workers to complete Academy training.

As policy and practice change and evolve, child welfare staff suggest ongoing training and coaching opportunities to further develop competency. They frequently mentioned the need for more effective, practical training and education designed to address specific areas of casework such as kinship, placement, and alcohol/drug impacted families.

Areas for Consideration Related to Training and Coaching

> The National Child Welfare Workforce Institute (NCWWI) created curricula to help build the skills of child welfare workers, supervisors, and middle managers. The free web-based training program Is for building leadership skills. https://ncwwi.org/online-learning/

1. Support child welfare staff in having the time to pursue continuing education opportunities such as NCWWI web-based training.
2. Create Quick Reference Guides for foster care, kinship, and permanency caseworkers as well as conducting assessments and managing visitations.
3. Offer training or coaching specific to supporting prevention services, placement success, kinship care, and finding resources.
4. Implement a state or county mentoring/coaching program that partners senior and specialized caseworkers with less experienced workers.
5. Enhance training by incorporating simulation activities and real-life exercises based on actual situations.
6. As noted previously, examine training and pathways for Case Aides to become caseworkers without a degree but recognizing relevant years of experience.

Overall, these recommendations can be used to help improve workload for staff or support an improved work-life balance or well-being for child welfare employees across Colorado. Some of these solutions may be better suited for different counties or areas, but each topics includes areas to consider for potential changes to child welfare work or processes in Colorado.

Chapter 8: Conclusion

This Workload Study was conducted to review work activity for child welfare staff in Colorado and CW allow CDHS and individual counties to make informed decisions about work distribution and child welfare caseworker staff allocation, as well as recommend manageable workloads for child welfare caseworkers in Colorado. The DCW Caseworker Allocation Tool (D-CAT) that was updated through this study can help determine optimal ways to allocate child welfare staff across the state.

Using the time study data and input from experienced child welfare staff across the state, the average time required per case each month by case type was estimated. These times were then used to calculate the number of cases per month that child welfare caseworkers can carry and to develop a statewide staffing to workload model. Analyses were conducted separately for Large and Balance of State (BOS) counties based on the understanding that these different county-size categories have different time requirements for caseworkers and how they conduct their work. Additionally, estimates were made for the needed number of supervisors, case aides, and case support staff based on the number of child welfare caseworkers needed in a county (i.e., using ratios of caseworkers to other types of staff). Finally, the impact of case complexity factors on required case service time were explored to provide additional information that can help supervisors and leaders as they assign cases to their staff to enable these leaders to better understand and balance workload.

The operational efficiencies findings from this study provide potential avenues for future changes to improve the work experience of child welfare staff across the state. These key operational efficiencies focus on identifying improvements related to:
- Staff shortages
- Lack of resources or access to resources
- Community support
- Process and procedure improvements
- Training and coaching

With recommendations across these areas, there are a variety of ways in which the State and individual counties can work to improve various aspects of the work experience for child welfare staff.

Appendix A: Sampling Plan Presentation, including County Categorizations

Interview and Focus Group Sampling Considerations

- **Primary purposes of the interviews/focus groups**
  - Gather input on caseloads, factors affecting service delivery, factors affecting case complexities, factors affecting case distribution to staff
  - Gather input on best practices in service delivery or novel approaches to challenges
  - Gather feedback on the work breakdown structure, Service and work activity Task list

- **Main sampling considerations**
  - Cases, Staffing levels, caseloads
  - County factors affecting workload (Population density, Poverty Levels)
  - Variations in service processes

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Sampling Data Elements Examined

- **Case related**
  - Cases, by type (Intake, Assessments, Ongoing In Home, Ongoing Out of Home, Foster care, Adoptions, Total children in Permanency)

- **Staffing**
  - Staff by position
  - Staff to supervisor ratios

- **County Factors**
  - Population density
  - Poverty level
  - Alternative Response

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4

Sampling Element Findings

- **Case related and Staffing**
  - High correlations between case frequencies across the State
    - Correlation of Total Cases with Total Intake/Assessments/Ongoing cases = 0.99
    - Correlation of Total Intake/Assessments/Ongoing with Out of Home cases = 0.97
    - Correlation of Total cases with Total Staffing = 0.98
    - Correlation of Total cases with Caseworker to Supervisor ratio = 0.25
    - Correlation of Total cases with Alternative response cases = 0.69

  - **Findings indicate that any case related variable will serve as a valid proxy for case counts at the County level, including Alternative response cases. However, case counts do not correlate strongly with Caseworker to Supervisor ratios. Caseworker to Supervisor ratios represents an additional factor of interest for sampling for Interviews/focus groups.**

ICF

Staffing to Supervisor Ratios

- **Staffing to Supervisor Ratios**
  - The average ratio of Staff to Supervisors was 4.1 staff per supervisor, across all counties
  - The following counties exceeded that ratio by 1 or more staff per supervisor:
    - Adams, Alamosa, Arapahoe, Boulder, Chaffee, Dolores, Fremont, Otero, Ouray, Pueblo, San Miguel

  - **A sample of these counties should be included in the sampling, other things being equal.**

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Sampling Element Findings

- **Population Density – a proxy for Urban, Rural, Very Rural**
  - County population density was examined using Colorado Population Density County Rank (usa.com) and counties were categories as follows:
    - High = density greater than 250 persons per square mile
    - Medium = density less than 250, but greater than 20 persons per square mile
    - Low = density less than 20 persons per square mile

  - The following frequencies were determined: (breakouts by county in following slide)

Density Category	# of Counties in Category
High	8
Medium	14
Low	42

County Population Density Categorizations

Low	Medium	High
Archuleta, Baca, Bent, Chaffee, Cheyenne, Conejos, Costilla, Crowley, Custer, Dolores, Elbert, Garfield, Grand, Gunnison, Hinsdale, Huerfano, Jackson, Kiowa, Kit Carson, Lake, Las Animas, Lincoln, Logan, Mineral, Moffat, Montezuma, Montrose, Otero, Ouray, Park, Phillips, Pitkin, Prowers, Rio Blanco, Rio Grande, Routt, Saguache, San Juan, San Miguel, Sedgwick, Washington, Yuma	Alamosa, Clear Creek, Delta, Eagle, Fremont, Gilpin, La Plata, Larimer, Mesa, Morgan, Pueblo, Summit, Teller, Weld	Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, El Paso, Jefferson,

Final Sampling Recommendations

- Depending on the State's view, we could invite all Counties to participate in Focus Groups to encourage participation and not alienate any Counties from participating.
- In the event the State wishes to sample from counties based on the information presented in this Analyses, we recommend the following Counties participate, to provide a full range of respondents based on cases, poverty level, staffing and population density factors and categories. Should any of these counties not wish to participate, ICF can provide alternates based on the factors described in this Plan.
- Recommended primary participants:
  - Alamosa
  - Arapahoe
  - Baca
  - Broomfield
  - Costilla
  - El Paso
  - Elbert
  - Fremont
  - Garfield
  - Jefferson
  - Pitkin
  - Pueblo
  - San Miguel

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Questions or Other Considerations

Dr. Allison Alexander
Project Manager, ICF
Allison.Alexander@icf.com
713-445-2014

Appendix B: Local Outreach Emails

This appendix provides communication materials that were used to reach out to the county contacts and study participants throughout the Workload Study.

Email to County Directors to About Introductory Webinars for Workload Study

Hello,

As noted in IM-CW-2022-0015 which was sent on April 13, 2022, the Colorado Department of Human Services (CDHS) Division of Child Welfare (DCW) is working with ICF to complete a County Workload Study that aims to give a full picture of child welfare workload, case management, and staffing levels throughout the state. The study team will recommend manageable workloads for county child welfare caseworkers, supervisors, case aids, and other administrative staff. We will also identify areas and processes that could decrease workload. ICF will conduct a webinar for human/social service directors and child welfare directors to learn about the study and explain what your office's voluntary involvement may be. Please plan to attend one of the following three webinar options:

- **Monday, May 2, 3–3:30pm**
- **Tuesday, May 3, 11–11:30am**
- **Wednesday, May 4, 9–9:30am**

The meeting invitations for these three sessions are attached to this email. We request that you attend only one of these sessions to learn about the study. Additionally, if there is another director or leader (e.g., child welfare director in your county) who you believe should attend a session, please feel free to forward this invitation. A recorded version of the webinar will be available if you cannot attend, but we ask you to please join a live session if possible.

For questions or concerns about the Child Welfare Workload Study, please contact the project team at COWorkloadStudy@icf.com.

Thank you,
The ICF Team

Request to Staff for Participation in Workload Study Focus Groups

Hello,

Your county has been selected to participate in virtual focus groups as part of the statewide Child Welfare Workload Study, and your county's director has identified you as a potential participant.

ICF, the contractor for this project, will be conducting 1-hour virtual focus groups with staff in numerous counties across the state. During these focus groups, staff will be asked about their workload and caseload (i.e., number of cases), work tasks performed, challenges in conducting work, and possible solutions to these challenges. Your participation is voluntary. All responses will be confidential and aggregated across focus groups.

The focus groups are starting this week. Below you will see a link to a SignUp Genius webpage that lists the available focus group times. Please select a time that will work with your schedule and click on the link to "Sign Up". This will reserve your focus group time. After you have selected a time using SignUp Genius, you will

receive a meeting invitation from ICF that will include a Teams Meeting link and dial-in information that can be used to join the virtual focus group.

- Link to Select Focus Group Time for Large County Supervisors: https://www.signupgenius.com/go/10c0e49abae22a0ffc16-large1
Note: If needed to accommodate participation, additional timeslots may be added to this schedule.

Thank you in advance for considering participating. We look forward to speaking with you! If you have any questions about these focus groups or the project, you can reach the ICF team at COWorkloadStudy@icf.com

Thank you,
The ICF Team

Request to County Directors for County Participation in Time Survey

Good morning,

As part of CDHS DCW's County Child Welfare Workload Study, we would like to request your county's participation in a survey of caseworker time. The survey will help us address the amount of time spent on the various services, tasks, and other work and non-work activities that are required to complete child welfare work across Colorado. Our goal is to have all counties across the state participate in this time study.

The participation of each county across the state in the time survey is important to help:
1) Provide a clearer picture of child welfare work across the state and help establish a Statewide model of casework (including both child welfare and juvenile justice) to assist in determining appropriate caseloads, staffing levels, and case factors that affect servicing
2) Determine differences across counties in terms of required case service times
3) Inform recommendations regarding manageable workloads for local child welfare caseworkers, supervisors, case aides, and related staff; and identify areas where there may be efficiencies that could decrease workload
4) Ensure the safety, permanency, and well-being of all children and youth in Colorado

Time Survey Details:
The time survey will be occurring during the last two weeks of June and will require approximately two hours of time per participation – one hour to participate in a training and practice session, and one hour to complete the time survey. We are asking that about 25% of the case carrying staff in your county participate in the time survey.

Our Request to You:
Please consider your county's participation in this important effort. If you are willing to participate, we would like you to:
1. Identify **about 25% of your case carrying staff to participate**. For example, if you have 12 caseworkers who carry cases, we ask that you identify 3 to participate in the time survey. However, if you have fewer than 4 caseworkers we would like to have at least 1 caseworker participate unless their participation would cause undue hardship on servicing families at this time.
   a. To identify these staff, please include:
      - Staff who have been in their position for at least 6 months
      - Representation of different work within the county (e.g., Intake, Permanency, PA-3, PA-4, PA-5, PA-6, juvenile justice) - where feasible

2. **Share contact information** with ICF for the identified participants. You can share this in a Microsoft Excel file, or a table similar to below.

Name	Email Address	Position/Job Title

3. If your county is unable to participate, please share this with ICF so that we can track responses to this request.

Please share information with the ICF team at COWorkloadStudy@icf.com by **Monday, June 13, 2022.** If you have any questions at all about participation or identifying staff to complete the time survey, the ICF team is happy to support you however we can.

For any questions or concerns about this request, please contact Allison Alexander at Allison.Alexander@icf.com. We recognize that you and your staff are doing very important work, and truly appreciate you and your staff's time.

Thank you,
The ICF Team

Invitation to Identified Staff to Participate in the Time Survey
Hello,

As you may know, Colorado Department of Human Services (CDHS) Division of Child Welfare (DCW) is working on a Child Welfare Workload Study that aims to give a full picture of child welfare workload, case management, and staffing levels throughout the state. As part of this project, we are gathering data from experienced Child Welfare staff to better understand your working time.

You have been identified by leadership as a participant in the time survey portion of this study taking place through the end of this month, and we would therefore like to invite you to participate in a training session to provide an overview of the time survey tool and the information that you will be providing. For this survey, it is anticipated that you will spend about one hour participating in the training and another hour completing the survey. During the training sessions, we will review the time survey, instructions, and provide all materials for the time survey. You will be asked to submit this time survey by the end of the month (i.e., June 30).
Your participation is critical because you will provide input that will help establish a Statewide model of child welfare casework to assist in determining appropriate caseloads and staffing levels. Your participation will help to provide a full picture of child welfare work across the state and inform project findings.

We will be conducting four separate training sessions for this effort, and ask that you please attend the virtual training via Microsoft Teams at <u>one</u> of the following times:
- **Training Session #1:** Tuesday, June 21, 10am
- **Training Session #2:** Tuesday, June 21, 2pm
- **Training Session #3:** Wednesday, June 22, 11am

- **Training Session #4:** Wednesday, June 22, 3pm

There is a separate Outlook meeting invitation attached to this email for each of the training sessions. Please confirm your attendance for a session by downloading and accepting <u>one</u> of these meeting invitations. Please note that a session will be recorded, and in the event you are unable to attend one of these sessions, you may request a recorded copy of the training. We will also hold open forum/Q&A sessions during the time survey so that people can "stop in" virtually and ask questions. Additional information about these sessions will be provided during the trainings, but they will be held on 6/24, 6/27, and 6/29.

If you have any questions about this training or the time survey, please contact the ICF Workload Study Team at COWorkloadStudy@icf.com

Thank you,
The ICF CO Workload Study Team

Invitation to Supervisors to Participate in the Support Staff Survey

Hello,

As part of the Colorado Child Welfare Workload Study, the research team is currently collecting additional data regarding the work conducted by case aides and other family support staff across the state. We are asking supervisors in each county who supervise case aides and other case/family support staff (i.e., not direct/frontline/case-carrying caseworkers) to complete a brief survey about the work of these staff. You are receiving this email because you are the county director or have been identified as the contact for ICF for the Child Welfare Workload Study Time Study.

We would like to ask that you forward this survey to supervisors in your county who oversee the work of case aides and/or case/family support staff. Alternatively, if you feel that you are most well-suited to complete this survey, we would like to request that you do so.

 You can access this survey here:
https://www.icfsurvey2.com/SE/?st=O6xL2Mo%2BmMzxo7XsuuXFfBs5kNretgrXIQ3%2BU1OW6CU%3D

If you have any questions, please feel free to contact the ICF team at COWorkloadStudy@icf.com.

Thank you,
The ICF Team

Reminder Email to Time Survey Participants and Announcement of Additional Support Sessions

Good afternoon,

Thank you very much for submitting a time survey to our team for the Colorado Child Welfare Workload Study. You are receiving this email because our team received a survey from you, but we have not yet heard back from you regarding an outstanding question or needed updates to your survey file. To enable additional people to complete the time survey, we have extended the deadline to **COB this Friday, July 8.**

To support you in completing the time survey, the ICF team has scheduled four additional "open forum" sessions, where someone from our team will be on a call and able to answer questions. If needed, they can walk through each tab of the Time Survey Excel file with you and answer any questions that you have. Below are the links to join these sessions. *Note that these sessions do not have an agenda and you may come and go at any time to request the assistance that you need.*

- Thursday, July 7, 11:30am –12:30pm
    - Click here to join the meeting
    - Or call in: +1 469-965-2281, Conference ID: 239891209#
- Thursday, July 7, 4–5pm
    - Click here to join the meeting
    - Or call in: +1 469-965-2281, Conference ID: 763567272#
- Friday, July 8, 9–10am
    - Click here to join the meeting
    - Or call in: +1 469-965-2281, Conference ID: 364140763#
- Friday, July 8, 1–2pm
    - Click here to join the meeting
    - Or call in: +1 469-965-2281, Conference ID: 213650812#

If these times do not work for you, a member of our team is willing to set up an individual call with you to answer any remaining questions that you have and help you complete the time survey. You may request this by replying to this email, and a member of our team will be in touch with you.

Thank you for your valuable time and for taking part in the Time Survey. Your input is critical to the success of the overall Child Welfare Workload Study.

Thank you once again!
The ICF Team

Invitation to Participate in Optimal Caseload Survey

Good afternoon,

You are receiving this email because you are either a county Child Welfare Director or were identified as the contact for our research team for this project. The ICF team is currently finalizing the CDHS DCW Child Welfare Workload Study analysis, and there is one remaining data collection need. For this final data collection, we will be gathering input regarding:
1. Perceptions of the underlined optimal or recommended monthly caseload for a single Child Welfare caseworker, by case type.
    - An optimal or recommended caseload is defined as the number of cases that a caseworker can effectively carry, on average, during a given month while providing the needed level of services for each of those cases.
2. Average travel time required for various case-specific activities.

This is a very brief, online survey that should require no more than 5–10 minutes to complete. We will ask that staff complete this survey during the next week (i.e., by September 21, 2022).

Our Request to You:

Please share this request with case-carrying caseworkers and supervisors in your county to ask that they complete the survey. You can forward this email or provide the below text to your staff as part of this request. You may send this request to all case-carrying staff and their supervisors in your county, or select specific staff based on their current availability. Our goal is to hear from each county, but we do not need responses from all staff. Thank you very much for considering sharing this survey with staff in your county. If you have questions, please feel free to contact the research team at COWorkloadStudy@icf.com

Request to Staff to Participate in Child Welfare Optimal Caseload Survey:
As part of the CDHS DCW Child Welfare Workload Study, the research team is gathering data from staff across the state regarding optimal caseloads and average travel time required for cases in your county. You are being asked to participate in this short but important survey.

The survey can be accessed at the following link:
https://www.icfsurvey2.com/SE/1/ChildWelfareCaseloadSurvey/

This brief, online survey should require only 5-10 minutes to complete. We ask that you complete the survey by the end of the day on **Wednesday, September 21** at the latest. We greatly appreciate your participation.

If you have any questions, you can contact the research team at COWorkloadStudy@icf.com.

Reminder to Complete Optimal Time Survey
Good afternoon,

Our final data collection for the Child Welfare Workload Study is wrapping up, and we still want to hear from your county by tomorrow's survey deadline! The full request is described in the below email, but in summary we would like to hear from staff in each county regarding the optimal caseload for various types of cases and the amount of time required for various case-related activities (e.g., travel). The survey can be accessed using the following link: https://www.icfsurvey2.com/SE/1/ChildWelfareCaseloadSurvey/

If you have any questions, please do not hesitate to contact the ICF team at COWorkloadStudy@icf.com

Thank you again for the important work that you do!
The ICF Team

Appendix C: Focus Group Protocols

Supervisor Focus Group Protocol

Opening and Project Overview

Hello and thank you for taking part in this focus group. My name is *[facilitator name]*. We also have my coworker *[recorder name]* on the phone, who will be taking notes during our call so that we won't miss anything that you have to say. We work for ICF, an international consulting firm that has been contracted by the state of Colorado to conduct a statewide Workload Study of Child Welfare Service Workers to more fully understand the resources needed to complete child welfare work in Colorado.

The purpose of today's focus group is to learn more about child welfare work in your county, your view of the workload, and the challenges being faced by the Colorado child welfare system and child welfare staff in your county as well as across the state. We want to hear your view of the staff workload in your office and county. We also want to hear from you about any special initiatives that are currently taking place that may affect the workload. The information you share with us today will help us more fully understand child welfare work and workload across the state. It also will help inform next steps, including development of the Time Data Collector tool that will be used as part of the Time Study for this project.

We will not ask about any case-specific or child-specific information. You and your office will not be named. We will combine your responses with input from other focus group participants. We will only use combined results to help plan the rest of the evaluation. As a reminder, your taking part is voluntary.

Do you have any questions? Is it ok to start the session?

Introductions

1. Please introduce yourself and share which county you work in, your current position, and how long you have been with your county and in your current role.

Current Staffing and Workload

2. Do you personally carry a caseload?
    a. *If yes, FACILITATOR use the Caseload Data Table (Excel file on Teams) to ask about the number of cases of each type and RECORDER update the file on teams to indicate caseload.*
    b. *If yes, ask the following:* Since you carry a caseload, we would like to get a better understanding of the number of cases assigned to you. I am going to ask about a variety of case types, and we would like to know how many of each case type you have.
        i. Screenings
        ii. Assessments
        iii. PA-3 (Prevention)
        iv. PA-4 (Youth in Conflict)
            1. In Home (ask about Youth in Conflict vs. Juvenile Justice)
            2. Out of Home (ask about Youth in Conflict vs. Juvenile Justice)
        v. PA-5 (Children in Need of Protection)
            1. In home (ask about Traditional and Family Assessment Response (FAR))
            2. Out of Home
        vi. PA-6 (Children and Families in Need of Specialized Services)
            1. In Home
            2. Out of Home

    c. *Follow up with:* Now that we understand your current caseload, what would this caseload look like optimally for you for each of the case types?

    d. *If no, Facilitator ask the following:*
       Although you do not have a dedicated workload, what case-specific work do you, as a supervisor, perform?

3. What is your current staffing compared to your authorized levels?
    a. *If they do not understand this, we are trying to understand how many vacancies they have.*
    b. What does the current staffing level compared to authorized level look like for caseworkers specifically?

4. How do current caseloads and staffing levels compare to the recent past (e.g., 5 years)?
    a. What risks or challenges are connected to current workloads?

5. What effects, if any, are your current staffing levels having on family service delivery?

Management of Child Welfare Staff

6. How do you manage the workloads and caseloads of the individuals you supervise?
    a. How do you make assignments? How do you account for special case characteristics (e.g., drug and opioid cases, violence in the home) when making assignments?
    b. How do you respond when staff are overloaded or report being overloaded?

7. In your county, how is the work distributed between caseworkers and case support staff?

8. What is your biggest challenge with staffing or staff management?
    a. Do you see a link between staff workload and job satisfaction?
    b. Do you have issues retaining and engaging staff?

9. Does your county require additional work activities of child welfare workers (i.e., not mandated by Law or State regulations)? If so, what practices and tasks are county-mandated (e.g., in some jurisdictions judges and prosecutors may have special requirements, and some counties prepare their own petitions and/or serve removal orders to parents)?
    a. How do county requirements impact your workload levels?

10. Could you describe any pilot programs or best practices used within your county?
    b. How have these affected work and workloads?
    c. Does your county share workload with other counties?

11. When you have new caseworkers, how prepared are they to handle their jobs?

Challenges

12. What are the <u>biggest</u> challenges to child welfare casework that you face in your county?
    a. For child welfare casework, do you expect new changes that will impact the work of your staff (e.g., changes to laws, regulations, policies), either across the State or within your county? If so, please explain.
    b. How would you describe funding/budget for child welfare casework in your county?

Recommended Improvements

13. What processes, policies, or tools could be improved to assist you and your staff in addressing challenges with caseloads, workloads, or other issues?

14. What changes (e.g., new tools and technology, trainings) would help caseworkers improve their job performance? Do you have any other ideas?

Conclusion

That is all that we have for today's focus group. Thank you so much for your time and input today. We really appreciate all of the information that you shared with us. If you think of anything else that you would like to share, please send an email to our project team at COWorkloadStudy@icf.com, which is the email address that you received the invitation to participate in this focus group from.

Again, we will combine what we heard today with information from other interviews to help plan our next steps. So, thank you for your time and have a great day!

<div align="center">

Caseworker Focus Group Protocol

</div>

Opening and Project Overview

Hello and thank you for taking part in this interview. My name is *[facilitator name]*. We also have my coworker *[recorder name]* on the phone, who will be taking notes during our call so that we won't miss anything that you have to say. We work for ICF, an international consulting firm that has been contracted by the state of Colorado to conduct a statewide Workload Study of Child Welfare Service Workers to more fully understand the resources needed to complete child welfare work in Colorado.

The purpose of today's focus group is to learn more about child welfare work in your county, your view of the workload, and the challenges being faced by the Colorado child welfare system and child welfare staff in your county as well as across the state. We want to hear your view of the staff workload in your office and county. We also want to hear from you about any special initiatives that are currently taking place that may affect the workload. The information you share with us today will help us more fully understand child welfare work and workload across the state. It also will help inform next steps, including development of the Time Data Collector tool that will be used as part of the Time Study for this project.

We will not ask about any case-specific or child-specific information. You and your office will not be named. We will combine your responses with input from other focus group participants. We will only use combined results to help plan the rest of the evaluation. As a reminder, your taking part is voluntary.

Do you have any questions? Is it ok to start the session?

Introductions

1. Please introduce yourself and share which county you work in, your current position, and how long you have been with your county and in your current role.

2. Which programs do you work with – Child Welfare, Juvenile Justice, or both?

Current Caseload and Workload

3. As part of this session, we would like to get a better understanding of the number of cases that are assigned to you. I am going to ask each of you about a variety of case types, and we would like to know how many cases of each type you have in your caseload.
    a. Screenings
    b. Assessments
    c. PA-3 (Prevention)
    d. PA-4 (Youth in Conflict)
        i. In Home (ask about Youth in Conflict vs. Juvenile Justice)
        ii. Out of Home (ask about Youth in Conflict vs. Juvenile Justice)
    e. PA-5 (Children in Need of Protection)
        i. In home (ask about Traditional and Family Assessment Response (FAR))
        ii. Out of Home
    f. PA-6 (Children and Families in Need of Specialized Services)
        i. In Home
        ii. Out of Home

4. *(Time Permitting)* Now that we understand your current caseloads, we want to get a better understanding of what you think an optimal caseload would be. For each of the case types listed here, what do you think would be an ideal caseload for you?
   a. Why would you consider these caseloads to be optimal?

5. How would you describe your current workload?
   a. *Probe about heavy, average, light workload*

Factors Impacting Workload

6. What is affecting the type and number of cases received?
   a. How have differential response and family first initiatives affected work and workloads?
7. What factors impact service delivery times?
   a. How has the opioid and methamphetamine crisis affected caseloads?
   b. What other family characteristics affect service delivery and what are estimated effects case service time?
   c. (If anyone on the call does Juvenile Justice work) How does service delivery time differ for child welfare and juvenile justice cases? What causes these differences?

Challenges and Solutions

8. What are the <u>biggest</u> challenges to child welfare casework that you face in your county?
   c. What challenges do you experinece with regard to your current caseload?
   d. How do laws, regulations, policies and procedures, and judicial procedures impact child welfare work?

9. What are you doing to address these challenges? Or what could be done to address these challenges?

10. What changes (e.g., new tools and technology, trainings) would help you improve your job performance or make your work more efficient?

Conclusion

That is all that we have for today's focus group. Thank you so much for your time and input today. We really appreciate all of the information that you shared with us. If you think of anything else that you would like to share, please send an email to our project team at COWorkloadStudy@icf.com, which is the email address that you received the invitation to participate in this focus group from.

Again, we will combine what we heard today with information from other interviews to help plan our next steps. So, thank you for your time and have a great day!

Case Support Interview Protocol

Opening and Project Overview

Hello and thank you for taking part in this interview. My name is *[facilitator name]*. We also have my coworker *[recorder name]* on the phone, who will be taking notes during our call so that we won't miss anything that you have to say. We work for ICF, an international consulting firm that has been contracted by the state of Colorado to conduct a statewide Workload Study of Child Welfare Service Workers to more fully understand the resources needed to complete child welfare work in Colorado.

The purpose of today's focus group is to learn more about child welfare work in your county, your view of the workload, and the challenges being faced by the Colorado child welfare system and child welfare staff in your county as well as across the state. We want to hear your view of the staff workload in your office and county. We also want to hear from you about any special initiatives that are currently taking place that may affect the workload. The information you share with us today will help us more fully understand child welfare work and workload across the state. It also will help inform next steps, including development of the Time Data Collector tool that will be used as part of the Time Study for this project.

We will not ask about any case-specific or child-specific information. You and your office will not be named. We will combine your responses with input from other focus group participants. We will only use combined results to help plan the rest of the evaluation. As a reminder, your taking part is voluntary.

Do you have any questions? Is it ok to start the session?

Introductions

1. Please introduce yourself and share which county you work in, your current position, and how long you have been with your county and in your current role.

2. Which programs do you work with – Child Welfare, Juvenile Justice, or both?

Current Staffing and Workload

3. Do you personally carry a caseload?
    a. *If yes, FACILITATOR use the Caseload Data Table (Excel file on Teams) to ask about the number of cases of each type and RECORDER update the file on teams to indicate caseload.*
    b. *If yes, ask the following:* Since you carry a caseload, we would like to get a better understanding of the number of cases assigned to you. I am going to ask about a variety of case types, and we would like to know how many of each case type you have.
        i. Screenings
        ii. Assessments
        iii. PA-3 (Prevention)
        iv. PA-4 (Youth in Conflict)
            1. In Home (ask about Youth in Conflict vs. Juvenile Justice)
            2. Out of Home (ask about Youth in Conflict vs. Juvenile Justice)
        v. PA-5 (Children in Need of Protection)
            1. In home (ask about Traditional and Family Assessment Response (FAR))
            2. Out of Home
        vi. PA-6 (Children and Families in Need of Specialized Services)
            1. In Home
            2. Out of Home

    c. *If no, Facilitator ask the following:*
Although you do not have a dedicated workload, what case-specific work do you, as case support staff, perform?

Case Support Work

4. Please desribe the types of work or tasks that you do. What does a typical week look like for you?
   a. (If participants have been with the county for at least a few years) Has the type or work or tasks that you do changed over the past five years? If so, how has it changed?

5. How do you coordinate or work with with caseworkers or other staff in your county?

6. In your county, how is the work distributed between caseworkers and case support staff?
   a. How do you receive your work assignments?

7. What factors impact how long it takes you to complete your work related to cases?
   a. How has the opioid and methamphetamine crisis affected caseloads?
   b. What other family characteristics affect service delivery?
   c. (If anyone on the call does Juvenile Justice work) How does service delivery time differ for child welfare and juvenile justice cases? What causes these differences?

Challenges and Solutions

8. What are the <u>biggest</u> challenges to child welfare casework that you face in your county?
   e. How do laws, regulations, policies and procedures, and judicial procedures impact child welfare work?

9. What are you doing to address these challenges? Or what could be done to address these challenges?

10. What changes (e.g., new tools and technology, trainings) would help you improve your job performance or make your work more efficient?

Conclusion

That is all that we have for today's focus group. Thank you so much for your time and input today. We really appreciate all of the information that you shared with us. If you think of anything else that you would like to share, please send an email to our project team at COWorkloadStudy@icf.com, which is the email address that you received the invitation to participate in this focus group from.

Again, we will combine what we heard today with information from other interviews to help plan our next steps. So, thank you for your time and have a great day!

Appendix D: Detailed Position Vacancy Results

This appendix provides county-level results regarding vacancies in caseworker and total child welfare staff positions. The first exhibit provides an overview of the counties with the highest staff vacancy percentages. The second exhibit provides the total caseworker and overall staff vacancy rates, by county.

Exhibit 23: Greatest County Caseworker and Overall Staff Vacancies

Category	County Vacancy Percentage
Total Child Welfare Staff Vacancies: Large Counties	- El Paso (24.5%) - Adams (23%) - Pueblo (14.7%) - Arapahoe (12.4%) - Denver (11.6%) - Jefferson (11.1%) - Boulder (7.5%) - Douglas (4.1%) - Weld (3.0%) - Mesa (2.1%) - Larimer (1.4%)
Total Child Welfare Staff Vacancies: BOS Counties (Over 40%)	- Phillips (100%) - Bent (69%) - Alamosa (57%) - Rio Blanco (50%) - Moffat (46%) - Ouray (44%) - Baca (43%) - Las Animas (42%) - Conejos (40%)
Caseworker Vacancies: Large Counties	- El Paso (74 – 32.2%) - Adams (63 – 30.3%) - Pueblo (15 – 19.6%) - Arapahoe (28 – 15.5%) - Denver (32 – 14.8%) - Jefferson (18 – 12.9%) - Boulder (8 – 9.6%) - Douglas (2 – 5.4%) - Mesa (3 – 3.9%) - Weld (3 – 3.4%) - Larimer (1 – 1.3%)

Category	County Vacancy Percentage
Caseworker Vacancies: BOS Counties (Over 50%)	- Baca (1 – 100%) - Phillips (1 – 100%) - Conejos (3 – 75%) - Saguache (3 – 71%) - Ouray (1 – 67%) - Rio Blanco (5 – 63%) - Las Animas (4 – 57%) - Prowers (2 – 57%) - Moffat (4 – 57%) - Alamosa (7 – 50%) - Clear Creek (2 – 50%) - Bent (1 – 50%)

Exhibit 24: County Vacancy Rates for Caseworkers and Total Staff

County	Total Caseworkers	% Caseworker Vacancies	Total Child Welfare Staff	% Total Staff Vacancy
Adams	150	37.3%	232	28%
Alamosa	12	50.0%	21.5	56%
Arapahoe	109	16.5%	163	12%
Archuleta	5	40.0%	7.5	27%
Baca	1	100.0%	2	50%
Bent	1	0.0%	2.8	64%
Boulder	70.75	11.3%	89.75	9%
Broomfield	11	9.1%	17	6%
Chaffee	2	0.0%	4.5	0%
Cheyenne	1	0.0%	2	0%
Clear Creek	4	50.0%	5	40%
Conejos	3	66.7%	6	33%
Costilla	3	66.7%	5	60%
Crowley	1.75	0.0%	2	0%
Custer	1	0.0%	2	0%
Delta	6.25	32.0%	9	22%
Denver	153	20.9%	294.75	15%
Dolores	0.75	0.0%	1	0%
Douglas	21	9.5%	29	7%
Eagle	5.5	0.0%	9	0%
El Paso	128.25	47.0%	214.75	31%
Elbert	4	25.0%	8	25%

County	Total Caseworkers	% Caseworker Vacancies	Total Child Welfare Staff	% Total Staff Vacancy
Fremont	15	13.3%	26.25	11%
Garfield	14	21.4%	21.25	14%
Gilpin	2	50.0%	4	25%
Grand/Jackson	2.75	36.4%	3.5	29%
Gunnison/Hinsdale	3.75	0.0%	4.3	0%
Huerfano	4.5	22.2%	7	21%
Jefferson	105	13.3%	145.5	11%
Kiowa	1	0.0%	2	0%
Kit Carson	4	25.0%	7	14%
La Plata	9.75	10.3%	18.5	11%
Lake	3.5	28.6%	4.75	21%
Larimer	66	1.5%	102.5	1%
Las Animas	5	40.0%	8.5	35%
Lincoln	2.5	0.0%	4.5	0%
Logan	9	33.3%	18	22%
Mesa	41.5	0.0%	60.25	0%
Moffat	6	50.0%	10.75	37%
Montezuma	7	0.0%	11	0%
Montrose	6	50.0%	10	30%
Morgan	9	27.8%	15	17%
Otero	6	33.3%	10	20%
Ouray	1.5	66.7%	2.25	44%
Park	6	33.3%	9	22%
Phillips	1	100.0%	2	100%
Pitkin	2.5	0.0%	3	0%
Prowers	3.25	61.5%	5.5	55%
Pueblo	51	15.7%	72	13%
Rio Blanco	3	66.7%	5	40%
Rio Grande/Mineral	4	0.0%	7.5	0%
Routt	3	0.0%	5.5	0%
Saguache	3	66.7%	6	33%
San Miguel	1.5	0.0%	2.25	0%
Sedgwick	0	0%	0	0%
Summit	3	33.3%	6.25	16%
Teller	7	14.3%	12.5	12%
Washington	1.75	0.0%	2.25	0%
Weld	64	3.1%	94.5	2%
Yuma	2.69	0.0%	3.84	0%

Appendix E: May 2022 Caseload Data, by County

This appendix provides an overview of the number of cases of each type in May 2022 for each county. These data are also included in the D–CAT tool, which can be updated with new caseloads, as desired.

Exhibit 25: County Caseload Data for May 2022, by Case Type

County	Intake/Referrals	Initial Assessments	Prevention Cases	PA4 In Home YIC	PA4 OOH YIC	PA4 In Home JJ	PA4 OOH JJ	PA5 In Home Trad.	PA5 In Home FAR	PA5 Out of Home	PA6 In Home	PA6 OOH	PA6 Adoptions	Independent Living
Adams	825	305	9	15	9	1	0	307	0	170	0	0	83	11
Alamosa	57	47	10	2	6	0	0	10	0	24	0	0	8	2
Arapahoe	1,233	415	40	32	20	0	0	289	5	207	0	0	113	21
Archuleta	24	13	18	4	0	0	0	4	0	5	0	0	3	0
Baca	3	0	0	0	0	1	0	3	0	1	0	0	0	0
Bent	7	7	0	1	0	0	0	0	1	2	0	0	1	0
Boulder	582	125	431	4	6	0	0	53	0	66	0	0	64	3
Broomfield	87	20	4	0	0	0	0	8	0	10	0	0	6	0
Chaffee	21	6	2	2	0	0	0	11	6	9	0	0	3	1
Cheyenne	2	1	0	0	0	0	0	1	0	1	0	0	0	0
Clear Creek	6	5	3	0	0	0	0	1	0	5	0	0	1	0
Conejos	11	4	19	0	0	0	0	3	0	9	0	0	2	0
Costilla	7	5	14	0	2	0	0	8	0	17	0	0	3	0
Crowley	9	3	10	0	1	0	0	2	1	6	0	0	2	0
Custer	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Delta	49	16	28	0	4	0	0	13	0	38	0	0	7	1
Denver	1,149	399	0	28	29	2	1	260	0	278	0	0	109	36
Dolores	0	0	6	0	0	0	0	0	1	0	0	0	0	0
Douglas	435	131	25	35	17	3	2	81	0	37	0	0	39	10
Eagle	81	23	11	3	2	0	0	10	6	2	0	0	7	0
El Paso	1,355	521	6	46	40	1	5	223	2	354	0	0	129	28
Elbert	35	17	25	0	0	0	0	6	0	11	0	0	5	0
Fremont	98	25	12	0	2	0	0	21	3	29	0	0	10	2
Garfield	130	29	38	2	4	0	2	18	8	11	0	0	12	1
Gilpin	7	2	0	0	0	0	0	3	0	2	0	0	1	1
Grand/ Jackson	17	1	20	0	0	0	0	1	0	4	0	0	2	0
Gunnison/ Hinsdale	28	2	11	1	0	0	0	4	0	0	0	0	2	0
Huerfano	9	4	1	0	1	0	0	6	0	8	0	0	1	0
Jefferson	820	173	105	13	28	4	3	128	15	139	0	0	73	27
Kiowa	0	0	0	0	0	0	0	0	1	1	0	0	0	1

County	Intake/Referrals	Initial Assessments	Prevention Cases	PA4 In Home YIC	PA4 OOH YIC	PA4 In Home JJ	PA4 OOH JJ	PA5 In Home Trad.	PA5 In Home FAR	PA5 Out of Home	PA6 In Home	PA6 OOH	PA6 Adoptions	Independent Living
Kit Carson	14	4	8	0	0	0	0	5	0	5	0	0	2	0
La Plata	91	21	27	24	2	0	0	9	0	11	0	0	9	1
Lake	15	3	8	0	0	0	0	3	0	1	0	0	2	0
Larimer	581	137	483	34	6	2	1	143	73	130	0	0	80	11
Las Animas	5	6	0	1	0	0	0	6	0	17	0	0	2	0
Lincoln	9	5	8	1	1	0	0	3	0	4	0	0	2	2
Logan	26	11	0	1	5	0	0	13	0	29	0	0	4	2
Mesa	397	109	16	8	12	1	0	24	4	82	0	0	34	24
Moffat	27	13	7	0	0	0	0	1	0	8	0	0	3	1
Montezuma	51	21	14	5	1	0	0	4	0	12	0	0	5	0
Montrose	75	20	24	1	1	0	0	12	0	40	0	0	9	0
Morgan	43	13	1	7	1	0	0	18	0	17	0	0	5	1
Otero	44	5	10	0	2	0	0	3	0	19	0	0	4	1
Ouray	4	0	9	0	0	0	0	0	0	0	0	0	1	0
Park	30	5	2	0	2	0	0	4	3	11	0	0	3	1
Phillips	9	3	0	0	0	0	0	1	1	0	0	0	1	0
Pitkin	22	10	12	0	0	0	0	1	1	0	0	0	2	0
Prowers	37	7	0	0	1	0	0	2	0	8	0	0	3	0
Pueblo	62	50	13	30	19	1	0	65	3	79	0	0	16	1
Rio Blanco	11	9	4	1	1	0	0	2	0	5	0	0	2	1
Rio Grande/ Mineral	17	4	0	0	0	0	0	4	0	21	0	0	2	0
Routt	21	6	1	0	0	0	0	3	0	2	0	0	2	0
Saguache	9	0	4	0	1	0	0	4	0	5	0	0	1	0
San Juan	0	0	0	0	0	0	0	0	0	0	0	0	0	0
San Miguel	9	2	3	1	0	0	0	2	0	2	0	0	1	0
Sedgwick	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Summit	9	3	7	0	0	0	0	2	1	2	0	0	1	0
Teller	45	2	5	1	1	0	0	19	0	8	0	0	4	2
Washington	13	11	2	0	0	0	0	6	2	9	0	0	2	0
Weld	610	214	438	31	14	9	5	156	2	144	0	0	82	8
Yuma	16	4	6	0	1	0	0	7	1	2	0	0	2	0
Total	9,392	2,997	1,960	334	242	25	19	1,996	140	2,119	0	0	971	201

Note. Some totals may not equal the sum of counties due to slight rounding differences.

Appendix F: Description of County Variations in Case Times

As described in Chapter 5, time study analyses showed that there is a significant variation in work processing times, even within counties. The below Exhibit provides a representation of the average within county and across county variation for service delivery for select case types that had the highest multiple county respondents in the time study. The results show the percentage of variation, expressed as the standard deviation of contributed time by work activity to the average contributed time, by case type. In a normal distribution of service time, one would expect approximately 30% variation in service time compared to the average service time across individuals. The results show that in two out of six case types, greater than 100% variation to mean values were found. However, the cross-county variation in estimated monthly case service times far exceeded the within county variation. This result speaks to the challenge of using even within county service times estimates to translate caseload into workload and especially the considerable variation that results when using only State-wide service time estimates to generate individual county workloads. These results indicate the value in analysis data and providing findings for Large and BOS counties separately.

Exhibit 26: Comparison of Within County Variation in Case Service Times for Multiple Time Survey Respondents

Case Type	Counties with Multiple Time Survey Respondents	Within County Standard Deviation/ Case Time Average	Across County Standard Deviation/Case Time Average
Initial Assessment	Adams, Arapahoe, Denver, Douglas, Larimer, Mesa, Weld	37%	127%
PA4 In Home	Douglas	101%	272%
PA4 Out of Home Youth in Conflict	Arapahoe, Larimer	108%	263%
PA4 In Home Juvenile Justice	Arapahoe, Larimer	56%	342%
PA4 Out of Home Juvenile Justice	Larimer	40%	330%
PA5 In Home	Adams, Arapahoe, Boulder, Denver, Larimer, Weld	55%	136%

Appendix G: Current Authorized and Recommended Total Staffing Data, by County, from the D-CAT

The following table, also included in the D-CAT tool, provides the currently authorized staffing levels, recommended staffing levels from this workload study, and the recommended new or additional staff. Note that these recommended new staff are based on the current authorized levels and not currently filled positions. Because there are many different factors affecting the application of the workload model to staffing estimation and sources of variation on a county-to-county basis, it is extremely important to consider these findings in the context of each individual county's circumstances regarding their current staffing and caseload situations.

It should also be noted that the statewide total number of recommended additional/new staff provided in this table is more than the difference between the current authorized total and the recommended total. This is because for counties in which there are currently more authorized positions than recommended, a reduction was not made.

County	Current Authorized Total				Recommended Total				Recommended Additional/New Staff			
	Caseworkers	Supervisors	Case Aide	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff
Adams	208.0	53.0	49.0	16.0	151.3	37.3	25.7	30.3				14.3
Alamosa	14.0	6.0	4.0	3.0	19.0	4.8	3.8	3.8	5.0			0.8
Arapahoe	180.5	36.0	0.0	26.0	195.9	48.2	33.3	39.2	15.4	12.2	33.3	13.2
Archuleta	15.0	3.0	1.5	1.0	7.9	2.0	1.6	1.6			0.1	0.6
Baca	1.0	2.0	0.0	0.5	1.1	0.3	0.2	0.2	0.1		0.2	
Bent	2.0	1.8	1.0	0.0	2.1	0.5	0.4	0.4	0.1			0.4
Boulder	83.8	16.0	1.0	6.0	112.9	27.8	19.2	22.6	29.1	11.8	18.2	16.6
Broomfield	13.0	4.0	2.0	1.0	10.8	2.7	2.2	2.2			0.2	1.2
Chaffee	4.0	1.0	1.0	1.8	7.4	1.8	1.5	1.5	3.4	0.8	0.5	
Cheyenne	2.0	2.0	1.0	0.0	0.6	0.2	0.1	0.1				0.1
Clear Creek	4.0	1.0	0.0	2.0	2.6	0.6	0.5	0.5			0.5	
Conejos	4.0	1.3	1.3	1.0	6.0	1.5	1.2	1.2	2.0	0.3		0.2
Costilla	9.5	3.0	2.8	1.0	8.1	2.0	1.6	1.6				0.6
Crowley	2.8	0.5	1.0	0.0	4.1	1.0	0.8	0.8	1.4	0.5		0.8
Custer*	3.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0			0.0	0.0
Delta	9.0	2.8	1.0	1.0	19.2	4.8	3.8	3.8	10.2	2.0	2.8	2.8
Denver	216.0	60.0	0.0	95.8	194.2	47.8	33.0	38.8			33.0	
Dolores	1.3	0.3	0.0	0.0	1.0	0.3	0.2	0.2		0.0	0.2	0.2
Douglas	37.0	8.0	0.0	4.0	66.1	16.3	11.2	13.2	29.1	8.3	11.2	9.2
Eagle	7.0	2.0	1.0	2.0	12.6	3.2	2.5	2.5	5.6	1.2	1.5	0.5
El Paso	230.0	53.5	38.5	19.0	229.7	56.6	39.0	45.9		3.1	0.5	26.9
Elbert	4.0	3.0	1.0	1.5	10.7	2.7	2.1	2.1	6.7		1.1	0.6

County	Current Authorized Total				Recommended Total				Recommended Additional/New Staff			
	Caseworkers	Supervisors	Case Aide	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff
Fremont	27.0	9.8	5.0	4.8	20.4	5.1	4.1	4.1				
Garfield	17.0	5.0	3.0	2.0	23.8	6.0	4.8	4.8	6.8	1.0	1.8	2.8
Gilpin	6.0	2.0	0.0	1.3	1.7	0.4	0.3	0.3			0.3	
Grand/ Jackson	2.8	0.8	0.0	0.0	4.7	1.2	0.9	0.9	1.9	0.4	0.9	0.9
Gunnison/ Hinsdale	5.0	1.0	0.0	0.0	4.0	1.0	0.8	0.8			0.8	0.8
Huerfano	6.5	1.5	1.8	0.0	3.9	1.0	0.8	0.8				0.8
Jefferson	139.0	28.0	0.0	21.5	123.0	30.3	20.9	24.6		2.3	20.9	3.1
Kiowa	2.5	2.0	0.0	0.0	0.5	0.1	0.1	0.1			0.1	0.1
Kit Carson	10.0	3.0	4.0	0.0	4.2	1.0	0.8	0.8				0.8
La Plata	17.8	4.5	1.8	4.5	19.8	4.9	4.0	4.0	2.0	0.4	2.2	
Lake	3.5	1.3	0.0	0.3	3.0	0.7	0.6	0.6			0.6	0.3
Larimer	75.0	20.0	5.0	38.5	159.2	39.2	27.1	31.8	84.2	19.2	22.1	
Las Animas	7.0	2.0	5.0	2.5	5.7	1.4	1.1	1.1				
Lincoln	3.0	1.3	1.0	0.0	4.3	1.1	0.9	0.9	1.3			0.9
Logan	15.0	5.0	6.0	0.0	12.3	3.1	2.5	2.5				2.5
Mesa	77.0	15.0	5.0	9.0	55.7	13.7	9.5	11.1			4.5	2.1
Moffat	7.0	2.0	2.0	2.0	6.0	1.5	1.2	1.2				
Montezuma	9.0	2.0	3.0	0.0	11.5	2.9	2.3	2.3	2.5	0.9		2.3
Montrose	15.0	3.0	3.0	1.0	20.0	5.0	4.0	4.0	5.0	2.0	1.0	3.0
Morgan	14.0	3.5	5.5	0.0	12.2	3.0	2.4	2.4				2.4
Otero	8.0	1.0	4.0	4.0	9.0	2.2	1.8	1.8	1.0	1.2		
Ouray	1.5	0.8	0.0	0.0	1.4	0.4	0.3	0.3			0.3	0.3
Park	7.0	1.0	1.0	1.0	6.3	1.6	1.3	1.3		0.6	0.3	0.3
Phillips	1.0	1.0	0.0	0.0	1.2	0.3	0.2	0.2	0.2		0.2	0.2
Pitkin	2.8	1.5	0.0	0.0	4.4	1.1	0.9	0.9	1.7		0.9	0.9
Prowers	3.5	2.3	3.0	1.0	4.8	1.2	1.0	1.0	1.3			
Pueblo	76.5	12.0	8.0	12.0	40.1	9.9	6.8	8.0				
Rio Blanco	8.0	3.0	3.0	0.0	4.2	1.1	0.8	0.8				0.8
Rio Grande/ Mineral	5.0	2.0	1.8	0.0	6.2	1.6	1.2	1.2	1.2			1.2
Routt	3.0	1.0	0.5	1.0	2.9	0.7	0.6	0.6			0.1	
Saguache	4.3	2.3	1.3	1.3	2.9	0.7	0.6	0.6				
San Miguel	1.5	0.8	0.0	0.0	2.1	0.5	0.4	0.4	0.6		0.4	0.4
Sedgwick	1.0	1.0	0.0	0.0	0.1	0.0	0.0	0.0			0.0	0.0
Summit	6.0	4.0	2.0	0.5	2.7	0.7	0.5	0.5				0.0

County	Current Authorized Total				Recommended Total				Recommended Additional/New Staff			
	Caseworkers	Supervisors	Case Aide	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff	Caseworkers	Supervisors	Case Aides	Other Support Staff
Teller	8.0	2.0	3.0	1.5	8.7	2.2	1.7	1.7	0.7	0.2		0.2
Washington	3.5	1.0	2.0	0.0	5.6	1.4	1.1	1.1	2.1	0.4		1.1
Weld	89.5	25.0	0.0	18.0	161.2	39.7	27.4	32.2	71.7	14.7	27.4	14.2
Yuma	3.7	0.9	1.0	0.0	4.1	1.0	0.8	0.8	0.4	0.1		0.8
Total	**1,743.4**	**438.0**	**188.5**	**310.0**	**1,827.1**	**451.2**	**320.7**	**365.4**	**292.7**	**83.6**	**188.2**	**132.6**

Note. Some totals may not equal the sum of counties due to slight rounding differences.