

State of Alaska FY2002 Governor's Operating Budget

Department of Health and Social Services
Front Line Social Workers
BRU/Component

Component: Front Line Social Workers

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Component Mission

The mission of the Division of Family and Youth Services is to protect children who are abused and neglected or at risk of abuse and neglect.

Component Services Provided

The Front Line Social Workers component provides services to carry out the legal mandates of the Department to prevent and remedy abuse, neglect, and the exploitation of children. For child protective services, primary service activities include the following elements: investigations of reports of harm; crisis intervention; assessment of risk of future harm in the absence of intervention; family strength and need assessment and case planning; assessment of progress toward the achievement of case plan goals; initiating legal action to protect clients, monitoring implementation of treatment plans, and coordination of services; arranging out-of-home care, when appropriate and necessary, in the least restrictive setting; and arranging alternative permanent placement for children when a return home is not possible.

Primary service activities include the following elements for child protection: family centered services that focus on the family rather than the individual and that assist client families in regaining or maintaining autonomy; arranging for family preservation and family reunification services by grant and contract agencies; and licensure of foster homes, residential care facilities and child care facilities.

Component Goals and Strategies

1) **PROVIDE SERVICES TO ALASKA CHILDREN AND THEIR FAMILIES TO PREVENT AND ELIMINATE REPEATED ABUSE, NEGLECT, AND EXPLOITATION OF CHILDREN:**

· For FY2001, the Division, through the Front Line Social Workers component, maintains approximately 313 permanent positions, including 228 social workers and social services associates, located in 4 regional offices and 29 field offices spanning from Ketchikan to Barrow to deliver direct services to abused and neglected children and their families.

· DFYS provides a range of resources to prevent and remedy child abuse and neglect including: child protective services, foster care, residential care, family support/family preservation services, permanency planning, and community care licensing.

· As of September 5, 2000, the Department had 2,409 children in custody and in out-of-home care (including 461 children in the custody of the Division of Juvenile Justice). There were approximately 1,147 licensed foster care providers and 1,805 children in foster care (including approximately 517 children that have been placed in unlicensed relative homes).

· The Subsidized Adoption & Guardianship program provides permanent homes for children that have been placed in permanent custody of the State. This program has been very successful due to increased emphasis on permanency planning and the State initiatives such as Project SUCCEED and the Balloon Project. From FY1992 to FY2000 the number of children removed from the foster care system and placed in a permanent home increased 294% from 338 to 1,332. Meeting the continuing caseload growth continues to be the most significant accomplishment of this program. At the close of FY2000, there were 1,332 children in the Subsidized Adoption & Guardianship program. The Department anticipates the number of children in the Subsidized Adoption & Guardianship program to increase by 14% to 1,518 in FY2001 with an additional 14% growth to 1,730 in FY2002.

· For FY2001, the Department has purchased approximately 256 residential treatment beds providing a continuum of six levels of residential treatment ranging from day treatment to intensive residential diagnostic treatment center services. The current foster care system is overcrowded, with many foster care children that experience severe emotional and behavioral problems. These children often fail in foster home settings, resulting in multiple placements for children and often the loss of foster homes. For many of these children, group care, a treatment environment with 24-hour professional staff, is a more appropriate placement.

· The Department provides 31 Family Support, Family Preservation, and Time Limited Family Reunification grants to 26 non-profit grantees located across the state. DFYS social workers utilize these grantees and refer clients for crisis intervention; parenting skills; prevention of out-of-home placement; and other services to support children in DFYS custody and their families (including foster and adoptive families).

2) PROVIDE TRAINING TO INCREASE PROFESSIONAL COMPETENCE AND REDUCE EMPLOYEE TURNOVER:

· The Division, through the Training Academy, will continue to provide new social workers with two weeks of training prior to assigning them a caseload and a third week of training within their first six months of work with DFYS. Training increases the workers' ability to recognize symptoms of abuse and neglect; increases their skill in working with abused and neglected children and their families to prevent further abuse and neglect; and strengthens their ability to assess when it is necessary to remove children from potentially harmful situations before physical or mental injury occurs or is repeated.

· Training is not limited to new social workers. On-going training is also provided to current DFYS social workers, social service aides, licensing workers, and managers. The on-going workers are provided with specialized and advanced training such as Advanced Indian Child Welfare Act training and Advanced Assessment of Risk.

· Training is provided to supervisors and managers in areas such as basic supervision, management, and program administration so that they can better manage and direct the field workers.

3) INCREASE THE DIVISION'S ABILITY TO RECRUIT AND RETAIN PROFESSIONAL LEVEL SOCIAL WORKERS:

· The Division will continue efforts to reduce employee turnover and to recruit new employees including training provided by the Family & Youth Services Training Academy, the Bachelors of Social Work stipend program, and the "back-to-school" Masters of Social Work program.

· The Department provides a stipend program, through the Family & Youth Services Staff Training component, for recruitment of Bachelor of Social Work students at the University of Alaska, Anchorage, and the University of Alaska, Fairbanks. The students spend their senior year practicum assigned to special DFYS field units in the Anchorage and Fairbanks Family Services offices. DFYS pays the student a monthly stipend while they are in school, doing the practicum. After graduation, they are legally obligated to accept employment as DFYS Social Workers. This provides new workers who are already trained and mentored to fill vacancies in the DFYS workforce.

· The Department, through the Training component, provides a "return to school" program for existing staff. The staff member may apply for a Masters of Social Work at UAA or a Bachelors of Social Work at UAA or UAF. Once accepted by the University program and attending the program, the Division will pay the employee an educational stipend. Upon completion of the degree, they are legally obligated to return to work within DFYS. This arrangement gives the staff professional enhancement and increased expertise to conduct the best child welfare/child protection practice to serve abused and neglected children and their families.

4) INCREASE THE DIVISION'S ABILITY TO RESPOND TO REPORTS OF HARM:

· The Report of Harm response is up all over. The Division will continue the Dual Track pilot grant program for the Mat-Su Valley area. DFYS implemented the Dual Track pilot program in the Mat-Su Valley area in FY1999 in response to an unacceptably high rate of "low priority" (Priority Three) reports of harm that went uninvestigated. The Dual Track program provides Family Preservation grant funding to a non-profit community partner agency to perform intervention and follow-up work for cases that DFYS has assessed as being low risk. This program has enabled the Division to focus more social worker staff resources on investigating higher priority reports of harm. The Dual Track

pilot program provides a differential response to child protection. Without this program many of these cases would go uninvestigated, potentially resulting in further harm to children.

5) CONTINUE THE PSYCHIATRIC NURSE PROGRAM:

The Department initiated the Psychiatric Nurse Program in FY1999 with three years funding from the Alaska Mental Health Trust Authority. The Department has submitted an FY2002 fund source change to provide for the continuation of this program. The establishment of the Psychiatric Nurse program has made a significant improvement on determining placement options for children in the Department's custody and has strengthened the existing Regional Placement Committee structure, the current process for determining the placement and treatment of children and youth who present complex psychiatric needs. The psychiatric nurses serve as the chairs for the Department's Regional Placement Committees and play an essential role in determining whether medical necessity for psychiatric residential services is met, for ensuring that all children recommended for residential placement are referred to the facility most appropriate to meet their treatment needs, and that out-of-state referrals are made only when a child's treatment needs cannot be met in state.

6) REDUCE THE LENGTH OF TIME BETWEEN INITIAL OUT-OF-HOME PLACEMENT AND ALTERNATE PERMANENT PLACEMENT:

· Permanent placements must be accomplished within the shortened time frames mandated by State and Federal law, including Alaska's HB 375 (Chapter 99, SLA 98) and the Federal Adoption and Safe Families Act of 1997. The Department has dedicated resources and has implemented initiatives including Project SUCCEED and the Balloon Project to comply with these new laws and to help move children waiting in the child welfare system to a permanent home. Project SUCCEED and the Balloon Project are multi-agency projects that target funds to the Court System, Department of Law, Office of Public Advocacy and the Public Defender Agency to focus on legal proceedings needed for children who have been in custody the longest period of time. Project SUCCEED also provides funds to two community grants to help prepare the child and family for final adoption and guardianship and to follow the child and family for up to one year after the final adoption or guardianship court hearing.

· Continue the Balloon Project as an ongoing program: Balloon Project funding enabled DFYS to hire 14 additional non-permanent social workers to focus on the "transition" list of children that have been in custody the longest. The Department's FY2002 budget submittal includes provisions for continued implementation of the system set in place by the Balloon Project. The continuation of this effort is critical to assure every child in state custody receives timely case plans and services, and exits custody within the statutory time limits. Implementation of this program will serve to further reduce backlogged cases and prevent future backlogs from occurring. The Balloon Project has been extremely successful in reducing the foster care caseload backlog. One measure of the Balloon Project's success can be seen in the reduction of the growth of the foster care caseload. In FY1999 the foster care caseload increased by 16.4%. In FY2000, the growth rate decreased to 5.8%. Long-term benefits of this program will include: savings from reduced foster care caseloads; increased compliance with Federal and State permanency planning laws; prevention of a backlog of cases from happening again; continued collaboration between DFYS and the State legal entities to process child protective services cases on a timely basis; more efficient operations; timely client case handling helps to prevent "problem" cases; and the child protection system works better overall because of the expertise developed during the Balloon Project trial.

· Continue Funding Child Protection Legal Assistance: The Child Protection Legal Assistance BRU, created within DFYS in FY1999, strengthens the State's ability to process Child in Need of Aid (CINA) cases through the legal system to increase the number of children legally eligible to be adopted. This BRU provides funding for RSA's with the Public Defender Agency and the Office of Public Advocacy for processing Child in Need of Aid Cases (CINA). The Public Defender Agency provides attorney resources to concentrate on CINA cases and the Office of Public Advocacy provides Guardian Ad Litem for these new cases. In addition, DFYS maintains RSA's with the Department of Law and the Court System to address the problem of backlogged adoption court cases. The Division anticipates that the services provided by these agencies will continue to be a significant factor in Subsidized Adoption & Guardianship caseload growth into FY2002.

Key Component Issues for FY2001 – 2002

Continuation of the Balloon Project: The Division's FY2002 budget includes provisions to provide continued funding for the Balloon Project. The Balloon Project provides funding for DFYS and partner legal agencies including the Department of Law, the Public Defender Agency and the Office of Public Advocacy to focus on moving children on the "transition list" that have been in custody the longest from the foster care system and into permanent homes. In FY2000, Balloon Project funding enabled DFYS to hire 14 additional non-permanent social workers to focus on the "transition" list of children that have been in custody the longest. One measure of the Balloon Project's success can be seen in the reduction of the growth of the foster care caseload due to children moving out of the foster care system and into permanent homes. In FY1999 the foster care caseload increased by 16.4% compared to only 5.8% growth in FY2000. Long-term benefits of the Balloon Project will include: moving children that have lingered in the foster care system into permanent homes; savings from reduced foster care caseloads; increased compliance with Federal and State permanency planning laws; prevention of a backlog of cases from happening again; continued collaboration between DFYS and the State legal entities to process child protective services cases on a timely basis; more efficient operations; timely client case handling helps to prevent "problem" cases; and the child protection system works better overall because of the expertise developed during the Balloon Project trial.

Technology and Efficiency Improvements: DFYS initiated a Transcription Services pilot project in January, 2000, in which eight social workers in three DFYS offices participated. Transcription Services is a telephone dictation service which allows social workers to maintain current, accurate case files without increasing the need for internal clerical support. Preliminary review of the pilot project shows that workers using transcription services spend on average 7.5 hours, or one work day per week, less completing paperwork. Transcription Services allows DFYS social workers to spend more time with clients, accurately documents the case actions and activities, and improve communications with system partners. Based on the success of the pilot project, the Department has submitted an increment request to provide Transcription Services to all DFYS front line social workers.

Major Component Accomplishments for FY2000

1) PROVIDED TRAINING TO NEW AND ONGOING WORKERS:

In FY2000, the Family Services Training Academy delivered 73 training sessions, representing 191 days of in-service training to 310 DFYS workers. Approximately 98 new workers completed Training and Orientation for New Employees (TONE) and the Core 103/104 training. Training sessions have occurred at the Anchorage site, and throughout the state in Ketchikan, Juneau, Palmer, Fairbanks, Nome, Kenai, and Bethel. Two courses were distance delivered throughout the state. Curricula were developed in Advanced Related Topic: Legal Issues for CPS Workers, Advanced Related Topic: AOD/FAS/FAE, Advanced Specialized Intensive Sexual Abuse Interviewing Skills Training, Advanced Specialized Foster Care and Adoption, and Advanced Related Topic: Domestic Violence Issues for CPS Workers. The plan for FY01 includes a focus on delivering Advanced Intensive Sexual Abuse Interviewing Skills to nine sites throughout the state, with a target attendance of 80% of all DFYS CPS social workers who have six months or more experience.

2) RECRUITED AND RETAINED PROFESSIONAL LEVEL SOCIAL WORKERS:

DFYS and the University of Alaska have partnered to provide the three primary programs of this component, the Family Services Training Academy, the "return to school" program and the student recruitment program. The "return to school" program gives DFYS staff the opportunity to complete either a Bachelor of Social Work or Master of Social Work at UAA or UAF while on educational leave. The staff member is obligated to return to DFYS to work upon completion of the degree. Five persons have completed their MSW's under this program to date.

The student recruitment program supports individuals who are completing their BSW degree program at UAA or UAF. These individuals are placed in the Anchorage or Fairbanks DFYS offices in special units with a practicum instructor. In an effort to attract new workers to rural areas of the state, the program for FY2001 continues to include an enhanced stipend for any student who will agree to fulfill their work commitment with DFYS anywhere in the state. Three of the nine students have taken advantage of this opportunity for FY2001. Two BSW graduates have gone to work for DFYS under this program to date.

3) CHILDREN THAT HAVE BEEN IN CUSTODY THE LONGEST ARE MOVING FROM THE FOSTER CARE SYSTEM INTO PERMANENT HOMES:

Implementation of the Alaska Adoption Exchange: In FY2000 the Division implemented a third component to Project SUCCEED, the Alaska Adoption Exchange, which promotes earlier identification of children in the system waiting and potential families wanting them. The Alaska Adoption Exchange lists children in custody who are available now or soon to be available for adoption. The Exchange also lists potential adoptive families who are considered for placements of special needs children. The Exchange creates a mechanism for different DFYS workers to know about other children and potential adoptive families in the state. Children in custody are registered on the Exchange as soon as adoption has been identified as the permanent plan. This includes children who are not legally free but have termination of parental rights planned and the division has court approval to register.

Balloon Project: The Balloon Project provides funding for DFYS and partner legal agencies including the Department of Law, the Public Defender Agency and the Office of Public Advocacy to focus on moving children on the "transition list" that have been in custody the longest from the foster care system and into permanent homes. One measure of the Balloon Project's success can be seen in the reduction of the growth of the foster care caseload due to children transitioning to permanent homes. In FY1999 the foster care caseload increased by 16.4%. In FY2000, the foster care growth rate decreased to 5.8%. Long-term benefits of the Balloon Project will include: moving children that have lingered in the foster care system into permanent homes; savings from reduced foster care caseloads; increased compliance with Federal and State permanency planning laws; prevention of a backlog of cases from happening again; continued collaboration between DFYS and the State legal entities to process child protective services cases on a timely basis; more efficient operations; timely client case handling helps to prevent "problem" cases; and the child protection system works better overall because of the expertise developed during the Balloon Project trial.

Statutory and Regulatory Authority

- AS 47.05 Administration of Welfare, Social Services, and Institutions.
- AS 47.10 Children in Need of Aid.
- AS 47.17 Child Protection.
- 7 AAC 50,51, and 53
- 7 AAC 50 Family and Youth Services
- 7 AAC 53 Social Services

Titles IV-B and IV-E of the Social Security Act

Key Performance Measures for FY2002

Measure: The performance measure for this component is set up at the BRU level. Please see the performance measures under the Family and Youth Services BRU.
(Developed jointly with Legislature in FY2001.)

Status of FY2001 Performance Measures

	<i>Achieved</i>	<i>On track</i>	<i>Too soon to tell</i>	<i>Not likely to achieve</i>	<i>Needs modification</i>
<ul style="list-style-type: none"> • The performance measure for this component is set up at the BRU level. Please see the performance measures under the Family and Youth Services BRU. 			X		

Front Line Social Workers
Component Financial Summary

All dollars in thousands

	FY2000 Actuals	FY2001 Authorized	FY2002 Governor
Non-Formula Program:			
Component Expenditures:			
71000 Personal Services	17,315.1	17,325.0	19,481.5
72000 Travel	230.1	171.5	171.5
73000 Contractual	1,577.6	2,371.0	4,081.9
74000 Supplies	159.9	163.3	163.3
75000 Equipment	39.4	35.0	35.0
76000 Land/Buildings	0.0	0.0	0.0
77000 Grants, Claims	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
Expenditure Totals	19,322.1	20,065.8	23,933.2
Funding Sources:			
1002 Federal Receipts	5,596.2	5,274.4	8,853.8
1003 General Fund Match	2,474.0	2,991.1	3,033.0
1004 General Fund Receipts	5,524.6	6,318.8	10,292.8
1007 Inter-Agency Receipts	1,000.9	744.6	1,605.1
1037 General Fund / Mental Health	145.6	150.6	148.5
1047 Title XX	3,950.0	4,328.6	0.0
1053 Investment Loss Trust Fund	0.0	119.6	0.0
1092 Mental Health Trust Authority Authorized Receipts	0.0	138.1	0.0
1119 Tobacco Settlement	630.8	0.0	0.0
Funding Totals	19,322.1	20,065.8	23,933.2

Estimated Revenue Collections

Description	Master Revenue Account	FY2000 Actuals	FY2001 Authorized	FY2001 Cash Estimate	FY2002 Governor	FY2003 Forecast
Unrestricted Revenues						
None.		0.0	0.0	0.0	0.0	0.0
Unrestricted Total		0.0	0.0	0.0	0.0	0.0
Restricted Revenues						
Federal Receipts	51010	5,596.2	5,274.4	5,334.4	8,853.8	8,819.7
Interagency Receipts	51015	1,000.9	744.6	744.6	1,605.1	1,594.6
Title 20	51145	3,950.0	4,328.6	3,950.0	0.0	0.0
Investment Loss Trust Fund	51393	0.0	119.6	119.6	0.0	0.0
Mental Health Trust Authority Auth.Rec.	51410	0.0	138.1	138.1	0.0	0.0
Restricted Total		10,547.1	10,605.3	10,286.7	10,458.9	10,414.3
Total Estimated Revenues		10,547.1	10,605.3	10,286.7	10,458.9	10,414.3

Front Line Social Workers

Proposed Changes in Levels of Service for FY2002

Continuation of the Balloon Project: The Department has submitted an FY2002 budget proposal that would provide for continued implementation of the system set in place by the Balloon Project. The continuation of this effort is critical to assure every child in state custody receives timely case plans and services, and exits custody within the statutory time limits. Implementation of this program will serve to further reduce backlogged cases and prevent future backlogs from occurring. The Balloon Project has been extremely successful in reducing the foster care caseload backlog. One measure of the Balloon Project's success can be seen in the reduction of the growth of the foster care caseload. In FY1999 the foster care caseload increased by 16.4%. In FY2000, the growth rate decreased to 5.8%. Long-term benefits of this program will include: savings from reduced foster care caseloads; increased compliance with Federal and State permanency planning laws; prevention of a backlog of cases from happening again; continued collaboration between DFYS and the State legal entities to process child protective services cases on a timely basis; more efficient operations; timely client case handling helps to prevent "problem" cases; and the child protection system works better overall because of the expertise developed during the Balloon Project trial.

Continuation of the Psychiatric Nurse Program: The Department has submitted a \$135.9 fund source change to provide for the continuation of the Psychiatric Nurse program, initiated in FY1999 and ending in FY2001, with three years funding from the Alaska Mental Health Trust Authority. This request will cover 25 percent of the psychiatric nurses and support staff for the Department's four Regional Placement Committees. The establishment of this program has made a significant improvement on determining placement options for children in the Department's custody and has strengthened the existing Regional Placement Committee structure, the current process for determining the placement and treatment of children and youth who present complex psychiatric needs.

Statewide Implementation of Transcription Services: DFYS implemented a Transcription Services pilot project in January, 2000, in which eight social workers in three DFYS offices participated. Transcription Services is a telephone dictation service which allows social workers to maintain current, accurate case files without increasing the need for internal clerical support. Based on the success of the Transcription Services pilot project, the Department has submitted an increment request to provide Transcription Services to all DFYS front line social workers. Preliminary review of the pilot project shows that workers using transcription services spend on average 7.5 hours, or one work day per week, less completing paperwork. Transcription Services allows DFYS social workers to spend more time with clients, accurately documents the case actions and activities, and improves communications with system partners.

Implementation of Risk and Safety Tool: The Division has submitted an increment to finalize development and provide training for the implementation of the Division's new Safety and Risk Assessment tool. This new Risk Assessment Tool will be utilized by DFYS social workers during the screening, investigation of Reports of Harm and on-going case management of DFYS cases. The Division is currently working with a contractor on developing a new Safety and Risk Assessment tool for use by DFYS social workers. In March, 1998, Legislative Audit issued a report based on an audit of DFYS. This audit identified the need to redesign the Risk Assessment Tool, to involve social workers in the project, and to provide adequate training to all field staff on the use of the new tool. This project will produce tools for use during the screening, investigation of Reports of Harm and on-going case management of DFYS cases. For these tools to be effective, all social workers will need to attend training on the development and implementation of the tools. This request is to fund the training and finalization of the new risk assessment tool.

Restore Funding Lost to Federal Title XX SSBG Federal Budget Cuts: The Department's FY2002 budget includes a proposal to switch \$595.5 in Federal Receipts to General Funds. This funding switch will restore a reduction in Federal Title XX Social Services Block Grant due to federal budget cuts. The Division's base budget includes \$4,328.6 million in Federal Title XX funding to pay for the salaries and wages of front line social workers. A reduction of \$595.5 in Title XX funding translates to approximately 15 positions statewide. The number of reports of harm and the number of children coming under the care of the Division of Family and Youth Services has continued to increase for a number of years. The Division has been successful in decreasing the growth of foster care placements from 16.4% in FY1999 to 5.8% in FY2000 and in achieving permanency for a large number of children that had been in foster care for an extended period of time through the Balloon Project.

Any reduction in the number of front line social workers may hamper any progress made during the last three years resulting in increased costs in foster care cost.

Summary of Component Budget Changes
From FY2001 Authorized to FY2002 Governor

All dollars in thousands

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
FY2001 Authorized	9,580.1	9,603.0	882.7	20,065.8
Adjustments which will continue current level of service:				
-Refinance Child Protection Services-Continue Balloon Project	1,628.4	0.0	0.0	1,628.4
-Continuation of the Psychiatric Nurse Program.	135.9	0.0	-135.9	0.0
-Refinance Child Protection Services-Restore Funding Lost to Federal Title XX	595.5	0.0	0.0	595.5
-Refinance Child Protection Services-From TANF-SSBG to Title XX	947.8	0.0	0.0	947.8
-Year 2 Labor Costs - Net Change from FY2001	-63.4	34.1	8.3	-21.0
Proposed budget decreases:				
-Reduce Federal Receipts Authority due to 4.25% limit on transfer from TANF-SSGB to Title XX	0.0	-347.8	0.0	-347.8
-Title 20 reduction to Recognize Funding Lost Due to Federal Title XX SSBG Federal Budget Cuts	0.0	-595.5	0.0	-595.5
Proposed budget increases:				
-Case note transcription services for social workers	450.0	0.0	0.0	450.0
-Finalize and Implement the Division's new Safety and Risk Assessment Tool	200.0	0.0	0.0	200.0
-Increase Federal matching funds for Balloon Project continuation	0.0	160.0	0.0	160.0
-Continue client services funded through TANF transfer to the SSBG.	0.0	0.0	850.0	850.0
FY2002 Governor	13,474.3	8,853.8	1,605.1	23,933.2

Front Line Social Workers

Personal Services Information

Authorized Positions			Personal Services Costs	
	FY2001 Authorized	FY2002 Governor		
Full-time	306	324	Annual Salaries	14,054,948
Part-time	3	3	COLA	210,937
Nonpermanent	0	0	Premium Pay	909,419
			Annual Benefits	5,210,824
			<i>Less 4.44% Vacancy Factor</i>	<i>(904,628)</i>
			Lump Sum Premium Pay	0
Totals	309	327	Total Personal Services	19,481,500

Position Classification Summary

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Accounting Clerk I	2	0	0	0	2
Accounting Clerk II	1	1	0	0	2
Administrative Assistant	0	1	0	0	1
Administrative Clerk I	2	1	0	1	4
Administrative Clerk II	11	7	2	13	33
Administrative Clerk III	4	1	1	2	8
Administrative Manager I	2	1	1	0	4
Administrative Supervisor	1	0	0	0	1
Childrens Services Manager	2	1	1	0	4
Community Care Lic Spec I	7	4	1	1	13
Community Care Lic Spec II	1	1	0	0	2
Mntl Hlth Clinician III	0	1	1	1	3
Nurse IV (Psych)	2	1	1	0	4
Project Asst	0	0	1	0	1
Social Svcs Assoc I	0	0	0	2	2
Social Svcs Assoc II	0	0	0	2	2
Social Svcs Assoc III	11	3	1	8	23
Social Worker I	3	4	0	10	17
Social Worker II	3	4	1	7	15
Social Worker III	63	18	11	52	144
Social Worker IV	11	6	3	15	35
Social Worker V	2	2	1	2	7
Totals	128	57	26	116	327