May 27, 2015

ATIPPA Section 30(1)

Re: Your request for access to information under Part II of the Access to Information and Protection of Privacy Act [CYFS/009/2015]

This is to confirm that on May 12, 2015 the Department of Child, Youth and Family Services received your request for access to the following records/information:

"I am requesting under the Access to Information Act a copy of the budget binder which was prepared for the Minister and his officials for the 2015-16 budget year and used in the Department of Child, Youth and Family Services estimates meetings in the Spring of 2015."

I am pleased to inform you that your request for access to these records has been granted.

In accordance with your request for a copy of the records, the appropriate copies have been enclosed.

Please be advised that this letter will be published following a 72 hour period after it is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the letter posted to the Office of Public Engagement's website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please contact the ATIPP Coordinator at 729-7529.

Sincerely,

[Signature]

Rachelle Cochrane
Deputy Minister

Encl.
Child, Youth and Family Services

Budget 2015
Estimates Committee
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

2015-16 ESTIMATES COMMITTEE

TABLE OF CONTENTS

1. Minister’s Introductory Statement................................................................. 1

2. Breakdown by Each Activity
   A. 1.1.01 - Minister’s Office ........................................................................... 2
   B. 1.2.01 - Executive Support ........................................................................ 3
   C. 1.2.02 - Corporate Services ...................................................................... 4
   D. 1.2.03 - Program Planning and Development ........................................... 5
   E. 1.2.04 - Administrative Support Capital ................................................... 6
   F. 2.1.01 - Regional Services .......................................................................... 7
   G. 3.1.01 - Direct Client Services .................................................................. 8
Tab 1
Good evening, everyone. I thank you for attending the Estimates for the Department of Child, Youth and Family Services.

The creation of a new department focused solely on children, youth and family services was announced in Budget 2009-10. Between March 2011 and March 2012, staff transitioned from the four Regional Health Authorities.

We acknowledged the systemic issues in child protection services which existed in our province, and set out to lay a strong foundation to address these issues through the development of a new provincial organizational model, which continues to be implemented. In addition to the budgets transferred from the four Regional Health Authorities as part of its transition of services, our government has made a net investment of $38 million into programs and services for children, youth and their families since 2009-10, bringing the department's budget to $142 million in 2015-16.

During 2010-11, we developed a framework for the transition of employees, budgets, assets and services from the health authorities. We successfully transitioned approximately 700 staff, transferred and created appropriate budgets for inclusion in the Estimates, transferred all assets, and information technology resources were implemented. As of March 2015, our department operates in 55 offices throughout the province and has 750 permanent positions.

Our department has made significant progress since its inception, and I would like to highlight several of those for you:

- We introduced progressive new legislation, *Children and Youth Care and Protection Act (2011)* focusing on the best interests of children and youth. We developed new policies and a Protection and In Care Policy and Procedures Manual to support the legislation and streamline the delivery of protection and in-care services across the province.

- We introduced a new Continuum of Care Strategy, developed to enhance placement options for children and youth in need of out-of-home care by better supporting existing homes and developing new placement resources. A Request for Proposals for contracted Staffed Residential Placement Resources (Level 4) to support children and youth with highly complex needs was issued in spring 2013, and contracts were awarded in March 2014 for over 101 beds. And in May 2014, an additional RFP was issued, and contracts were awarded in July 2014. Since July, an additional 40 beds have been made available to respond to emerging Level 4 needs.

- Our new *Adoption Act, 2013* received Royal Assent in December 2013. The new legislation clarifies the law respecting adoption; assists in streamlining and expediting the adoption process; and aligns with the principles of the *Children and Youth Care and Protection Act*, where appropriate. The Act also provides for adult adoptions and enhanced post-adoption services.
• We have begun the process of developing and implementing a new, comprehensive assessment and case management framework for child protection services. This new framework, entitled Structured Decision-Making, uses a series of processes to help social workers assess families and make critical decisions in the life of a case ranging from when it is in the best interests of a child to return to their parent’s care to when a family no longer requires protective intervention services.

• In spring 2013, we invested more than $400,000 to expand the Supporting Youth with Transitions pilot program province-wide in order to provide more youth with hands-on interventions and supports that will help empower them to live independently as adults. This program provides young people who are receiving services under the Department of Child, Youth and Family Services with the opportunity to avail of additional supports as they prepare for adulthood.

• In terms of Aboriginal programming, we are addressing recruitment and retention through a number of measures including: implementing targeted eligibility lists for more efficient recruitment in Labrador, implementing creative measures such as the Community of Natuashish Service Enhancement Program to fly-in and fly-out professional staff, enhancing the Labrador Benefits package for professional staff living in coastal Labrador communities and more manageable workloads.

• In November 2012, Memoranda of Understanding were signed between our department and the Nunatsiavut Government, and Innu First Nation leaders (Sheshatshiu Innu First Nation and the Mushuau Innu First Nation) in recognition of an innovative service delivery approach is needed in Aboriginal communities. The MOUs focus on helping to improve planning around the safety and well-being of children and youth, as well as enhance service coordination and delivery in the Innu and Inuit communities.

• We also made a commitment to more manageable caseloads for social workers with a ratio of one social worker to 20 cases, and have added over 50 new permanent front line social work positions to help reach this goal since the department was created. Budget 2015-16 allows for the creation of six new frontline positions in Labrador. On a provincial level, we have now met the organizational commitment of a 1:20 ratio for social workers to caseload since the multi-year plan was announced in Budget 2012.

As you can see, a considerable amount of work has been accomplished by my department in a few short years. We will now endeavour to begin a review of our legislation, in light of our experiences over the last several years, and make any necessary amendments based on our findings.

At the end of the day, I’m sure we all share the same common goal – the safety and best interests of the children and youth in our province.

We will now be happy to answer any questions you may have.
Tab 2
1.1.01 MINISTER'S OFFICE
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.01 MINISTER’S OFFICE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ACTIVITY DESCRIPTION**

Appropriations provide for the operating costs of the Minister's Office.

**01. Salaries**

Provides for the salaries of the Minister, Executive Assistant, Constituency Assistant, Secretary, the Minister's car allowance and other salary costs.

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2014/15</th>
<th>2014/15</th>
<th>17,800 2014/15 Revised less Budget</th>
<th>18,300 2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Accounts:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>5,000</td>
<td>200</td>
<td>5,000</td>
<td>(4,800)</td>
<td>-</td>
</tr>
<tr>
<td>Transportation and Communication</td>
<td>50,000</td>
<td>22,500</td>
<td>50,000</td>
<td>(27,500)</td>
<td>-</td>
</tr>
</tbody>
</table>

Funds are also provided for travel of members of the House of Assembly authorized to represent or accompany the Minister at official functions as directed by M.C. 92-90.

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2014/15</th>
<th>2014/15</th>
<th>17,800 2014/15 Revised less Budget</th>
<th>18,300 2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>10,000</td>
<td>500</td>
<td>10,000</td>
<td>(9,500)</td>
<td>-</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>6,700</td>
<td>300</td>
<td>6,700</td>
<td>(6,400)</td>
<td>-</td>
</tr>
<tr>
<td>Property, Furnishings and Equipment</td>
<td>- 300</td>
<td>- 300</td>
<td>- 300</td>
<td>- 300</td>
<td>- 300</td>
</tr>
</tbody>
</table>

**02. Operating Accounts:**

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2014/15</th>
<th>2014/15</th>
<th>17,800 2014/15 Revised less Budget</th>
<th>18,300 2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>325,100</td>
<td>276,700</td>
<td>306,800</td>
<td>(30,100)</td>
<td>18,300</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>325,100</td>
<td>276,700</td>
<td>306,800</td>
<td>(30,100)</td>
<td>18,300</td>
</tr>
</tbody>
</table>
1.1.01 MINISTER’S OFFICE

01. Salaries
   Why is 2014/15 Revised up by $17,800 from the 2014/15 Original Budget?
   • Primarily due to the increased salary of new employees who were on different steps of the pay levels than were originally budgeted as well as overlap between positions while employees were on summer vacation (for example, Deputy Minister's secretary filled in for Minister's secretary).

   Why are 2015/16 Estimates up by $18,300 from the 2014/15 Original Budget?
   • There are 4 PCNs (4 permanent) in Minister's Office.
   • Salaries is budgeted for increases ($18,300) due to positions being budgeted at a higher step ($7,800), 3% salary increase ($7,000) and step increases during the year ($3,500).

02. Operating Accounts:

   Employee Benefits
   Why is 2014/15 Revised down by $4,800 from the 2014/15 Original Budget?
   • No conferences were attended throughout the year.

   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Transportation and Communication
   Why is 2014/15 Revised expenditure $27,500 less than the 2014/15 Original Budget?
   • Lower than anticipated travel for the fiscal year as Department was trying to reduce spending to achieve savings.

   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Supplies
   Why is 2014/15 Revised down by $9,500 from the 2014/15 Original Budget?
   • Primarily due to the Department trying to reduce spending to achieve savings.

   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Purchased Services
   Why is 2014/15 Revised down by $6,400 from the 2014/15 Original Budget?
   • Primarily due to the Department trying to reduce spending to achieve savings.

   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Property, Furnishings and Equipment
   Why is 2014/15 Revised up by $300 from the 2014/15 Original Budget?
   • Property, Furnishings and Equipment revised expenditure is higher than budgeted since there was no budget for this expenditure type. The expenditure was for one piece of office equipment.

   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • There is no budget for Property, Furnishings and Equipment as there is no expenditures in this category anticipated during the fiscal year.
Tab 3
1.2.01 EXECUTIVE SUPPORT
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A - C</th>
<th>B - C</th>
<th>B</th>
<th>C</th>
<th>2015/16 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010/16 Budget</td>
<td>2014/15 Revised</td>
<td>2014/15 Budget</td>
<td>2014/15 Revised less Budget</td>
<td>2015/16 Budget less 2014/15 Budget</td>
</tr>
</tbody>
</table>

1.2.01 EXECUTIVE SUPPORT

**ACTIVITY DESCRIPTION**

Appropriations provide for the senior planning and direction of the Department, including the establishment and evaluation of policies and objectives, Communication and inquiries support.

01. Salaries

<table>
<thead>
<tr>
<th></th>
<th>2010/16 Budget</th>
<th>2014/15 Revised</th>
<th>2014/15 Budget</th>
<th>2014/15 Revised less Budget</th>
<th>2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,245,300</td>
<td>1,094,400</td>
<td>889,400</td>
<td>195,000</td>
<td>345,900</td>
</tr>
</tbody>
</table>

Operating Accounts:

- **Employee Benefits**
  - Provides for registration fees at seminars, conferences and training courses for staff related to Departmental responsibilities.
  - 5,000 (-) 5,000 (5,000) -

- **Transportation and Communication**
  - Provides for travel, telecommunication and courier costs incurred by the Executive and related staff to over 50 regional offices.
  - 96,400 26,000 96,400 (70,400) -

- **Supplies**
  - Provides for the purchase of books and subscriptions, food items and miscellaneous office supplies.
  - 30,000 15,000 30,000 (15,000) -

- **Professional Services**
  - Provides block funding to hire outside expertise/consultants to advise on and/or assist with special projects which may arise from time to time.
  - 15,000 200 15,000 (14,800) -

- **Purchased Services**
  - Provides for advertising, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, entertainment and other general purchased services.
  - 20,000 34,000 20,000 14,000 -

- **Property, Furnishings and Equipment**
  - Provides for the purchase of furniture and equipment.
  - - 1,500 - 1,500 -

02. Operating Accounts

<table>
<thead>
<tr>
<th></th>
<th>2010/16 Budget</th>
<th>2014/15 Revised</th>
<th>2014/15 Budget</th>
<th>2014/15 Revised less Budget</th>
<th>2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>166,400</td>
<td>76,700</td>
<td>166,400</td>
<td>(89,700)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Gross Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2010/16 Budget</th>
<th>2014/15 Revised</th>
<th>2014/15 Budget</th>
<th>2014/15 Revised less Budget</th>
<th>2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,411,700</td>
<td>1,171,100</td>
<td>1,065,800</td>
<td>105,300</td>
<td>345,900</td>
</tr>
</tbody>
</table>

**Net Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2010/16 Budget</th>
<th>2014/15 Revised</th>
<th>2014/15 Budget</th>
<th>2014/15 Revised less Budget</th>
<th>2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,411,700</td>
<td>1,171,100</td>
<td>1,065,800</td>
<td>105,300</td>
<td>345,900</td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.01 EXECUTIVE SUPPORT

01. Salaries

Why is 2014/15 Revised up by $195,000 from the 2014/15 Original Budget?
There are 14 positions in this division. Two (2) positions were added during 2014/15.

The $195,000 variance is due primarily to:
• additional funding being required for severance for a long-term employee (ADM) that was paid out during fiscal year
• new positions that were not previously budgeted were created and filled during the fiscal year (Executive Director and Senior Policy Analyst)
• change in staff resulting in higher than budgeted expenditure for salaries for part of fiscal year (ADM and ADM secretary)
• retroactive pay for reclassification for ADM currently with CYFS
• filling a position that was previously marked for budgetary savings (Communications Specialist)

Why are 2015/16 Estimates up by $345,900 from the 2014/15 Original Budget?
• There are 14 PCNs (11 permanent, 3 temporary) in Executive Support.
• Salaries budget has increased by $345,900 for 2015/16 to cover costs of year-over-year staffing changes (including full year budgets for the Executive Director and Senior Policy Analyst positions) and is inclusive of the 3% salary increase and step increases for the fiscal year.

02. Operating Accounts:

Employee Benefits

Why is 2014/15 Revised down by $5,000 from the 2014/15 Original Budget?
• Change in Deputy Minister during the year; no conferences attended throughout the year.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/15. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Transportation and Communication

Why is 2014/15 Revised expenditure $70,400 less than the 2014/15 Original Budget?
• Variance is due primarily to change in Deputy Minister which resulted in less travel than anticipated.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/15. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.
• In particular, Executive anticipates travel as part of the strategic work being undertaken throughout the Province.

Supplies

Why is 2014/15 Revised down by $15,000 from the 2014/15 Original Budget?
• Department trying to reduce spending to achieve savings.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/15. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Professional Services

Why is 2014/15 Revised down by $14,800 from the 2014/15 Original Budget?
• Professional Services budgeted for consultants, reviews, etc.; None were required during the year.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• For 2015/16, Professional Services is budgeted the same as the prior year to allow for any professional services required during the fiscal year.
• CYFS is 5 years in existence and is expecting statutory review in 2016 and some professional services required in 2015/16.
## DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

### DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A 2010/16 Budget</th>
<th>B 2014/15 Revised</th>
<th>C 2014/15 Budget</th>
<th>B - C Revised less 2014/15 Budget</th>
<th>A - C 2015/16 Budget</th>
</tr>
</thead>
</table>

### 1.2.01 EXECUTIVE SUPPORT

#### ACTIVITY DESCRIPTION

Appropriations provide for the senior planning and direction of the Department, including the establishment and evaluation of policies and objectives, communication and inquiries support.

**01. Salaries**

<table>
<thead>
<tr>
<th></th>
<th>2010/16</th>
<th>2014/15</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.01 EXECUTIVE SUPPORT</td>
<td>1,245,300</td>
<td>1,094,400</td>
<td>889,400</td>
</tr>
</tbody>
</table>

Provides for the salaries of the Deputy Minister, 3 Assistant Deputy Ministers, Executive Director, Director of Communication, Media Relations Manager, Senior Policy Analyst, 4 Secretaries, Enquiries Coordinator and other salary costs.

**Operating Accounts:**

- **Employee Benefits**
  - Provides for registration fees at seminars, conferences and training courses for staff related to Departmental responsibilities:
    - 2010/16 Budget: 5,000
    - 2014/15 Revised: -
    - 2014/15 Budget: 5,000
    - (5,000)
    - -

- **Transportation and Communication**
  - Provides for travel, telecommunication and courier costs incurred by the Executive and related staff to over 50 regional offices:
    - 2010/16 Budget: 96,400
    - 2014/15 Revised: 26,000
    - 2014/15 Budget: 96,400
    - (70,400)
    - -

- **Supplies**
  - Provides for the purchase of books and subscriptions, food items and miscellaneous office supplies:
    - 2010/16 Budget: 30,000
    - 2014/15 Revised: 15,000
    - 2014/15 Budget: 30,000
    - (15,000)
    - -

- **Professional Services**
  - Provides block funding to hire outside expertise/consultants to advise on and/or assist with special projects which may arise from time to time:
    - 2010/16 Budget: 15,000
    - 2014/15 Revised: 200
    - 2014/15 Budget: 15,000
    - (14,800)
    - -

- **Purchased Services**
  - Provides for advertising, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, entertainment and other general purchased services:
    - 2010/16 Budget: 20,000
    - 2014/15 Revised: 34,000
    - 2014/15 Budget: 20,000
    - 14,000
    - -

- **Property, Furnishings and Equipment**
  - Provides for the purchase of furniture and equipment:
    - 2010/16 Budget: -
    - 2014/15 Revised: 1,500
    - 2014/15 Budget: -
    - 1,500
    - -

**02. Operating Accounts**

<table>
<thead>
<tr>
<th></th>
<th>2010/16</th>
<th>2014/15</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.01 EXECUTIVE SUPPORT</td>
<td>166,400</td>
<td>76,700</td>
<td>166,400</td>
</tr>
</tbody>
</table>

**Gross Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2010/16</th>
<th>2014/15</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.01 EXECUTIVE SUPPORT</td>
<td>1,411,700</td>
<td>1,171,100</td>
<td>1,065,800</td>
</tr>
</tbody>
</table>

**Net Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>2010/16</th>
<th>2014/15</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.01 EXECUTIVE SUPPORT</td>
<td>1,411,700</td>
<td>1,171,100</td>
<td>1,065,800</td>
</tr>
</tbody>
</table>
1.2.01 EXECUTIVE SUPPORT

Purchased Services
Why is 2014/15 Revised up by $14,000 from the 2014/15 Original Budget?
• Primarily due to advertising expenses for a Foster A Future Recruitment event (total cost of event was approximately $17,700) held in St. John’s during the fall of 2014.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Property, Furnishings and Equipment
Why is 2014/15 Revised up by $1,500 from the 2014/15 Original Budget?
• Property, Furnishings and Equipment revised expenditure is higher than budgeted since there was no budget for this expenditure type. The expenditure was for the following:
  • $700 - Upgraded blackberries and equipment for two ADM’s
  • $400 - Lateral filing cabinet
  • $200 - Office furnishings and equipment

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• There is no budget for Property, Furnishings and Equipment as there is no expenditures in this category anticipated during the fiscal year.
Tab 4
1.2.02 CORPORATE SERVICES
### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

### DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A - C</th>
<th>B - C</th>
<th>A - C</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015/16 Budget</td>
<td>2014/15 Revised</td>
<td>2014/15 Revised less Budget</td>
</tr>
<tr>
<td>1.2.02 CORPORATE SERVICES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVITY DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations provide for the management of the financial, information management, policy and strategic planning, quality assurance, training unit and operational activities within the Department.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01. Salaries</td>
<td>3,280,000</td>
<td>2,331,300</td>
<td>3,637,700</td>
</tr>
<tr>
<td>Provides for permanent and temporary salaries, overtime and other salary costs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Accounts:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>21,100</td>
<td>2,500</td>
<td>21,100</td>
</tr>
<tr>
<td>Provides for conference, seminar and training course registration fees for staff.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation and Communication</td>
<td>243,800</td>
<td>155,600</td>
<td>280,900</td>
</tr>
<tr>
<td>Provides for the travel, telecommunication, postage, fax and courier charges.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>85,900</td>
<td>50,200</td>
<td>85,900</td>
</tr>
<tr>
<td>Provides for the purchase of office, promotional, meeting room supplies and equipment supplies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
<td>31,300</td>
<td>-</td>
<td>31,300</td>
</tr>
<tr>
<td>Provides for the cost of contracting of consulting services as required from time to time.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Services</td>
<td>190,400</td>
<td>178,100</td>
<td>231,900</td>
</tr>
<tr>
<td>Provides for advertising, entertainment, lease accommodations, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, costs associated with training unit and other general purchased services.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Furnishings and Equipment</td>
<td>40,000</td>
<td>5,800</td>
<td>63,800</td>
</tr>
<tr>
<td>Provides for the purchase of furniture and equipment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02. Operating Accounts</td>
<td>612,500</td>
<td>392,200</td>
<td>714,900</td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>3,892,500</td>
<td>2,723,500</td>
<td>4,352,600</td>
</tr>
<tr>
<td>02. Provincial Related Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>3,892,500</td>
<td>2,723,500</td>
<td>4,352,600</td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.02 CORPORATE SERVICES

01. Salaries
   Why is 2014/15 Revised down by $1,306,400 from the 2014/15 Original Budget?
   Due primarily to:
   • Vacancies and delays in filling positions
   • Examples of vacancies during the year include:
     • 3 Clerk Typist III's (Finance, Quality and IM divisions)
     • 1 Financial Officer
   Why are 2015/16 Estimates down by $357,700 from the 2014/15 Original Budget?
   • There are 62 PCNs (41 permanent, 21 temporary) in Corporate Services.
   Variance is due to the following:
   • year over year staffing changes
   • budget reduction initiative ($392,800) to abolish vacant positions (6 in total) not required by the Department (for example, Clerk IV and Program and Policy Development Specialist)
   • a $11,700 adjustment by Budgeting Division for attrition
   • No salary savings for 3 positions associated with relocation of Training Unit; savings are noted in Transportation and Communication accounts.

02. Operating Accounts:
   Employee Benefits
   Why is 2014/15 Revised down by $18,600 from the 2014/15 Original Budget?
   • Reduced conferences attended throughout the year, considered discretionary spending which the Department attempted to reduce.
   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Transportation and Communication
   Why is 2014/15 Revised expenditure $125,300 less than the 2014/15 Original Budget?
   • Continued effort by Department to use technology, such as Microsoft Lync, to reduce travel expenditure.
   • The Department continued it's goal of reducing discretionary spending where possible.
   Why are 2015/16 Estimates $37,100 less than the 2014/15 Original Budget?
   • Relocates the existing Training Unit division to St. John's from Stephenville. This reduces travel costs because less travel is required by the trainer since the majority of training occurs in the St. John's Metro area.
   • Total CYFS savings expected from this budget reduction initiative is $197,400 (About $38,000 in Transportation and Communications).
   • There were no layoffs as a result of this initiative.

   Supplies
   Why is 2014/15 Revised down by $35,700 from the 2014/15 Original Budget?
   • Department trying to reduce discretionary spending to achieve savings.
   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

   Professional Services
   Why is 2014/15 Revised down by $31,300 from the 2014/15 Original Budget?
   • Professional Services budgeted for consultants, reviews, etc.; None were required during the year.
   Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
   • For 2015/16, Professional Services is budgeted the same as the prior year to allow for any professional services required during the fiscal year.
   • CYFS is 5 years in existence and is expecting statutory review in 2016 and some professional services required in 2015/16.
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

DETAILED EXPLANATORY NOTES

|---------------------|------------------|-------------------|--------------------------|----------------------------------|-----------------------------------------|

1.2.02 CORPORATE SERVICES

**ACTIVITY DESCRIPTION**
Appropriations provide for the management of the financial, information management, policy and strategic planning, quality assurance, training unit and operational activities within the Department.

01. Salaries
Provides for permanent and temporary salaries, overtime and other salary costs.

Operating Accounts:

*Employee Benefits*
Provides for conference, seminar and training course registration fees for staff.

*Transportation and Communication*
Provides for the travel, telecommunication, postage, fax and courier charges.

*Supplies*
Provides for the purchase of office, promotional, meeting room supplies and equipment supplies.

*Professional Services*
Provides for the cost of contracting of consulting services as required from time to time.

*Purchased Services*
Provides for advertising, entertainment, lease accommodations, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, costs associated with training unit and other general purchased services.

*Property, Furnishings and Equipment*
Provides for the purchase of furniture and equipment.

02. Operating Accounts

**Gross Expenditures**

**Net Expenditures**
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.02 CORPORATE SERVICES

Purchased Services
Why is 2014/15 Revised down by $53,800 from the 2014/15 Original Budget?
• Department reduced discretionary spending to achieve savings.

Why are 2015/16 Estimates $41,500 less than the 2014/15 Original Budget?
• Purchased Services reduced by $41,500 with relocation of the existing Training Unit division to St. John's from Stephenville. Previously, the Training Unit required a room rental in Stephenville; now the training will utilize the space at 95 Elizabeth Avenue, St. John's for the majority of training.
• Total savings from this initiative is $197,400.

Property, Furnishings and Equipment
Why is 2014/15 Revised up by $58,000 from the 2014/15 Original Budget?
• Department reduced discretionary spending to achieve savings.

Why are 2015/16 Estimates $23,800 less than the 2014/15 Original Budget?
• Budget is reduced by $23,800 as CYFS anticipates requirements to be less.
1.2.03 PROGRAM DEVELOPMENT AND PLANNING
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A 2015/16 Budget</th>
<th>B 2014/15 Revised</th>
<th>C 2014/15 Revised Budget</th>
<th>B - C Revised less Budget</th>
<th>A - C 2015/16 Budget less 2014/15 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.03 PROGRAM DEVELOPMENT AND PLANNING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVITY DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations provide for the program planning and development that pertain to the provision of services that support children, youth and families.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01. Salaries</td>
<td>1,906,800</td>
<td>1,542,400</td>
<td>1,446,700</td>
<td>95,700</td>
<td>460,100</td>
</tr>
<tr>
<td>Provides for the salary of permanent and temporary employees, as well as, other salary costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Accounts:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td>24,000</td>
<td>6,700</td>
<td>24,000</td>
<td>(17,300)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for membership fees and seminar, conference and training course registration fees for staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transportation and Communication</strong></td>
<td>141,300</td>
<td>39,200</td>
<td>141,300</td>
<td>(102,100)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the travel, telecommunication, postage and courier costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td>35,000</td>
<td>7,200</td>
<td>50,900</td>
<td>(43,700)</td>
<td>(15,900)</td>
</tr>
<tr>
<td>Provides for the purchase of office, promotional, food items, and equipment supplies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>442,200</td>
<td>34,400</td>
<td>442,200</td>
<td>(407,800)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the cost of contracting of consulting services as required from time to time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Purchased Services</strong></td>
<td>112,000</td>
<td>89,300</td>
<td>112,000</td>
<td>(22,700)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for advertising, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, and other general purchased services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Property, Furnishings and Equipment</strong></td>
<td>30,000</td>
<td>500</td>
<td>30,000</td>
<td>(29,500)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the purchase of furniture and equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>02. Operating Accounts</td>
<td>784,500</td>
<td>177,300</td>
<td>800,400</td>
<td>(623,100)</td>
<td>(15,900)</td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>2,691,300</td>
<td>1,719,700</td>
<td>2,247,100</td>
<td>(527,400)</td>
<td>444,200</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>2,691,300</td>
<td>1,719,700</td>
<td>2,247,100</td>
<td>(527,400)</td>
<td>444,200</td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.03 PROGRAM DEVELOPMENT AND PLANNING

This Activity includes Child Protection and In-Care, Adoptions and Community Youth Corrections.

01. Salaries
Why is 2014/15 Revised up by $95,700 from the 2014/15 Original Budget?
Due primarily to:
• additional temporary positions being hired during the fiscal year that were not included during the original budget process (for example, two Program and Policy Development Specialists for Structured Decision Making with developmental work completed).
• severance for one position in Adoptions that was not budgeted.

These additional costs were offset by:
• delays in recruitment
• change in staff resulting in lower than budgeted expenditure for salaries

Why are 2015/16 Estimates $460,100 higher than the 2014/15 Original Budget?
• There are 27 PCNs (22 permanent, 5 temporary) in Program Development and Planning.

Variance is due to the following:
• year over year staffing changes
• 3% salary increase and step increases
• budget 2015/16 includes funding for positions that are planned to be filled for 2015/16 (includes 3 Program and Policy Development Specialists (2 for Structured Decision Making and 1 for Adoptions, 1 Social Worker for Adoptions and 1 Aboriginal Consultant for Level IV).

These increases are offset partially by:
• a budget reduction initiative to abolish vacant positions (1 temporary Social Worker 1 position) not required by the Department

02. Operating Accounts:

Employee Benefits
Why is 2014/15 Revised down by $17,300 from the 2014/15 Original Budget?
• Reduced conferences attended throughout the year, considered discretionary spending which the Department attempted to reduce.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Transportation and Communication
Why is 2014/15 Revised expenditure $102,100 less than the 2014/15 Original Budget?
• Continued effort by Department to use technology, such as Microsoft Lync, to reduce travel expenditure.
• The Department continued it’s goal of reducing discretionary spending.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Supplies
Why is 2014/15 Revised down by $43,700 from the 2014/15 Original Budget?
• Department trying to reduce spending in discretionary areas to achieve savings.

Why 2015/16 Estimates $15,900 lower than the 2014/15 Original Budget?
• Budget is reduced by $15,900 as CYFS anticipates requirements to be less.
### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

#### DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.2.03 PROGRAM DEVELOPMENT AND PLANNING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVITY DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations provide for the program planning and development that pertain to the provision of services that support children, youth and families.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01. Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for the salary of permanent and temporary employees, as well as, other salary costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Accounts:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for membership fees and seminar, conference and training course registration fees for staff.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24,000</td>
<td>6,700</td>
<td>24,000</td>
<td>(17,300)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Transportation and Communication</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for the travel, telecommunication, postage and courier costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>141,300</td>
<td>39,200</td>
<td>141,300</td>
<td>(102,100)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for the purchase of office, promotional, food items, and equipment supplies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35,000</td>
<td>7,200</td>
<td>50,900</td>
<td>(43,700)</td>
<td>(15,900)</td>
<td></td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for the cost of contracting of consulting services as required from time to time.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>442,200</td>
<td>34,400</td>
<td>442,200</td>
<td>(407,800)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Purchased Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for advertising, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, and other general purchased services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>112,000</td>
<td>89,300</td>
<td>112,000</td>
<td>(22,700)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Property, Furnishings and Equipment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides for the purchase of furniture and equipment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30,000</td>
<td>500</td>
<td>30,000</td>
<td>(29,500)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>02. Operating Accounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>784,500</td>
<td>177,300</td>
<td>800,400</td>
<td>(623,100)</td>
<td>(15,900)</td>
<td></td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,691,300</td>
<td>1,719,700</td>
<td>2,247,100</td>
<td>(527,400)</td>
<td>444,200</td>
<td></td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,691,300</td>
<td>1,719,700</td>
<td>2,247,100</td>
<td>(527,400)</td>
<td>444,200</td>
<td></td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.03 PROGRAM DEVELOPMENT AND PLANNING

Professional Services
Why is 2014/15 Revised down by $407,800 from the 2014/15 Original Budget?
• Professional Services budget was primarily for completion of Structured Decision Making (SDM) project (to pay for consultants working with National Council on Crime and Delinquency) and other consultant contracts.
• SDM implementation is delayed; waiting on development of ISM. Implementation is anticipated in Fall 2016.
• Actual expenditures to date for Professional Services include $26,600 (SDM) and $7,500 (Foster Parent Training).

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• For 2015/16, Professional Services is budgeted the same as the prior year to allow for any professional services required during the fiscal year.
• CYFS is 5 years in existence and is expecting statutory review in 2016 and some professional services required in 2015/16.

Purchased Services
Why is 2014/15 Revised down from $22,700 from the 2014/15 Original Budget?
• Department trying to reduce discretionary spending to achieve savings.

Why are 2015/16 Estimates is the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Property, Furnishings and Equipment
Why is 2014/15 Revised down by $29,500 from the 2014/15 Original Budget?
• Department trying to reduce discretionary spending to achieve savings.

Why are 2015/16 Estimates is the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.
Tab 6
1.2.04 ADMINISTRATIVE SUPPORT - CAPITAL
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>B - C 2014/15 Revised less Budget</th>
<th>A - C 2015/16 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015/16 Budget</td>
<td>2014/15 Revised</td>
<td>2014/15 Budget</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2.04 ADMINISTRATIVE SUPPORT- CAPITAL

**ACTIVITY DESCRIPTION**

Appropriations provide for the purchase of tangible capital assets.

Operating Accounts:

*Property, Furnishings and Equipment*

Provides for the purchase of tangible capital assets for the Department.

<table>
<thead>
<tr>
<th>02. Operating Accounts</th>
<th></th>
<th>45,300</th>
<th>280,000</th>
<th>(234,700)</th>
<th>(280,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditures</td>
<td>-</td>
<td>45,300</td>
<td>280,000</td>
<td>(234,700)</td>
<td>(280,000)</td>
</tr>
<tr>
<td>Net Expenditures</td>
<td>-</td>
<td>45,300</td>
<td>280,000</td>
<td>(234,700)</td>
<td>(280,000)</td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

1.2.04 ADMINISTRATIVE SUPPORT- CAPITAL

G02 Operating Accounts:

Property, Furnishings and Equipment
Why is 2014/15 Revised down by $234,700 from the 2014/15 Original Budget?
Capital Property, Furnishings and Equipment for the Department for 2014/15 included:
• Polaris Ranger Crew side-by-side in Hopedale ($17,100)
• Chevrolet Silverado pickup truck in Natuashish ($28,200)

Efforts were unsuccessful to purchase land or a house in Hopedale.

Why is 2014/15 Estimates $280,000 less than the 2014/15 Original Budget?
• No capital budget was requested for 2015/16
• Department is planning to lease staff housing instead of purchasing land or a house in Labrador.
Tab 7
2.1.01 REGIONAL SERVICES
### DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

#### DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1.01 REGIONAL SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td>Note 1</td>
<td>Note 2</td>
</tr>
<tr>
<td><strong>ACTIVITY DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td>Appropriations provide for the delivery of services to children, youth and their families through departmental offices located throughout the province.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>01. Salaries</strong></td>
<td>49,867,600</td>
<td>42,783,100</td>
<td>50,446,400</td>
<td>(7,663,300)</td>
<td>(578,800)</td>
</tr>
<tr>
<td>Provides for the payment of permanent and temporary salaries, overtime and other salary costs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Accounts:</strong></td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td>56,400</td>
<td>28,800</td>
<td>56,400</td>
<td>(27,600)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for seminar, conference and training course registration fees.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Transportation and Communication</strong></td>
<td>2,278,200</td>
<td>2,319,700</td>
<td>2,397,000</td>
<td>(77,300)</td>
<td>(118,800)</td>
</tr>
<tr>
<td>Provides for the travel, including client visit travel, telecommunication, postage and courier costs throughout the 4 regions with over 600 staff in over 50 regional offices.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td>559,400</td>
<td>421,400</td>
<td>559,400</td>
<td>(138,000)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the purchase of office, promotional, food items, and equipment supplies.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the cost of contracting of consulting services as required from time to time.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Purchased Services</strong></td>
<td>5,554,000</td>
<td>3,455,500</td>
<td>5,654,000</td>
<td>(2,198,500)</td>
<td>(100,000)</td>
</tr>
<tr>
<td>Provides for advertising, meeting room rentals, printing, photocopier lease costs, repairs and maintenance of equipment, and other general purchased services.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>Property, Furnishings and Equipment</strong></td>
<td>356,000</td>
<td>195,000</td>
<td>356,000</td>
<td>(161,000)</td>
<td>-</td>
</tr>
<tr>
<td>Provides for the purchase of furniture and equipment.</td>
<td></td>
<td></td>
<td></td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td><strong>02. Operating Accounts</strong></td>
<td>8,804,000</td>
<td>6,420,400</td>
<td>9,022,800</td>
<td>(2,602,400)</td>
<td>(218,800)</td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>58,671,600</td>
<td>49,203,500</td>
<td>59,469,200</td>
<td>(10,265,700)</td>
<td>(797,600)</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>58,671,600</td>
<td>49,203,500</td>
<td>59,469,200</td>
<td>(10,265,700)</td>
<td>(797,600)</td>
</tr>
</tbody>
</table>
2.1.01 REGIONAL SERVICES

01. Salaries

Why is 2014/15 Revised down by $7,663,300 from the 2014/15 Original Budget?
Salaries is $7,663,300 lower than expected, primarily due to:
- vacancies,
- delays in filling positions (due partially to hard to fill positions)
- turnover in staff throughout the year (between 10 - 15%)
- 88% of CYFS salaries are in Regions.

Why are 2015/16 Estimates $578,800 lower than the 2014/15 Original Budget?
- There are 695 PCNs (672 permanent, 23 temporary) in Regional Services.
The salaries budget is decreasing to $49,867,600 (variance of $578,800) due to:
- approval of two budget reduction proposals (21 vacant positions no longer required as part of the model)
- adjustment by Budgeting Division for attrition ($177,400) - 3 positions. CYFS anticipates being able to meet target without front line
  impact. GNL exempted CYFS staffing model from any attrition targets. 3 positions to be determined during the year.
- funding for temporary positions removed ($156,000)

The above decreases are offset partially by:
- addition of new positions during 2014/15 (for example, the Manager of Service Delivery and Regional Operations)
- the 3% salary increase ($1,437,600)
- step increases ($242,300)
- restatement of funding for delayed recruitment in prior year ($101,000)

In addition to the above:
- six (6) new positions are being created for Labrador Region. (1 Clinical Program Supervisor, 4 Social Worker IIs and 1 Clerk Typist III)
- Salary budget currently includes $1,050,000 for overtime. Actual overtime expenditure for 2014/15 was $1,121,500
- No salary savings in 2015/16 for Burgeo and Stephenville Crossing. Transition will be completed at end of 2015/16. In Placentia,
savings will not be realized until end of fiscal 2016/17. Transition will be completed at end of 2015/16.
- Overall savings of transitioning of these offices annually is about $750,000 total ($720,000 salaries - 10 permanent positions); no
  impact to client services: more efficient and effective: other $30,000 savings is lease costs.

02. Operating Accounts:

Employee Benefits
Why is 2014/15 Revised down by $27,600 from the 2014/15 Original Budget?
- Reduced conferences attended throughout the year, considered discretionary spending which the Department attempted to reduce.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
- Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be
  realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.

Transportation and Communication
Why is 2014/15 Revised expenditure $77,300 less than the 2014/15 Original Budget?
- Continued effort by Department to use technology, such as Microsoft Lync, to reduce expenditure.
- The Department continued its goal of reducing discretionary spending.
- Actual expenditure is 97% of the budget

Why are 2015/16 Estimates $118,800 less than the 2014/15 Original Budget?
- Budget Reduction note relocates the existing Training Unit division to St. John's from Stephenville. This reduces travel costs because
  less travel is required by staff since the majority of training occurs in the St. John's Metro area (savings about $120,000).
- Total savings expected from this budget reduction initiative is $197,400.
- There were no layoffs as a result of this initiative.
- Attempts to recruit positions in Stephenville were unsuccessful.

Supplies
Why is 2014/15 Revised down by $138,800 from the 2014/15 Original Budget?
- Department trying to reduce discretionary spending to achieve savings, where possible

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
- Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be
  realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.
**DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES**

**DETAILED EXPLANATORY NOTES**

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A - C</th>
<th>B - C</th>
<th>A - C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2015/16 Budget</strong></td>
<td>2014/15 Revised less</td>
<td>2015/16 Budget</td>
<td></td>
</tr>
<tr>
<td>01. Salaries</td>
<td>49,867,600</td>
<td>42,783,100</td>
<td>50,446,400</td>
</tr>
<tr>
<td>02. Operating Accounts:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>56,400</td>
<td>28,800</td>
<td>56,400</td>
</tr>
<tr>
<td>Transportation and Communication</td>
<td>2,278,200</td>
<td>2,319,700</td>
<td>2,397,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>559,400</td>
<td>421,400</td>
<td>559,400</td>
</tr>
<tr>
<td>Professional Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Services</td>
<td>5,554,000</td>
<td>3,455,500</td>
<td>5,654,000</td>
</tr>
<tr>
<td>Property, Furnishings and Equipment</td>
<td>356,000</td>
<td>195,000</td>
<td>356,000</td>
</tr>
<tr>
<td><strong>02. Operating Accounts</strong></td>
<td>8,804,000</td>
<td>6,420,400</td>
<td>9,022,800</td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>58,671,600</td>
<td>49,203,500</td>
<td>59,469,200</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>58,671,600</td>
<td>49,203,500</td>
<td>59,469,200</td>
</tr>
</tbody>
</table>

**Note 1**: (7,683,300)  
**Note 2**: (578,800)  
**Note 3**: (27,600)  
**Note 4**: -  
**Note 3**: (138,000)  
**Note 4**: -  
**Note 3**: (2,198,500)  
**Note 4**: (100,000)  
**Note 3**: (161,000)  
**Note 4**: -  
**Note 3**: (2,602,400)  
**Note 4**: (218,800)  
**Note 3**: (10,265,700)  
**Note 4**: (797,600)  
**Note 3**: (10,265,700)  
**Note 4**: (797,600)
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

2.1.01 REGIONAL SERVICES

Purchased Services
Why is 2014/15 Revised $2,198,500 less than the 2014/15 Original Budget?
• Department trying to reduce discretionary spending to achieve savings.
• Purchased Services includes approximately $3.4 million for leased accommodations. Leased accommodations are mainly used for offices in various locations throughout the Province. For example, St. John's ($1.1 million), Corner Brook ($940,000) and Labrador City ($207,000).

Why are 2015/16 Estimates $100,000 less than the 2014/15 Original Budget?
• Budget is maintained at 2014/15 levels to absorb anticipated increases in leases (Metro region).
• $100,000 decreased from budget due to a forecasted adjustment from a prior year budget.
• 27 of 55 buildings are leased; other 28 offices are GNL owned.

Property, Furnishings and Equipment
Why is 2014/15 Revised down by $161,000 from the 2014/15 Original Budget?
• Department trying to reduce discretionary spending to achieve savings.

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Budget for 2015/16 same as 2014/2015. Actual expenditures will be monitored throughout the year to determine if savings can be realized without impacting operations. Some expenditures deferred in 2014/15 will need to proceed in 2015/16.
Tab 8
3.1.01 DIRECT CLIENT SERVICES
## DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

### DETAILED EXPLANATORY NOTES

<table>
<thead>
<tr>
<th>Activity/Main Object</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>B - C 2014/15 Revised less Budget</th>
<th>A - C 2015/16 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015/16 Budget</td>
<td>2014/15 Revised</td>
<td>2014/15 Budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3.1.01 DIRECT CLIENT SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACTIVITY DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td>Note 1</td>
<td>Note 2</td>
</tr>
<tr>
<td>Appropriations provide for the programs and services to children, youth and their families throughout the Province. Funding is provided for adoptions, support services and residential services to children and youth.</td>
<td></td>
<td></td>
<td></td>
<td>(20,783,900)</td>
<td>(16,379,300)</td>
</tr>
<tr>
<td><strong>09. Allowances and Assistance</strong></td>
<td>55,743,500</td>
<td>51,338,900</td>
<td>72,122,800</td>
<td>Note 3</td>
<td>Note 4</td>
</tr>
<tr>
<td>Provides funding for direct payments to clients and third parties on behalf of clients related to programs and services provided by the department. Examples of payments include payments to Foster Parents and vendors for goods and services on behalf of clients.</td>
<td></td>
<td></td>
<td></td>
<td>16,679,800</td>
<td>17,096,800</td>
</tr>
<tr>
<td><strong>10. Grants and Subsidies</strong></td>
<td>32,614,200</td>
<td>32,197,200</td>
<td>15,517,400</td>
<td>Note 5</td>
<td>Note 6</td>
</tr>
<tr>
<td>Provides funding for the delivery of family support programs, community youth justice programs, residential services for children and youth, community youth justice programs and Foster Families Association.</td>
<td></td>
<td></td>
<td></td>
<td>(4,104,100)</td>
<td>717,500</td>
</tr>
<tr>
<td><strong>Gross Expenditures</strong></td>
<td>88,357,700</td>
<td>83,536,100</td>
<td>87,640,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>01. Federal Related Revenues</strong></td>
<td>(13,544,800)</td>
<td>(24,530,700)</td>
<td>(13,544,800)</td>
<td>Note 5</td>
<td>Note 6</td>
</tr>
<tr>
<td>Federal funding is provided for community corrections programs, children's special allowance, and reimbursement of costs related to children in the Innu zone that are in care and custody of the</td>
<td></td>
<td></td>
<td></td>
<td>(10,985,900)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>74,812,900</td>
<td>59,005,400</td>
<td>74,095,400</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES

3.1.01 DIRECT CLIENT SERVICES

Allowances and Assistance provides funding for direct payments to clients and third parties on behalf of clients related to programs and services provided by the Department. Total revised expenditure for 2014/15 was $51,338,900. These services include Adoptions ($1.3 million), Protective Intervention Program - Protection ($4.1 million), Protective Intervention Program - In Care ($39.3 million), Protective Intervention Program - Kinship (6.5 million) and Community Youth Correction ($100,000).

Grants and Subsidies provides funding for agencies to deliver programs and services on behalf of the Department. CYFS provides grants to a number of organizations to provide direct services to clients or to provide support with the delivery of client services. Total revised expenditure for 2014/15 was $32.2 million. These services included Level IV Residential services ($28.2 million), Community Corrections ($1.6 million), Protection In-Care ($1.0 million), Youth Services ($1.0 million) and Foster Families Association ($370,000).

Agencies providing Level IV Residential services include Blue sky, Key Assets, Waypoints and Shalom.
Agency providing Community Connections services - John Howard Society (two sites: Corner Brook and St. John's).
Agencies providing Protection Services include Waypoints and Daybreak.
Agency providing Youth Services include Choices for Youth.

M09 Allowances and Assistance
Why is 2014/15 Revised down by $20,783,900 from the 2014/15 Original Budget?
• Primarily due to a change in expenditure from Allowances and Assistance to Grants and Subsidies resulting from the contracts signed with residential service providers during 2013/14 and 2014/15.
• Budget was transferred from Allowances and Assistance to Grants and Subsidies for $16,710,300 during 2014/15.

Why are 2015/16 Estimates $16,379,300 less than the 2014/15 Original Budget?
Variance due to the following reductions:
• accounting transaction from the budget transfer mentioned above ($16,710,300)
• Department anticipates a reduction in client transportation expenses during the year ($250,000)

Offset partially by the following increase in budget:
• additional revenue for the Home Support increase related to minimum wage ($581,000)

M10 Grants and Subsidies
Why is 2014/15 Revised expenditure $16,679,800 higher than the 2014/15 Original Budget?
• Primarily due to a change in expenditure from Allowances and Assistance to Grants and Subsidies resulting from the contracts signed with residential service providers during 2013/14 and 2014/15.
• Accounting transaction from Allowances and Assistance to Grants and Subsidies for $16,710,300 during 2014/15.

Why are 2015/16 Estimates $17,096,800 higher than the 2014/15 Original Budget?
Budget reflects the following changes from 2014/15:
• additional budget for the group home salary increases ($308,000)
• other forecasted adjustments ($66,700)
• approved Current Service Level (CSL) adjustment for Daybreak salary increase from November 2014 ($11,800)

M27 Federal Related Revenues
Why is 2014/15 Revised $10,985,900 higher than the 2014/15 Original Budget?
• Primarily due to Aboriginal Affairs and Northern Development Canada (AANDC) revenue that was anticipated in 2013-14 ($8M) but was not actually received until the 2014-15 fiscal year (children in the Innu Zone only).
• The variance is due to receiving 2 years of revenue in the same fiscal year (2013-14 and 2014-15).

Actual Revenue received ($24,324,300) consists of the following:
• $18,370,900 = AANDC
• $4,164,200 = Children’s Special Allowance
• $1,763,000 = Youth Justice
• $26,200 = Miscellaneous (CPP, Support Enforcement, etc.)

Why are 2015/16 Estimates the same as the 2014/15 Original Budget?
• Federal Related Revenues for 2014/15 were received and recorded in 2014/15; therefore, the Department is anticipating revenues to return to budgeted amounts for 2015/16.