

State of Wisconsin
2009-11 Biennial Report



December, 2011

Wisconsin Department of Children & Families

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Eloise Anderson, Secretary

This is the 2009-2011 biennial report of the Wisconsin Department of Children & Families. It is an overview of the department's organization and programs. Readers are encouraged consult the department's website at dcf.wisconsin.gov for more information on specific programs.

DEPARTMENT OF CHILDREN & FAMILIES

BIENNIAL REPORT 2009-11

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INTRODUCTION

Agency Description

The Department of Children and Families works in partnership with local government, tribes, health and social services agencies, private providers, and concerned and affected citizens to:

- Protect and promote child, family and community well-being through integrated programs offering a family-centered approach to service delivery;
- Operate child protective services in Milwaukee County;
- Administer the statewide child welfare system by working with local governments, health and social services agencies, and private providers to protect children and establish permanency plans for the care and placement of these children;
- Administer the Wisconsin Works (W-2) program and maintain systems to collect and disburse child support payments, and encourage county efforts to establish paternity and support; and
- Administer Wisconsin Shares (child care subsidy) and child care licensing and certification, including early childhood care and education in Milwaukee County.

Mission Statement

The mission of the Department is to improve the economic and social well-being of Wisconsin's children, youth and families. The Department is committed to protecting children and youth, strengthening families, and supporting communities.

The Department's goals are to:

- Make certain children and youth are nurtured, safe and engaged;
- Enhance prevention and early intervention efforts throughout Wisconsin;
- Provide families access to quality early care and education;
- Promote economic security and stability for parents; and
- Engage fathers in the lives of their children.

DEPARTMENT ORGANIZATION

The Department is headed by Secretary Eloise Anderson, who was appointed by Governor Walker and confirmed by the Wisconsin State Senate.

The Secretary administers the Department with the assistance of an appointed Deputy Secretary, Executive Assistant, and Administrators for the Department's divisions:

- Division of Early Care and Education
- Division of Enterprise Solutions
- Division of Family and Economic Security
- Division of Safety and Permanence

The Secretary also appoints: the Chief Legal Counsel, who heads the Office of Legal Counsel; the Legislative Director; a Communications Director; and the Director of the Office of Urban Development. The Secretary's Office also includes the Tribal Relations Director.

As of June 30, 2011, the Department had 709.0 authorized full-time equivalent (FTE) positions, including permanent and project positions in both the classified and unclassified service.

There are two statutory councils attached to the Department: the Governor's Council on Domestic Abuse that advises the Secretary and the Legislature on matters of domestic abuse policy and funding; and the Milwaukee Child Welfare Partnership Council that advises the Department on Milwaukee County child welfare issues. In addition, the Child Abuse and Neglect Prevention Board is attached to the Department for limited administrative purposes.

**PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES
DEVELOPED IN THE 2011-13 BIENNIAL BUDGET**

Program 1: Children and Family Services

Goal: Develop effective, efficient, accessible human service systems that provide quality care, service and support.

Objective/Activity: Reduce the incidence of child abuse and neglect among Wisconsin children through the Brighter Futures Initiative; Safe and Stable Families Program; Title IV-E; Prevention of Child Abuse and Neglect Program projects; and other child abuse and neglect prevention efforts.

Goal: Ensure that Wisconsin children are safe from abuse and neglect.

Objective/Activity: Maintain the rate at which children do not experience a repeat instance of abuse or neglect within six months of a substantiation of maltreatment.

Goal: Increase the speed with which the state finds a permanent home for children involved in the child welfare system.

Objective/Activity: For children in out-of-home care for at least 17 months, increase the percentage of children who have an adoption finalized within 12 months.

Program 2: Economic Support

Goal: Promote the self-sufficiency of participants by providing services that result in increased earned income.

Objective/Activity: Increase the employment placement average hourly wage of Wisconsin Works (W-2) participants.

Goal: Promote family stability and the movement to self-sufficiency by providing child care subsidies to low-income working families at less than 200 percent of the federal poverty level.

Objective/Activity: Maintain prior fiscal year levels for child care subsidies that assist low-income families in obtaining and retaining employment.

Goal: Increase family income by ensuring child support payments are paid timely and in full by noncustodial parents.

Objective/Activity: Increase the percentage of total child support payments that are received in the month they are due.

PERFORMANCE MEASURES

2009 AND 2010 GOALS AND ACTUALS

Prog. No.	Performance Measure	Goal 2009	Actual 2009	Goal 2010	Actual 2010
1.	Rate of child abuse and neglect victimization in Wisconsin per 1,000 children under 18 years of age.	6.3	3.3	4.8	3 (est.)
2.	Maintain or increase W-2 hourly average wage at time of employment placement. ¹	\$8.29	\$8.74	\$8.65	\$8.94 ₂
2.	Maintain the number of families receiving child care subsidies.	51,000	53,036	52,000	52,671

Note: Based on fiscal year.

¹Based on calendar year.

²Data current as of September 3, 2010.

2011, 2012 AND 2013 GOALS

Prog. No.	Performance Measure	Goal 2011	Goal 2012	Goal 2013
1.	Rate of child abuse and neglect victimization in Wisconsin per 1,000 children under 18 years of age.	4.8	3	3
1.	Maintain the rate at which children do not experience a repeat instance of maltreatment within six months of a substantiation.	99.68%	99.68%	99.68%
1.	Increase the percentage of children in out-of-home care for at least 17 months who have an adoption finalized within 12 months.	22.7%	22.7%	22.7%
2.	Maintain or increase W-2 hourly average wage at time of employment placement.	\$8.65	\$8.95	\$8.95
2.	Maintain the number of families receiving child care subsidies.	52,000	52,000	52,000
2.	Increase the number of child support payments collected in the month due.	71%	72%	73%

Note: Based on fiscal year

DIVISION OF EARLY CARE AND EDUCATION

The Division of Early Care and Education has four bureaus whose mission is to provide access to affordable, high-quality child care and early education experiences; to enhance children's development; and to support families in work and parenting roles.

Bureau of Child Care Administration/Shares (BCCA)

Program: In state fiscal year 2010, the Department established the Bureau of Child Care Administration to provide a stronger focus on Wisconsin Shares program administration and increased program integrity/anti-fraud efforts. Wisconsin Shares is a child care subsidy program that provides child care assistance to low-income parents who are working or preparing to enter the workforce.

Accomplishments

- Wisconsin Shares served over 53,000 families and 93,000 children in state fiscal year 2010: providing low income parents with access to affordable child care so that they were able to find and maintain employment.
- In October 2009, the Department established a Milwaukee Child Care Anti-Fraud Task Force in partnership with the Department of Justice, Milwaukee County District Attorney's Office, Milwaukee County Sheriff, Milwaukee Police Department, Federal Bureau of Investigation, Internal Revenue Service, and the US Attorney General's Office.
- In the 2009-11 biennium, expenditures for Wisconsin Shares were \$130 million below the amounts originally approved in the 2009-11 biennial budget. This is largely due to aggressive anti-fraud efforts by the Department and Task Force.
- Anti-fraud efforts during the biennium resulted in: twenty three child care providers criminally charged with fraud; ten child care providers convicted; and remaining cases awaiting trial.

Bureau of Quality Improvement (BQI)

Program: The mission of the Bureau of Quality Improvement is to provide access to affordable, high-quality child care and early education experiences.

Accomplishments

- Wisconsin's Quality Rating and Improvement System, known as YoungStar, was created. Approximately 1/2 of all eligible child care centers have been rated and 90% of applications from Wisconsin Shares providers have been processed.
- The bureau administered the \$3.9 million annual Teacher Education and Compensation Helps (T.E.A.C.H.) scholarship program to help the child care workforce improve their educational qualifications. In state fiscal years 2009 and 2010, 1963 scholarships were awarded to child care providers, teachers, and directors.
- The bureau funded eleven Supporting Families Together Association agencies with \$2.45 million to serve families and providers in 72 counties and 11 tribes. For calendar year 2011, those services included: delivering 415 trainings to 7,550 participants; delivering

150,682 technical assistance services to prospective and existing child care providers for general early care and education needs; and customized child care referrals to 2,426 children.

Milwaukee Early Care Administration (MECA)

Program: Since January 1, 2010, the Milwaukee Early Care Administration is responsible for early childhood care and education in Milwaukee County.

Accomplishments

- The management of the Wisconsin Child Care Subsidy program was transitioned from Milwaukee County to the State's Milwaukee Early Care Administration; resulting in improved customer service; a greater emphasis on reducing fraud; better operational efficiencies; and enhanced community and inter-agency partnerships.
- The child care authorization function was transitioned from the Department of Health Services to MECA. The transition included the roll out of a new child care authorization model to focus on early identification of fraud and fraud prevention. This change reduced overpayments due to fraud and errors in authorizations.
- MECA's fraud efforts included:
 - The Client Investigations Unit establishing over \$6.6 million dollars in client overpayments by conducting over 600 investigations;
 - The Provider Investigations Unit established over \$8.5 million dollars in overpayments to providers through conducting onsite investigations or desk reviews; and
 - The Provider Services Unit identified and completed over \$1.1 million in negative adjustments through attendance audits.
- Customer service in Milwaukee was improved by reducing call waiting times for parents: from an average of 24.5 minutes prior to the State takeover to an average of 3.95 minutes.
- Second and third shift compliance monitoring of certified child care providers in Milwaukee County was instituted to ensure adherence to certification standards and to provide technical assistance to providers operating outside of normal business hours.

Bureau of Early Care Regulation (BECR)

Program: The Bureau of Early Care Regulation is responsible for the licensing and regulation of child care in Wisconsin. The bureau regulates family and group child care centers and day camps.

Accomplishments

- The National Association of Child Care Resource and Referral Agencies (NACCRRA) ranks Wisconsin 6th in the nation for its strong child care rules. Wisconsin's child care administrative rules continue to receive high scores nationally because of the health and safety requirements, orientation training requirements and requirements for continuing education.

- The Department completed the development of a new data system which stores and tracks information on all licensed and certified child care programs. WISCCRS (Wisconsin Child Care Regulatory System) was launched in June 2011. This data system replaced separate databases that were previously used only for child care certification or for licensure. All state and county workers are now using and accessing the same database to retrieve and store information on licensed and certified child care providers.
- In the 2009-11 biennium, 963 new child care centers were licensed. This helps to ensure that parents have access to licensed child care.
- In the 2009-11 biennium, licensing staff conducted 23,658 monitoring visits to licensed child care programs.
- In accordance with 2009 Wisconsin Act 76, the new Caregiver Background Unit (CBU) conducted 28,346 caregiver background checks between February 2010 and June 30, 2011. The Certification Caregiver Background Check Manual for county and contracted staff was revised in order to ensure consistent implementation of the Act.
- In June 2011, the Department began listing specific descriptions of child care provider violations and posting them on the Department's web site. The information included in the Regulated Child Care and YoungStar Public Search is provided as a public service to Wisconsin consumers seeking licensed or certified child care.
- The bureau has revised and expanded training for new county certification workers and contracted staff on the child care certification process and administrative rules.
- The bureau has developed a certification audit tool to be used by the Bureau of Regional Operations Child Care to help ensure consistent implementation of the certification program across all counties.

DIVISION OF FAMILY AND ECONOMIC SECURITY

The Division of Family and Economic Security (DFES) has two bureaus: the Bureau of Working Families and the Bureau of Child Support. The mission of the Division is to ensure parents will have economic security and stability.

Bureau of Working Families (BWF)

Program: The Bureau of Working Families is responsible for administration of the Wisconsin Works (W-2), emergency assistance and job access loan programs; the state's refugee programs and grants; the transitional jobs demonstration project; and the community services block grant.

Wisconsin Works (W-2)

Program: Wisconsin Works (W-2) is Wisconsin's Temporary Assistance for Needy Families (TANF) program for low-income custodial parents of minor children. W-2 is a work-based program designed to assist parents to prepare for, obtain, and maintain employment. In addition, the W-2 program assists parents with disabilities to apply for either Supplemental Security Income or Social Security Disability Insurance as a means of providing economic stability for their families.

Accomplishments

- Wisconsin met the federal work participation requirements in both federal fiscal year 2009 and 2010.
- In calendar year 2009, W-2 participants obtained 4,908 jobs. In calendar year 2010, W-2 participants obtained 6,538 jobs. From January 2011 through June 2011, W-2 participants obtained 4,253 jobs.
- In calendar year 2009, 181 W-2 parents were determined eligible for Social Security Disability. In calendar year 2010, 393 W-2 parents were determined eligible for Social Security Disability. From January 2011 through June 2011, 211 W-2 parents were determined eligible for Social Security Disability.
- The following 2009-11 biennial budget initiatives were successfully implemented: restricting the hours of participation in educational activities; decreasing the W-2 payment amounts; and removing the requirement to notify participants orally when their payment is being reduced or their case is closing.

Transitional Jobs Demonstration Project

Program: The Transitional Jobs program was established in the fall of 2010 with federal ARRA funding to provide low income adults with an immediate income, an opportunity to develop the skills and experience their local labor market demands, and a positive work history. It provides those without other options with longer-term career preparation and support to move to unsubsidized employment.

Additionally, the program provides businesses with needed workers at no risk or expense to the business. Transitional workers add the most value to businesses that want to either stay open or expand, but cannot immediately hire and pay new employees due to reduced revenue or reduced access to short-term credit lines. By completing projects and sustaining operations when cash is tight, transitional workers help position businesses to hire more permanent employees.

Accomplishments

- The Transitional Jobs Demonstration Project was implemented through a Request for Proposal (RFP) process resulting in 17 programs operating statewide.
- From October 2010 through June 2011, over 1800 individuals worked in a Transitional Job; of the 686 individuals who had completed a Transitional Job, 249 obtained unsubsidized employment; and over 619 businesses hired a Transitional worker.

Refugee Programs

Program: Refugee Assistance programs assist refugees to achieve economic self-sufficiency and social self-reliance. Direct services are provided by partner agencies and include employment and supportive services (such as health screenings, English as a Second Language instruction, family-focused case management, job development, mental health screenings, and short-term services).

Under the direction of the U.S. Department of State, the Department administers a number of refugee programs including: Refugee Cash Assistance, Refugee Medical Assistance, Social Services, Road-to-Work Targeted Assistance (Discretionary Targeted Assistance Grant [TAG]), Targeted Assistance to address employment barriers in Milwaukee (Milwaukee Formula TAG); Older Refugee Program, Preventive Health Program, and Supplemental Services for Recently-Arrived Refugees to Wisconsin (including secondary migrants).

Accomplishments

- From October 2008 through October 2011, 2,171 new arrivals were served by the Department's refugee assistance programs. They were from 18 countries: Afghanistan, Bhutan/Nepal, Burma/Myanmar, Ceylon, China, Congo, Cuba, Eritrea, Ethiopia, Iraq, Jordan, Laos, Palestine, Rwanda, Somalia, Sudan, Ukraine, and Vietnam. In addition, 4,776 arrivals from years 2004-2008 who continue to be eligible for refugee programs were also served.
- In federal fiscal year 2011, 59% of refugees participating in refugee employment programs got a job; 90% of refugees on federal cash assistance got jobs, resulting in 76% going off of federal cash assistance completely and 13% reducing the amount of cash benefits they receive; 54% of refugees who accessed employment/social services programs but were not receiving cash assistance also got jobs.
- The Department successfully completed a Supplemental Service grant to develop a culturally-appropriate refugee mental health screening tool.
- A State Refugee Coordinator was hired to lead the State's refugee programs into the new era of refugee resettlement characterized by smaller numbers of incoming refugees each year from many more regions of the world.

- A year-long initiative was undertaken to transition Hmong Mutual Assistance Associations to fiscal sustainability after more than 30 years of partnership with the State.

Community Services Block Grant (CSBG)

Program: The purpose of the Community Services Block Grant is to empower people and communities to overcome the effects of poverty and to support their progress toward greater self-sufficiency. Federal and State statute mandate that 86% of funds be distributed by formula to sixteen Community Action Agencies (CAAs), and four percent be allocated to a statewide agency serving immigrants, refugees and migrant farm workers (United Migrant Opportunity Services [UMOS]). Each CAA is a not-for-profit corporation that provides direct services to low-income individuals, families and communities within a specific geographic territory. Direct services provided by these agencies include: employment training, housing assistance, small business development, transportation assistance, affordable housing development, parenting and family support, emergency food and clothing, and special projects for child and youth development. Each organization conducts a comprehensive needs assessment within its service territory and tailors programming to these needs.

Accomplishments

- Community Action Agencies (CAAs) used \$12,044,073 in ARRA dollars to provide programs and services to low income families in Wisconsin.
- The Wisconsin Community Action Program Association (WISCAP) received \$250,000 to administer the Skills Enhancement program for state fiscal year 2012. WISCAP has contracted with the Department of Health Services (DHS) to access \$102,000 of federal FoodShare Employment and Training (FSET) dollars for individuals in the Skills Enhancement program who are co-enrolled in FSET. WISCAP contracts with fifteen CAAs to administer this program.

Bureau of Child Support (BCS)

Program: The Bureau of Child Support's goals are to ensure that children have financial support of both their parents; to foster responsible behavior towards children; to emphasize that children need to have both parents involved in their lives; and to reduce welfare costs.

Accomplishments

- Nationally, Wisconsin is ranked 3rd in current child support collected for federal fiscal year 2010.
- Improvements to the child support customer service line, which receives almost four million calls annually, have resulted in a decrease of transferred calls by 30% reflecting that customers are better served by the appropriate resource without delay.
- The amount of information available to child support customers on their cases was increased through improvements to the Child Support Online Services website. The site now receives over 51,000 visits each week.

- The accessibility of training programs was increased through the expanded use of distance learning platforms such as webinars, online workshops, and narrated computer based training. Using these methods, over 6,270 contact hours of training were delivered to state and local agency staff with no travel expense.
- The procurement for combined State Disbursement Unit and Debit Card Services was completed with a new contract award. This will save the state \$1.4 million per year for five years compared to the current separate contracts.
- Almost \$5 million payments from employers and individual payers were collected with same-day electronic distribution to the custodial parent. This exceeds the federal requirement of payment within two business days of receipt.
- The total number of unproductive arrears cases was reduced by over 8%, exceeding the target of 7%. This resulted in increased collection of arrears for overall performance improvement.

DIVISION OF SAFETY AND PERMANENCE

The Division of Safety and Permanence (DSP) has the program responsibility to keep children safe from abuse and neglect; provide child protective services to children who have been maltreated; achieve permanency for children who are removed from the home; and improve the well being of children involved with the child welfare service system.

DSP operates domestic violence services; the kinship care program; adoption services; and licensing of child welfare service providers.

Bureau of Milwaukee Child Welfare (BMCW)

Program: DSP directly operates child welfare services in Milwaukee County through the Bureau of Milwaukee Child Welfare (BMCW).

In 1993, the American Civil Liberties Union Children's Rights Project (now Children's Rights, Inc.) filed a lawsuit regarding the child welfare services in Milwaukee County. In 2002, Children's Rights and the state entered into a settlement agreement. The Jeanine B. Lawsuit Settlement Agreement requires BMCW to achieve specific outcomes regarding the permanency, safety, and well being of children in out-of-home care. BMCW has been released from all but two provisions of the settlement agreement.

Accomplishments

- Provisions released from the Jeanine B. Lawsuit Settlement Agreement in this biennium because the benchmarks were achieved include:
 - Maltreatment in out-of-home care – Settlement performance standard is less than or equal to 0.60%. For the first six months of 2011, performance was 0.04%; and
 - Stay in diagnostic/assessment centers should not exceed 60 days. For the first six months of 2011, performance was 100%.
- Milwaukee Child Welfare caseload trends during the biennium were:
 - The number of children in out-of-home placements decreased from 2424 in July 2009 to 1956 in June 2011;
 - 1472 families were receiving case management services on June 30, 2011;
 - 548 children were living with their families on a court order of supervision on June 30, 2011;
 - 241 families were receiving in-home Safety Services on June 30, 2011;
 - 356 children were reunified with their families from January to June 2011; and
 - 112 children were adopted from January to June 2011.
- As a result of studies completed in early 2009, BMCW developed an extensive recruitment and retention plan for foster parents, which resulted in the addition of 198 new foster homes by December 2010.
- Significant effort was directed to lowering caseloads and retaining child welfare workers. For calendar year 2009, the average number of children per caseload was 20.2, and the annual caseworker turnover was 30%. In June 2011 the average number of children per caseload was 15.7 and the six month caseworker turnover was 13%.

- Through the Nurse Family Engagement Initiative, BMCW implemented nursing services for the most vulnerable child welfare population – those children in out-of-home care under three years of age. Nurses consult with Initial Assessment and Access workers in the identification of health care needs and make regular visits along with the child welfare case manager to children under the age of three.
- BMCW workers began using the Child and Adolescent Needs and Strengths (CANS) tool in July 2010 to screen for mental health needs.
- To address the educational needs of children in care, BMCW initiated an educational liaison position in July 2010. The liaison is available to all children in BMCW care, and serves approximately 40 children monthly in areas such as: suspected need for special education; Individualized Education Planning (IEP) meetings; behavior and transportation concerns.
- A model for Family Teaming was developed and implemented in April 2011. Staff are using this model at the 30-day mark, and every 90 days thereafter.
- In August 2010 the BMCW began Permanency Consultations. Every child in care receives a structured internal consultation regarding permanency at the 5, 10 and 15-months in care point.

Bureau of Permanence and Out-of-Home Care (BPOHC)

Program: The Bureau is responsible for administering the state adoption program; providing policy guidance to counties on foster care, kinship care, other out of home care and independent living services; and licensing child welfare facilities. It also administers the Interstate Compact on the Placement of Children (ICPC). The purpose of these programs is to promote the health, safety and welfare of children in community care arrangements and to assist children and youth to attain permanency.

Foster Care

Program: Family foster care, including treatment level foster care, is designed to be a temporary placement for children when their parents cannot safely care for them. Over 5,100 foster homes across the state care for almost 8,000 foster children each year. Counties, tribes and private agencies license foster parents in Wisconsin.

Accomplishments

- As directed by the biennial budget and other legislation during the biennium, significant changes were made to strengthen the foster care program:
 - Implemented a graduated Levels of Care system for foster care licensing initiative, to reflect the differing levels of needs and training required for foster parents;
 - Expanded licensing options for relative caregivers, effective January 2010;
 - New mandated pre-placement and foundation training for foster parents was developed and implemented in calendar year 2010;
 - Based foster care payments more closely on the needs of the child through implementation in April 2011 of a national tool, the Child and Adolescent Needs

and Strengths (CANS) tool. Using the CANS tool enables the Department to better align services and reimbursement with the needs of the child.

Special Needs Adoption Program

Program: The Department's Special Needs Adoption Program (SNAP) is responsible for finalizing adoptions for children in the foster care system that are eligible for adoption through termination of parental rights.

Accomplishments

- In calendar year 2009, 724 adoptions were finalized and in calendar year 2010, 726 adoptions were finalized. Of the total adoptions, over 85% were by the child's foster parents.
- The Department receives and approves requests for international adoptions of children by Wisconsin residents. DSP received requests for 199 international adoptions in calendar year 2009 and 315 international adoptions in calendar year 2010.

Kinship Care Program

Program: Kinship Care is a program designed to help support a child who resides outside of his or her own home, either temporarily or for the long term, with a relative (such as an adult brother or sister, a first cousin, a nephew or niece, an uncle or aunt or a grandparent, among others). It creates another placement option, other than foster care, for a child who may not be able to continue living at home with his or her parents.

Accomplishments

- In calendar year 2009, a total of 10,942 county and 277 tribal children received Kinship Care payments. Of the 11,219 total children, 2,891 were in Court-Ordered Kinship Care placements and 8,328 children lived with relatives on a voluntary basis.
- In calendar year 2010, a total of 10,211 county and 281 tribal children received Kinship Care payments. Of the 10,492 total children, 2,547 were in Court-Ordered Kinship Care placements and 7,945 children lived with relatives on a voluntary basis.

Child Welfare Provider Rate Regulation

Program: As directed by the biennial budget and other legislation, the Department implemented a new rate regulation structure for group homes and residential care centers (RCC).

Accomplishments

- The new rate structure went into effect July 1, 2011, and is designed to provide consistency and transparency in payments and ensure cost-effective use of our resources.
- Under the new structure:

- A process was developed to set a maximum allowable rate for group home, residential care centers and the administrative cost for child welfare agencies;
- The maximum rates are based on cost reports of current providers and are intended to reflect the reasonable and necessary costs of operating a group home, RCC and child welfare agency; and
- Providers' rates may be less than the maximum allowable rate, but may not exceed it.

Strengthening Permanency Outcomes for Children in Out-of-Home Care

Program: The bureau initiated on a pilot basis the Permanency Roundtable practice: a structured and focused case consultation approach designed to expedite permanency for complex out-of-home cases through creative problem solving, application of best practice and busting of systemic barriers.

Accomplishments:

- Permanency Roundtables began in 2010 in Milwaukee and in November 2010 in Dane and Brown counties.
- The bureau is expanding permanency roundtables statewide.

Bureau of Safety and Well Being (BSWB)

Program: The Bureau of Safety and Well Being develops and issues child protective services (CPS) policy standards and practice guidance for CPS agencies in 71 counties. The bureau also manages child welfare and child abuse/neglect prevention services; monitors federal and state legislation related to child welfare; supports cross-system services that benefit children and youth in the child welfare system; manages family violence prevention and intervention programs and oversees child welfare staff and provider professional development activities. As directed by 2009 Wisconsin Act 78, in February 2010 measures were implemented related to public disclosure of child deaths, serious injuries, egregious incidents of child abuse and neglect and when a child in out-of-home care placement dies and suicide is suspected.

Domestic Abuse Program

Program: The Domestic Abuse Program provides grants to victim services agencies statewide. These agencies deliver safety and support services for victims of domestic abuse and their children; educate the community about domestic abuse; and promote a coordinated community response to domestic abuse. Services are provided in every county and tribal area.

Accomplishments

- In calendar year 2010, over 40,000 people received services including 6,660 persons who received safe shelter.

- In calendar year 2010 and calendar year 2011, the Department implemented activities to enhance the collaboration between domestic violence programs and the Child Protective Services system.
- In 2010, a Summit on Teen Dating and Sexual Violence was held and attended by over 300 people. The Summit brought together both teens and adults to learn about prevention and intervention strategies for teen dating violence.

Brighter Futures

Program: The Brighter Futures Initiative (BFI) promotes healthy families and youth; school readiness for children; child safety in their families and communities; and successful navigation from childhood to adulthood. Programs are in place in the following counties/reservation: Douglas, Forest, Iron, Kenosha, Milwaukee, Racine, Rock, Walworth and Winnebago, and Menominee Tribe.

Accomplishments

- In calendar year 2010 and calendar year 2011, over 17,604 youth were served by positive youth development and other AODA/ violence/ teen pregnancy prevention projects, including mentoring, counseling or other interventions to avoid negative outcomes such as school failure or out-of-home placement
- Over 6,302 individuals (parents, caregivers, infants, and children) were served through parent education classes, parent mentoring and/or intensive family counseling services.

Other DSP Programs, Initiatives and Activities

Home Visiting

Program: Home Visiting is a service provided in the homes of pregnant women, children from birth to eight years and their families, including intensive weekly visits by a nurse, social worker and/or paraprofessional staff person. Evidence-based home visiting models have been found to improve parenting, school readiness, and maternal and child health, and can also help to reduce child abuse and neglect. Wisconsin's home visiting program is a collaborative effort from many partners guided by the work of the Governor's Early Childhood Advisory Council (ECAC) Task Force.

Accomplishments

- In fall 2010, the bureau received the first \$500,000 of a \$1.16 million allocation from the federal Maternal, Infant and Early Childhood Home Visiting Program.
- Through a joint Request for Proposal (RFP), for a select group of at-risk counties serving high risk populations the Department aligned the state home visiting GPR dollars, the federal TANF Milwaukee home visiting funds, and the new federal Maternal, Infant and Early Childhood Home Visiting Program (MIECHV).

Adverse Childhood Experiences (ACEs)

Program: National research has shown a powerful relationship between adverse childhood experiences (ACEs) and later negative health and behavioral outcomes.

Accomplishments

- In 2009, the Department began collaborating with the Department of Health Services (DHS) and the Children's Trust Fund to collect data on the prevalence of adverse childhood experiences in Wisconsin, based on a national survey tool.

Alternative Response Initiative

Program: As directed by statute, the Department initiated a pilot of an alternative response approach to child protective services to provide the most appropriate, effective, and least intrusive response to reports of child abuse or neglect.

Accomplishments:

- The Department launched the Alternative Response pilot program in July 2010 in Milwaukee, La Crosse, Marathon, Eau Claire, and Pierce counties.

DIVISION OF ENTERPRISE SOLUTIONS

The Division of Enterprise Solutions (DES) is responsible for providing the administrative support services to the Department as well as budget and performance management (performed by the Office of Performance and Quality Assurance). The administrative support services include the following key functions: Agency Operations, Continuity of Operations (COOP), Finance, Human Resources, and Information Technology.

Bureau of Finance (BOF)

Program: The Bureau of Finance is responsible for the accounting and financial reporting of all funds administered by the Department. The bureau provides financial services including accounts payable, accounts receivable, general accounting, federal reporting, and financial systems processing. The bureau also provides contract and procurement services, financial consultation, and operating budget assistance to the program divisions in order to ensure sound financial policy and procedures throughout the Department.

Accomplishments

- When the Department was created, the bureau faced many challenges in consolidating and automating processes from legacy agencies. In the 2009-11 biennium, the bureau implemented several systems improvements to increase uniformity and efficiency in the bureau and across the Department. The bureau implemented several key financial systems including: a Transaction Editor (TEd), a Cost Allocation System (CAL), and a Purchasing Card Account Log (PAL) system.
- The financial systems implemented automate several manual process including general ledger entries, verifying account coding for multiple subsidiary systems, allocating overhead, and uploading, monitoring and coding PCard data. These improvements increased bureau efficiency and positioned the bureau to take over new responsibilities related to the Milwaukee Child Care Eligibility unit on January 1, 2010, implement new Out-of-Home Care rate regulation legislation, and monitor American Recovery and Reinvestment Act (ARRA) funds.
- The implementation of these financial systems and conversion from manual to electronic processing also allowed the bureau to centralize and consolidate financial data into the Business Reporting Information Technology (BRITE) data warehouse. The centralization and consolidation of financial data into BRITE allows for increased financial transparency, enhanced reporting, and timely management analysis.
- The bureau has also automated reporting for the Minority Business Enterprise (MBE) spend by using the BRITE data warehouse.
- The bureau continues to provide effective leadership in properly accounting for the approximately \$1 billion of funds the Department receives. Grant funds were maximized while maintaining compliance with the myriad of rules, regulations and dozens of appropriation lines.
- American Recovery and Reinvestment Act (ARRA) funds of almost \$160 million were appropriately received, tracked and reported for eight programs. Most of these ARRA funds were used for existing programs such as Adoption Assistance, Foster Care,

Temporary Assistance to Needy Families (TANF) and Child Support. In addition, 171 jobs were temporarily created by ARRA funds and monitored by the bureau.

Bureau of Human Resources (BHR)

Program: The Bureau of Human Resources assists management, supervisors, staff and the general public with a variety of staffing, recruitment, personnel transactions, employment relations, affirmative action, workforce planning, employee assistance program (EAP), human resources and payroll related concerns, issues and questions.

Accomplishments

- Throughout calendar year 2010 and the first half of 2011, the Department made 298 classified, 11 unclassified, 19 project and 46 LTE hires. The 298 FTE hires reflect 42% of authorized FTEs. The bureau hired a TopJobs (an OSER Affirmative Action program) intern, hired four At-Risk Social Workers from the Department of Corrections and hired 14 W-2 candidates. In calendar year 2010, 11% of hires were minority, up from 7% in 2009.
- The bureau researched and clarified the ARRA/project position recruitment and retention requirements. Staff also recruited and hired several project positions during this time for the Fraud Ramp Up with a target date of December 31, 2010.
- Bureau staff reviewed, updated, and implemented Human Resources policies and procedures. Some of the policies updated and implemented included obtaining approval from the Office of State Employment Relations (OSER) for background checks for several classifications as deemed necessary. Since that time staff has conducted numerous background checks and worked with legal services as necessary. Staff also tracked the Title IV Education Leave Requests since the creation of the Department.
- Staff worked to complete division and bureau reorganizations within the Division of Safety and Permanence and the Bureau of Milwaukee Child Welfare.
- The Department's Affirmative Action (AA) Plan was developed and approved. Rollout of the AA Plan began and the Affirmative Action Advisory Committee was created and trained.
- The Department completed the transition of MECA staff to state service.
- Payroll staff provided information and assistance to employees regarding new health insurance laws with regard to dependents up to age 27; monitored and reviewed dependent status; calculated and processed necessary tax adjustments for changes in tax dependent status; and provided assistance through the open enrollment periods.
- Payroll staff has continued to create efficiencies. Currently only 13 employees have not chosen to have their checks electronically deposited. In addition, payroll has completed collaborative projects with the Bureau of Finance.
- Furloughs continued to be implemented for the period January 1, 2011 through June 18, 2011. All furlough time was appropriately accounted for under the eleven different schedules by June 18, 2011.

Agency Operations

Program: The Agency Operations Section of BHR is responsible for the management of the Department's facilities around the state. Agency Operations is also responsible for the

management of the Department's records and forms in accordance with state statutes as well as civil rights compliance for entities funded by the Department.

Accomplishments

- In coordination with the Department of Administration (DOA) and Department of Health Services (DHS) (where co-located), Agency Operations worked to develop statewide facilities needs assessments and plans. This area also established an office presence for the Bureau of Regional Operations in several areas throughout the state.
- Records and forms management plans were established for the Department. Training was conducted for the staff. In addition, a major reorganization project took place that consolidated the records management process and eliminated redundancies.
- Agency Operations collaborated closely with the Department of Workforce Development (DWD) and Department of Health Services (DHS) to further develop and refine materials used in civil rights compliance monitoring and in providing necessary training sessions.

Bureau of Information Technology (BITS)

Program: The Bureau of Information Technology Services provides information technology (IT) services for the Department. The bureau's efforts were significantly directed by the needs of the program areas. The remainder of the bureau's resources was devoted to establishing an efficient, stable and cost effective infrastructure and portfolio of technical services.

Accomplishments

- The bureau completed the first phase of its Infrastructure Build Project resulting in the provision of a DCF network environment and mobile virtualized desktops for BMCW in November 2010. This project simplified operations and established the foundation for future agency transitions to the Department's infrastructure.
- The bureau successfully modernized and transitioned the Child Welfare System (eWiSACWIS) to the newly built Department infrastructure.
- In the Child Care area, the bureau modernized and integrated the licensing legacy system (CLIC) into the Wisconsin Child Care Regulatory System (WISCCRS). The bureau also supported the implementation of the YoungStar program by building a case management module for the YoungStar Consortium users, implemented a data collection tool and a rating system, and built a public website to help parents make informed decisions about quality child care in Wisconsin.
- The bureau supported Child Care Program Integrity efforts in numerous ways: implemented data matches with CCAP, the sex offender registry, and eWiSACWIS maltreaters, building a module in WISCCRS to record the findings and follow up on data matches; implementing functionality to refer selected provider overpayments for collection via tax intercept, lien, and levy; and implementing functionality to selectively require providers to record "in and out" times for attendance reporting.
- In response to Child Support program requirements, the bureau enhanced the KIDS system to: address social security number confidentiality requirements; expand the internet custodial and non-custodial self-service portal; enable increase efficiencies in the State Disbursement Unit; remain in compliance with state and federal regulations (i.e.,

100% Pass through to Former TANF Assistance Participants and 75% Pass through to Current TANF Assistance Participants); and improved intra (i.e. eWiSACWIS) and interagency (i.e. Department of Corrections) data exchange. The bureau also made significant strides toward its efforts to replace the unsupported document generation functionality of the KIDS system by identifying and purchasing the replacement technology.

- The bureau collaborated with the Bureau of Finance and the Bureau of Budget and Policy to implement a new data warehouse (BRITE) in order to improve and/or establish robust financial and budget reporting capabilities resulting in more informed management decision making.
- The bureau collaborated with the Bureau of Finance and the Department of Workforce Development (DWD) to copy and modernize multiple financial systems from DWD for DCF use.
- In the area of business intelligence, the bureau implemented phase I of the child care WISCCRS Data Mart which includes reports related to applications, applicants/providers, background checks, complaints, enforcements, forfeitures, monitoring plans, visits and violations modules. The business intelligence areas also implemented a Transitional Jobs data mart to help agencies/regional staff to monitor Transitional Job participants as well as implemented a Participant Choice data mart to help agencies/regional staff to monitor W-2 participant's choice of region in Milwaukee. Several other additional projects were completed related to work programs in the W-2 area and additional areas throughout the department.

Bureau of Regional Operations (BRO)

Program: The Bureau of Regional Operations was created in March 2010 to consolidate regional operations previously located in several Department divisions and streamline communication, contract management and program monitoring functions with local agencies that administer the Department's programs. The reorganization consolidated Department regional program support functions for the four primary Department programs of child welfare, W-2, child support, and child care subsidy (WI Shares) into integrated regional office teams. The BRO also work with Indian Tribes that operate similar programs, either under contract with the Department or directly funded by the federal government.

Accomplishments

- The reorganization created a consistent regional office structure statewide, allowing for better utilization of regional staff resources to coordinate the delivery of program services at the local level and improve outcomes for program customers.
- Outreach efforts were conducted with local agencies during state fiscal year 2010 to seek input from agencies on the regional office structure that formed the basis of the reorganization plan. Following approval of the reorganization plan by the Department of Administration, staff were transferred to BRO in April 2010 from the Divisions of Enterprise Solutions and Family and Economic Security. The reorganization also created new regional staff positions for the child care program.
- Monitoring accomplishments during state fiscal years 2010 and 2011 include: completion of on-site reviews of 48 child support agencies; on-site reviews of 32 W-2 agencies for

the civil rights voluntary compliance agreement; introductory visits with all of the county and tribal child care agencies; and frequent interaction with child welfare agencies for program monitoring and technical assistance activities. For child support, W-2 and child welfare, BRO staff worked with local agencies to achieve program performance standards. BRO was also involved with Tribes, including the semi-annual tribal consultation process.

Office of Performance and Quality Assurance (OPQA)

The mission of the Office of Performance and Quality Assurance is to assist the department to achieve its mission and goals via the provision of objective, qualitative and quantitative data and analysis of policy and program effectiveness and efficiency. Goals of the Office are to assist the Secretary's Office in identifying departmental policy priorities; to assure that spending priorities are aligned with these, and to operationalize a transparent performance management system that assures programs are achieving their intended outcomes. These goals are accomplished under the leadership of the Office Director via two key functions: budget and performance management.

Bureau of Budget and Policy

Program: The Budget and Policy Bureau assures that the Department's policy priorities for children and families are carried out by preparing the Department's biennial budget proposal; supporting the development and monitoring of annual operating budgets; participating in the development of Department policy and program initiatives; analyzing management and financial issues; and preparing fiscal notes on proposed legislation. The bureau serves as the liaison to the State Budget Office and the Legislative Fiscal Bureau (LFB).

Accomplishments

- The bureau developed and submitted the Department's 2011-13 Biennial Budget request.
- The bureau provided information to the Department of Administration (DOA) and Legislative Fiscal Bureau (LFB) to allow them to complete their analyses of the Department's and Governor's budget requests.
- The process of rebalancing positions and funding within the Department to address program needs and strategic goals was continued.
- A number of actions were completed to reallocate funding for the TANF and Child Care programs to reflect caseload and funding changes over the biennium.
- Monthly and quarterly reports were submitted to the Legislature's Joint Committee on Finance (JFC) related to various aspects of the Wisconsin Shares program, including fraud and program integrity efforts; YoungStar implementation; and automated attendance tracking system (AATS).
- In a collaborative effort with Department staff and other agencies the bureau worked to identify maintenance of effort (MOE) funding to support the receipt of \$63 million in federal TANF Contingency funds.
- The bureau assisted in activities that allowed the Department to claim nearly \$150 million in federal ARRA funds, including:

- \$53 million in federal TANF Emergency Contingency funds to respond to increased W-2 caseloads, and
- \$250,000 in Strengthening Communities funding that provided capacity building to nonprofit organizations to enhance their ability to access government funds to improve the economic and social conditions of children and families.
- A system was implemented for submitting and monitoring federal grant applications and awards.

Bureau of Performance Management

Program: The Bureau of Performance Management provides objective analysis of policy and program effectiveness and efficiency across program areas in support of the Department's mission and goals for children and families, in the key areas of: KidStat; performance contracting and monitoring; and quality service reviews.

KidStat

Program: In July 2009, the Department launched KidStat, its performance management approach with the aim of improving agency performance. KidStat discusses data-driven reports and information in meetings where Department leadership and program staff hold each other accountable by following up until problems are resolved and results are improved. KidStat is not simply another layer of reporting but it is the way the Department manages its work to achieve results. The Secretary leads bi-monthly meetings with each of the Department's three program divisions and focuses on the key outcomes that program seeks to achieve.

The Office of Performance and Quality Assurance (OPQA) organizes the data for each division's performance measures and produces materials that facilitate data-driven discussions. After each meeting, OPQA distributes an Action Plan that facilitates relentless follow up from one meeting to the next by outlining specific requests and next steps for the division.

Accomplishments

- Over the past two and half years, KidStat has contributed to system and process improvements and more importantly, outcome improvements. Some examples include:
 - Fewer Overdue Child Care Visits: Between April 2009 and May 2011 (the most recent month for which there is data), the state decreased overdue child care licensing visits by 90%. On-time licensing visits ensure that providers are meeting state standards for safety;
 - Fewer Children Overstaying in Assessment Centers. In 2009, 54 children spent more time in the Bureau of Milwaukee Child Welfare Assessment Centers than permitted by statutes and zero children have overstayed in 2011. This saved the state \$1,000,000 in 2010;
 - Fewer Children are Victims of Maltreatment in Milwaukee Out of Home Care: In 2009, 20 children were victims of maltreatment while in out of home care

compared to 8 in 2010 and only 5 children so far in 2011. BMCW has made significant strides in promoting the safety of children in its care; and

- **Child Support Arrears:** In 2010, the Child Support program collected a payment from 62.1% of the cases that owed an arrearage. In collaboration with the counties, the Bureau of Child Support designed and implemented a plan to increase collections on arrears over the next year. Over the course of federal fiscal year 2011, this project improved performance by 1.4%, and the state finished the year with collections on 63.5% of cases with an arrears.

Continuity of Operations (COOP)

Program: The Department is required to develop and maintain Continuity of Operations Plans (COOP) in order to ensure that all mission critical, time-sensitive business services are restored in the event of a disruption to normal business operations. Such disruptions may include building outages, pandemic illnesses or cyber attacks. Time-sensitive services are defined as those which need to be recovered and operational within 30 days of a disruption.

Accomplishments

- Since its creation, the Department has developed 18 separate COOP service plans which cover all time-sensitive business services in the department. Since 2009, the Department has conducted table top exercises of these plans and utilized the feedback from these exercises to strengthen subsequent annual exercises and further improve the plans.
- The Department successfully adopted use of the E-Sponder technology for mass notification during continuity incidents and drills.