

Indiana Department of Child Services

Annual Staffing and Caseload Report

to the State Budget Committee and Legislative Council

State Fiscal Year 2019

(July 2018–June 2019)



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Executive Summary

Every day, Indiana Department of Child Services' family case managers (FCMs) provide a lifeline to Hoosier families and children in crisis. They are the agency's front line, working tirelessly to protect Indiana's most vulnerable residents. Maintaining manageable caseloads for these staff members is critical to ensuring the agency provides the best service possible to those in need.

During SFY 2019, DCS sought to meet a 12/17 standard for FCMs in each of its 19 regions across Indiana.* This standard assumes an FCM will be accountable simultaneously for no more than:

- 12 assessments of child abuse/neglect allegations
- 17 children** monitored and supervised in ongoing cases

Pursuant to Indiana law (31-25-2-6), DCS compiles an annual report for the Legislative Council and State Budget Committee detailing the agency's compliance with the 12/17 standard.

This report seeks to:

- Demonstrate agency recruitment, training and retaining of FCMs;
- Describe the methodology used to compute caseloads for each FCM;
- Indicate whether the statewide average caseloads for FCMs exceed agency standards, and if so:
 - o Include a written plan to reduce caseloads and
 - o Identify best management practices and resources required to achieve effective and efficient delivery of child protection services.

As the agency worked to promote a safe and supportive workplace, SFY 2019 saw important gains in the agency's ability to meet the 12/17 standard. Improved retention of quality employees and recruitment of promising candidates resulted in the agency finishing the state fiscal year at nearly 95% compliance.

SFY 2019 Year-End Snapshot

- 2,178 field FCM staff (individuals currently carrying a caseload)
- 209 FCMs in training
- 0 vacant field FCM positions
- 9 of 19 regions met the 12/17 standard.
- 7 regions had between 90% and 100% of staff needed to meet the 12/17 standard.
- Statewide staffing level met 95% of need.
- To have met the 12/17 standard, DCS would have needed an additional 104 caseload-carrying FCMs.

Factors impacting the state's ability to meet the 12/17 standard include:

- High number of reports to the Indiana Child Abuse & Neglect Hotline, resulting in more assessments
- Increased complexity of cases
- FCM turnover

* DCS uses the six-month caseload average for reporting its compliance with the 12/17 standard.

** A child placed in a residential treatment facility is weighted at 50%, as many of the daily case management functions traditionally performed by the FCM are assumed by the residential facility.

Recruitment, Training and Retention of Family Case Managers

Every day, more than 4,600 DCS employees come to work with a common goal: to protect Hoosier children at risk of abuse or neglect by someone entrusted with their care.

More than half of these employees are family case managers (FCMs), the agency's first line of defense. This dedicated corps of workers serves as the voice of the children who pass through the state child welfare system, advocating for their best interest and equipping their families with the means to provide the childhood they deserve.

Theirs is high-stakes work, with the potential to leave a lifelong impact on a child in need; understandably, such responsibility also brings great stress.

It is the agency's duty to support these workers in every way possible: to foster a collaborative environment, ensure manageable caseloads and create a workplace that recognizes the dedication of its employees.

As such, DCS continually evaluates the best ways to recruit qualified workers while making meaningful efforts to retain those who have already committed their talents to the agency.

Consistency of staff positively impacts not only office morale but the service DCS offers its families, including: timely assessments of allegations of abuse or neglect; continuity of case management; fewer disruptions in placement; shorter stays in foster care and a decreased rate of repeat maltreatment.

With those goals in mind, DCS employees continually step in and step up to ensure Indiana's most vulnerable have the services they need not just to get by – but to thrive in safe and caring communities.

Recruitment

Inevitably, the agency will lose family case managers annually for a number of reasons, including promotions, transfers, retirement or other opportunities outside child welfare work. Every effort must be made to recruit quality candidates to replace these departing employees. In SFY 2019, the DCS talent acquisition team hosted career fairs across the state to engage with job candidates from social work or human and social services backgrounds. DCS human resources (HR) has also broadened its reach of candidates by posting open positions on university and college job boards for graduating seniors. The team has also partnered with the Ascend Program to match highly qualified recent graduates with positions in their counties. The state of Indiana's move to SAP SuccessFactors has allowed for recruiters to be more proactive in sourcing candidates who have applied to other positions at the state; it has also allowed for hiring managers to be involved earlier in the process.

The talent acquisition team always has an eye on the areas of greatest need; Region 10, for example, regularly struggles to maintain enough staff to meet the 12/17 standard. In SFY 2019, DCS HR conducted multiple Facebook advertising campaigns targeting Marion County as well as rural areas of the state where more staff is needed.

Training

Setting FCMs up for success in their work is integral to ensuring positive outcomes for children in our care, and DCS took important steps in SFY 2019 to better prepare our front-line staff for these responsibilities. In an effort to pro-

vide more individualized training, cohort class sizes have been limited to 25 or fewer trainees. Three new trainer positions were created during the state fiscal year to maintain smaller class sizes where new employees feel empowered to ask questions as they connect to their peers throughout the learning process.

Additionally, the agency piloted regional cohort trainings (Knox, Jackson and St. Joseph counties) in SFY 2019 to offer closer proximity to participants to eliminate added stress and time away from family related to travel. A survey of the first cohort to experience regional training showed participants enjoyed increased interaction among fellow staff members and would prefer local training going forward.

FCMs go through a comprehensive training program to equip them with the skills to serve Hoosier families to the best of their ability, including completion of 12 weeks of training before taking on a full caseload. Because of the large number of FCMs, the department employs and staff attrition, DCS will always have a certain number of FCMs in training.

FCMs in training are not included in the caseload calculation.

The FCM training program comprises 26 classroom days and 32 local office transfer-of-learning days. In addition to the classroom training, 28 Computer-Assisted Trainings (CATs) were developed for these new workers to complete at their local offices. The training ensures new workers receive ample time in the local offices to gain hands-on experience relative to the area where they'll be working. New DCS employees are not immediately handed an entire caseload; we find it is more encouraging to incoming employees to take on smaller caseloads that we build upon as their comfort level grows.

Based on the findings of the 2018 Child Welfare Policy and Practice group agency assessment, DCS implemented pay increases for FCMs in 2018 to make them comparable with states most similar to Indiana in values that are relevant to child welfare and surrounding states (New Mexico, Rhode Island, Louisiana, Iowa and Oklahoma). The agency has adjusted salaries not only to start FCMs at a more competitive wage but to show the agency's commitment to meaningful, tangible rewards for its staff serving vulnerable children and families in this critical frontline position.

Incoming FCMs are initially classified as FCM trainees, receiving \$35,776 annual salary. The FCM salary increases to \$40,092 once the worker graduates from the 12-week training.

DCS begins a new training cohort every two weeks. During SFY 2019, the department started 27 new cohort classes, and as a result of these efforts, 811 cohort members graduated to FCM status.

DCS continues to focus on leadership trainings for both directors and supervisors. In the last state fiscal year, the agency has provided workshops for supervisors and directors including the following: Building a Healthy Work Environment, Meaningful Recognition, and True Collaboration. In addition, DCS has begun developing a Director's Core program for new directors.

Additionally, in SFY 2019, the agency created three leadership development advisor positions (one each for the north, central and south regions of the state) to focus on providing additional training for those who are rising to leadership levels in the agency.

Director Stigdon has also implemented regular professional-development forums focused on applying leadership principles to child welfare work.

Retention

A key component of DCS' retention strategy is the improvement of the agency's workplace culture. In 2019, the success of these efforts was measured by a follow-up Comprehensive Organizational Health Assessment administered by the National Child Welfare Workforce Institute. NCCWI surveyed staff about workplace culture and compared the 2019 responses to the baseline survey conducted in 2015.

Highlights of NCCWI's findings include:

- Staff appreciated leadership's active role in making employee well-being a priority.
- There is agency-wide support for Director Stigdon's approach to leadership.
- Overall ratings of staff intention to stay show a statistically significant increase from baseline to follow-up.
- Overall ratings for Job Satisfaction showed statistically significant increases for FCMs and supervisors.
- The agency has made considerable progress improving the organizational climate and addressing the culture of fear evident in the 2015 baseline assessment.
- Staff viewed the recently created advisory councils for FCMs and supervisors as an important step in addressing the gaps in communication

and lack of inclusivity in decision-making they expressed on the baseline assessment.

The findings of the organizational health assessment suggest DCS is moving in the right direction to motivate its workforce. To ensure agency retention continues trending in a positive direction, DCS surveys departing employees to determine why the employee left the agency. This, coupled with caseload data, also helps agency leaders determine how to best allocate vacant positions to meet operational needs in the field.

Actual turnover includes all FCMs who left their positions (including to accept another position within the agency). In SFY 2019, the actual turnover rate was 21.2 percent, which is a 28.9 percent reduction from the SFY 2018 rate of 29.8 percent.

The agency also launched a number of initiatives in SFY 2019 to support front-line staff. These include the formation of staff-driven advisory councils to allow experienced workers in the field to inform policy and practice. DCS also improved the FCM Supervisor-to-FCM ratio from 1:7.22 to 1:5.55 during SFY 2019 in an effort to bring the agency in line with best practices established by the Child Welfare League of America (CWLA). The CWLA best-practice ratio standard is 1:5.0. This is important because the best child welfare systems are those in which supervisors have the time, knowledge and skill to develop and support excellent casework practitioners.

Staff Caseload Data

Each month, DCS' case management system, Management Gateway for Indiana Kids (MaGIK), gathers information about current staffing levels and caseloads; this data helps agency leaders, in conjunction with the HR department, determine which regions are in the greatest need of additional employees.

MaGIK tracks new assessments opened each month, as well as ongoing cases, broken down by county. PeopleSoft, the state's human resources information system, compiles staffing levels, including total staff, staff in training, and staff unavailable for other reasons (such as leaves of absence).

DCS is organized into 18 geographical regions, with each region comprised of between one and nine counties. Additionally, the department created the central office region to encompass FCMs from the institutional assessment unit and the collaborative care unit, for a total of 19 regions.

With the switch to SAP SuccessFactors in 2019, we moved from regional-based job postings to county-based postings to allow each manager in the regions to have the ability to pipeline candidates for when they do have allocations and to collaboratively share candidates with other nearby counties. This move also allows the candidate more flexibility in choosing their desired location, which helps speed up time to fill.

Methodology to Compute Caseloads

There is no universal caseload standard governing all states, and most states do not have caseload standards codified in statute. Moreover, many states weigh cases differently in calculating caseload compliance, which means that case counts are not a function of just volume, but also complexity.

To provide the most accurate reflection of caseloads, the methodology used to compile this report:

- Removes from the 12/17 caseload analysis those specialized FCMs who do not carry caseloads.
 - E.g., hotline intake specialists, foster care and relative care specialists and staff in training
- Utilizes a six-month caseload average to measure compliance.
 - Highlights current caseload trends, providing a more accurate representation that allows the agency to make better staffing and management decisions
- Weights cases based on the work required to perform standard case management tasks.

- E.g., a residential placement = 50% of the value of a traditional CHINS case, as most case management functions is assumed by the residential facility

Ongoing Evaluation of Caseloads

In addition to caseload-weighting, DCS continues to evaluate workload and the functions performed by FCMs to determine an appropriate caseload. For example, the Collaborative Care program, a foster care program designed to allow older youth to receive case management support and services after age 18, has specially trained Collaborative Care Case Managers (3CMs). In SFY 2019, there were 75 3CMs. Collaborative Care looks past the idea of solely providing independent living services to older youth, pulling together two essential elements of becoming an emerging adult: building upon existing skill sets and developing supportive social networks. This program was designed to support youth-adult partnerships during the case planning, implementation, and monitoring process. In order to ensure appropriate workload for all FCMs, the Collaborative Care Unit was added to the 12/17 staffing table in SFY 2013. Another example of a unit with specialist FCMs is the Institutional Assessment Unit, which investigates allegations of child abuse and neglect in schools, day cares and residential facilities.

Additionally, in order to better support FCMs and remove certain functions from their workloads, DCS created two types of specialized FCM positions in the areas of foster care and relative care. The department currently has 210 of these FCM specialist positions (170 foster care specialists and 40 relative care specialists) to improve recruitment, licensing and support of foster parents and relative caregivers. In addition, these positions provide relief to FCMs

who were previously required to manage licensing and placement matching, as well as provide support for foster parents.

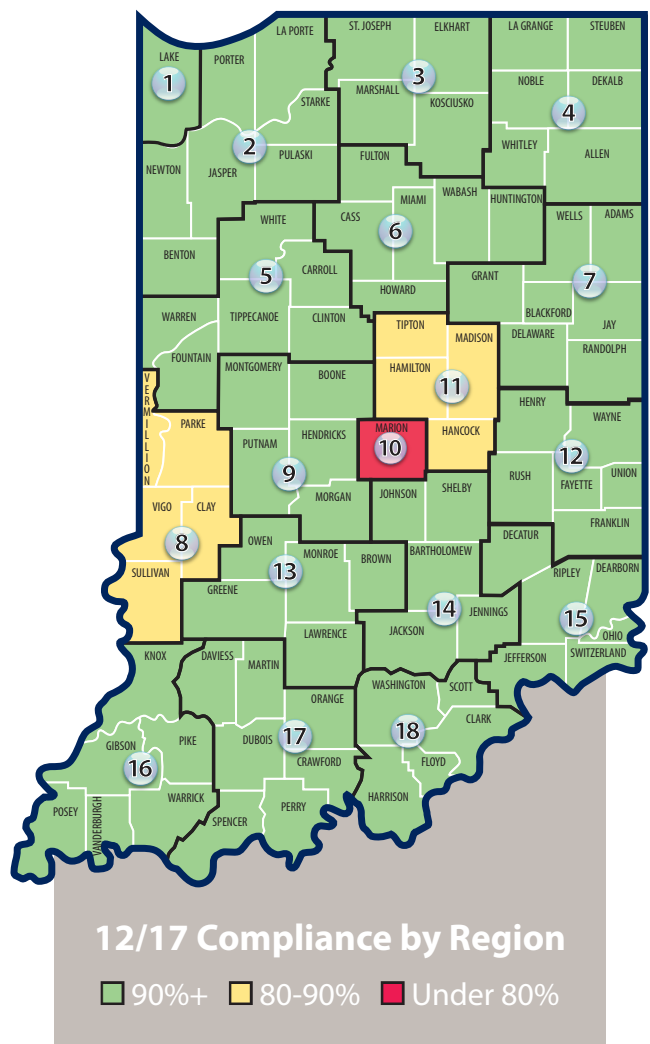
Since implementation of the specialized FCM position, the role of the specialist has evolved and is no longer solely comprised of duties previously handled by field FCMs. The specialists now manage all aspects of foster parent licensing, provide detailed guidance to FCMs in placement-matching, develop and implement recruitment plans to find the right foster parents to meet the needs in a particular region, manage initial orientation and training of new foster parents, and provide a higher level of support to foster parents and relative caregivers. In order to accommodate this evolution in practice, DCS does not include the specialist positions in its county or regional caseload calculations.

Compliance with Standards and Plans to Reduce Caseloads

SFY 2019 reflects a downward trend in the number of cases handled by DCS. At the end of the state fiscal year, DCS had a total of 22,700 cases (including informal adjustments, collaborative care and CHINS), compared with 26,047 open cases the prior year. In a further effort to support FCMs, child welfare assistants who were formerly contractors were converted to state employees in SFY 2019. This helps clerical staff feel part of the team and reinforces that their work is valued. Less turnover within clerical staff, ultimately, will equate to more consistent support of the FCMs.

At the end of SFY 2019, the agency staffing level was at more than 95% of need, with nine of 19 regions (the 19th region representing the Collaborative Care and Institutional Units) meeting the 12/17 standard. To reach 100% compliance, DCS would have needed an additional 104 caseload-carrying FCMs.

This number is calculated in each region thus:
Six-month average FCMs needed minus the num-

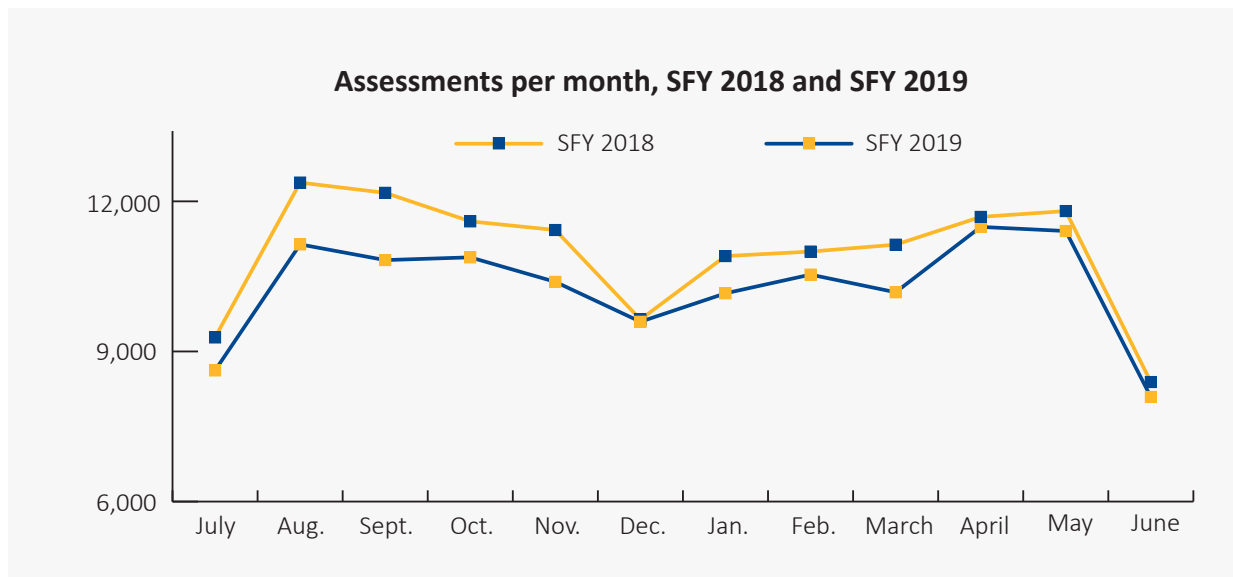


ber of FCMs already deployed to the field and the FCMs in training. FCM trainees are removed from the calculation because they represent existing workers that will be able to carry caseloads in the near future, upon graduation.

In addition to analyzing the number and types of ongoing cases, DCS evaluates the number of assessments opened each month. Staffing to ensure average caseloads of 12 assessments for FCMs at a time is particularly challenging due to the fluctuation in the number of reports DCS receives each month. This trend continued in SFY 2019, as evidenced by the range of assessments between the highest month total (11,489) and the lowest (8,091).

Assessments per Month and Change from SFY 2018

- **July 2018:** 8,621 (-7.1%)
- **August 2018:** 11,140 (-9.98%)
- **September 2018:** 10,826 (-11.04%)
- **October 2018:** 10,881 (-6.2%)
- **November 2018:** 10,391 (-9.07%)
- **December 2018:** 9,593 (-0.47%)
- **January 2019:** 10,162 (-6.82%)
- **February 2019:** 10,536 (-4.18%)
- **March 2019:** 10,183 (-8.54%)
- **April 2019:** 11,489 (-1.71%)
- **May 2019:** 11,407 (-3.38%)
- **June 2019:** 8,091 (-3.55%)



Effective and Efficient Delivery of Child Protection Services

The start of SFY 2019 brought many improvements to Indiana's child welfare system. Since that time, our agency has taken incredible steps to better serve Hoosier children and families. Among them:

- Improved supervisor-to-FCM ratio to allow for better mentoring of caseworkers, oversight of cases
- Made strides in support of our foster families
 - o Codified the Foster Parent Bill of Rights
 - o Hired a kinship navigator (new position)
 - o Hired a foster parent liaison (new position)
- Restructured leadership overseeing field operations
- Strengthened our legal division
 - o Determined optimal per-attorney case-load: 60-75 cases

- o Hired additional attorneys to reduce caseloads
- o Created multidisciplinary trial advocacy training
- o Provided attorneys a sufficient amount of administrative support

Prior to 2010, there were more than 300 different phone numbers across the state a person could call to make a report. In 2010, DCS established the Indiana Child Abuse and Neglect Hotline to ensure consistent and improved handling of calls alleging child abuse and neglect. The hotline is staffed with trained FCM intake specialists and at least one supervisor on every shift, 24 hours per day, 365 days per year. FCM intake specialists are specially trained to ask probing questions to obtain comprehensive information about a number of factors, including those that could impact worker safety. These specialists gather information from callers, enter the information into the DCS intake system and make recommendations to the DCS local office as to whether the information provided meets statutory criteria for DCS to conduct an assess-

ment. The local office reviews the recommendations included in the report to make a final decision of whether or not to open an assessment.

Calls are routed to one of five DCS hotline locations (Marion County, Blackford County, Lawrence County, St. Joseph County, and Vanderburgh County) in an effort to minimize wait time. In recent years, DCS has seen the number of reports increase annually, as indicated below:

- **SFY 2015:** 200,118
- **SFY 2016:** 211,502
- **SFY 2017:** 235,609
- **SFY 2018:** 247,658
- **SFY 2019:** 240,756

From SFY 2015 to SFY 2019, the hotline saw a 20% increase in reports. We believe this is due in large part to increased awareness of the hotline. We continue to spread word of ways to report suspected child abuse or neglect, with the goal of educating every Hoosier about Indiana's status as a mandatory reporting state. The Hotline saw a leveling off of incoming reports in SFY 2019, dropping 3% compared to SFY 2018.

Exhibit 1

12/17 Staffing and Caseload Report, State Fiscal Year 2019

County Name	6-Month Average Number of FCMs Needed ¹	Available FCMs Carrying Full Caseload ²	Additional FCMs Needed ³	Percentage of Need Filled by FCMs carrying Full Caseloads ⁴	FCMs in Training ⁵	FCMs Needed minus Training and Vacancies ⁶
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Statewide

Total	2,282	2,178	104	95%	209	(105)
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Central Office

Total	66	70	(4)	106%	0	(4)
Collaborative Care	48	54	(6)	113%	0	(6)
Institutional Unit	18	16	2	89%	0	2

Region 1

Total	137	147	(10)	107%	6	(16)
Lake	137	147	(10)	107%	6	(16)

Region 2

Total	86	91	(5)	106%	4	(9)
Benton/Newton*	8	8	0	100%	1	(1)
Jasper	8	8	0	100%	0	0
Laporte	30	32	(2)	107%	3	(5)
Porter	25	26	(1)	104%	0	(1)
Pulaski	5	6	(1)	120%	0	(1)
Starke	10	11	(1)	110%	0	(1)

¹Average number of caseload-carrying field FCMs needed to meet 12/17 standard

²Number of caseload-carrying field FCMs

³Additional FCMs needed to meet 12/17 standard (Column 2 minus Column 3)




⁴Percentage of staff need that is currently filled (Column 3 divided by Column 2)

⁵The number of FCMs currently in training

⁶Additional FCMs needed to meet 12/17 standard, not counting vacancies and FCMs in training (Column 4 minus Column 6, as there are no vacant positions.)

Note: Staff numbers are rounded to the nearest 1 person. Some figures may be slightly off due to rounding.

*Combined office

 = 90% or more
  = 80-89%
  = 79% or less

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 3

Total	154	153	(1)	99%	7	(6)
Elkhart	40	45	(5)	113%	1	(6)
Kosciusko	18	15	3	83%	1	2
Marshall	10	10	0	100%	0	0
St. Joseph	86	83	3	97%	5	(2)

Region 4

Total	183	179	4	98%	19	(15)
Allen	129	120	9	93%	11	(2)
Dekalb	13	13	0	100%	1	(1)
LaGrange	7	8	(1)	114%	1	(2)
Noble	17	17	0	100%	3	(3)
Steuben	9	12	(3)	133%	0	(3)
Whitley	8	9	(1)	113%	3	(4)

Region 5

Total	83	81	2	98%	7	(5)
Carroll	5	6	(1)	120%	1	(2)
Clinton	12	14	(2)	117%	0	(2)
Fountain/Warren*	9	10	(1)	111%	0	(1)
Tippecanoe	49	41	8	84%	5	3
White	8	10	(2)	125%	1	(3)

*Combined office

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 6

Total	81	81	0	100%	5	(5)
Cass	11	11	0	100%	0	0
Fulton	7	8	(1)	114%	0	(1)
Howard	30	29	1	97%	2	(1)
Huntington	12	10	2	83%	2	0
Miami	10	13	(3)	130%	0	(3)
Wabash	11	10	1	91%	1	0

Region 7

Total	133	144	(11)	108%	4	(15)
Adams	13	14	(1)	108%	0	(1)
Blackford	5	8	(3)	160%	0	(3)
Delaware	54	60	(6)	111%	2	(8)
Grant	28	27	1	96%	1	0
Jay	8	10	(2)	125%	0	(2)
Randolph	12	13	(1)	108%	1	(2)
Wells	13	12	1	92%	0	1

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 8

Total	109	97	12	89%	15	(3)
Clay	16	15	1	94%	1	(1)
Parke/Vermillion*	14	17	(3)	121%	0	(3)
Sullivan	11	11	0	100%	2	(1)
Vigo	68	54	14	79%	12	2

Region 9

Total	93	92	1	99%	14	(13)
Boone	16	15	1	94%	2	(1)
Hendricks	22	20	2	91%	4	(2)
Montgomery	17	19	(2)	112%	2	(4)
Morgan	22	21	1	95%	2	(1)
Putnam	16	17	(1)	106%	4	(5)

Region 10

Total	386	296	90	77%	37	53
Marion East	114	88	26	77%	4	22
Marion North	90	68	22	76%	12	10
Marion South	74	62	12	84%	8	4
Marion West	108	78	30	72%	13	17

*Combined office

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Region 11

Total	126	112	14	89%	18	(4)
Hamilton	31	27	4	87%	5	(1)
Hancock	19	20	(1)	105%	1	(2)
Madison	70	61	9	87%	10	(1)
Tipton	6	4	2	67%	2	0

Region 12

Total	71	66	5	93%	11	(6)
Fayette	11	13	(2)	118%	0	(2)
Franklin	5	7	(2)	140%	1	(3)
Henry	23	17	6	74%	6	0
Rush	7	6	1	86%	1	0
Union	2	2	0	100%	0	0
Wayne	23	21	2	91%	3	(1)

Region 13

Total	93	96	(3)	103%	10	(13)
Brown	5	6	(1)	120%	0	(1)
Greene	15	16	(1)	107%	1	(2)
Lawrence	23	22	1	96%	6	(5)
Monroe	40	41	(1)	103%	3	(4)
Owen	10	11	(1)	110%	0	(1)

County Name	6-Month Average Number of FCMs Needed	Available FCMs Carrying Full Caseload	Additional FCMs Needed	Percentage of Need Filled by FCMs carrying Full Caseloads	FCMs in Training	FCMs Needed minus Training and Vacancies
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Region 14

Total	101	94	7	93%	22	(15)
Bartholomew	28	24	4	86%	12	(8)
Jackson	16	12	4	75%	4	0
Jennings	15	19	(4)	127%	0	(4)
Johnson	29	29	0	100%	3	(3)
Shelby	13	10	3	77%	3	0

Region 15

Total	66	67	(1)	102%	6	(7)
Dearborn/Ohio*	15	18	(3)	120%	1	(4)
Decatur	17	17	0	100%	1	(1)
Jefferson	16	16	0	100%	1	(1)
Ripley	14	11	3	79%	3	0
Switzerland	4	5	(1)	125%	0	(1)

Region 16

Total	140	132	8	94%	10	(2)
Gibson	14	16	(2)	114%	0	(2)
Knox	24	22	2	92%	0	2
Pike	6	7	(1)	117%	0	(1)
Posey	13	14	(1)	108%	1	(2)
Vanderburgh	67	58	9	87%	5	4
Warrick	16	15	1	94%	4	(3)

*Combined office

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Region 17

Total	71	73	(2)	103%	3	(5)
Crawford	9	10	(1)	111%	0	(1)
Daviess	13	14	(1)	108%	0	(1)
Dubois	10	9	1	90%	0	1
Martin	4	5	(1)	125%	0	(1)
Orange	12	10	2	83%	2	0
Perry	10	10	0	100%	1	(1)
Spencer	13	15	(2)	115%	0	(2)

Region 18

Total	104	107	(3)	103%	11	(14)
Clark	30	41	(11)	137%	0	(11)
Floyd	37	32	5	86%	6	(1)
Harrison	9	8	1	89%	2	(1)
Scott	21	19	2	90%	2	0
Washington	7	7	0	100%	1	(1)

Prepared by the Office of Data Management, Reports and Analysis. Source: MaGIK Monthly Data

