



State of Wisconsin
2017-19 Biennial Report

October 2019

Wisconsin Department of Children & Families

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This is the 2017-2019 biennial report of the Wisconsin Department of Children & Families (DCF). It provides an overview of the Department's organization and accomplishments in the two years ending June 30, 2019.

Section 15.04 of the Wisconsin Statutes directs all state agencies to submit biennial reports to the Governor and Legislature in October of odd-numbered years, addressing “the performance and operations of the department or independent agency during the preceding biennium” and “projecting the goals and objectives of the department or independent agency as developed for the program budget...” This requirement is over 50 years old: In the late 1960s it replaced a requirement for an annual report. Detailed supplemental information is now available at any time on our website. We encourage readers to consult dcf.wisconsin.gov for more information about our programs.

DEPARTMENT OF CHILDREN & FAMILIES

BIENNIAL REPORT 2017-19

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INTRODUCTION—Agency Description

The Department of Children and Families (DCF) works in partnership with local governments, tribes, health-and-social-services agencies, private and non-profit providers, and concerned individuals to protect and promote the wellbeing of children, families, and communities through:

- Supervising the statewide child-welfare system to protect children at risk of neglect or abuse, and to make permanency plans for the care and placement of children who have suffered it.
- Directly managing child-protective services in Milwaukee County.
- Regulating the health and safety of child care by licensing child-care providers statewide, certifying qualifying Milwaukee providers, and supervising the certification of non-Milwaukee providers through counties and tribes.
- Encouraging improvements in the quality of child care statewide through the YoungStar quality-rating program and financial assistance to child-care workers to attend professional-development training.
- Administering the Wisconsin Shares child-care subsidy program for low-income parents, including maintaining computer systems, establishing payment rates and statewide policies for My Wisconsin Child Care, and providing funding under contracts with counties, consortia, and tribes for local eligibility and authorization workers outside Milwaukee County.
- Supporting county services to establish paternity and child-support orders, including maintaining statewide computer and financial systems to maintain accurate case records and disburse support payments promptly.
- Administering Wisconsin Works (W-2) and other employment programs to promote self-sufficiency among parents and young adults.
- Overseeing community-based juvenile-justice services and associated Youth Aids to counties (transferred from the Department of Corrections effective January 1, 2016).

VISION STATEMENT

The vision of DCF is that all Wisconsin children and youth are safe and loved members of thriving families and communities. To reach our goal, we are focused on reducing racial and ethnic disparities in our programs and services, focusing on five key priorities:

1. Systematically increasing access to quality early care and education programs that support the needs of children and families statewide;
2. Putting families in the center of successful child support and good-paying jobs programs;
3. Safely transforming the child welfare and youth justice system to dramatically increase the

proportion of children supported in their homes and communities;

4. Dedicating additional resources to support vulnerable and historically underserved youth, specifically teenage girls, kids with complex care needs, and youth transitioning out of the foster care system;
5. Fostering a workplace where agency staff feel engaged, valued, and connected to our vision.

STRUCTURE

The Department is headed by Secretary-designee Emilie Amundson, appointed by Governor Tony Evers.

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

- Division of Early Care and Education
- Division of Family and Economic Security
- Division of Management Services
- Division of Safety and Permanence
- Division of Milwaukee Child Protective Services

The Secretary also appoints the Chief Legal Counsel, Legislative Director, Communications Director, Inspector General, and Office of Urban Development Director. The Secretary's Office also includes the Tribal Relations Director, Rural Economist, and the Budget Section.

Succeeding portions of this report provide additional detail about the internal structure of the five divisions and their programmatic accomplishments during the 2017-19 biennium.

POSITION UTILIZATION

As of June 30, 2019, the Department had seven hundred eighty-seven (787) authorized full-time-equivalent (FTE) positions, including permanent and project positions in both the classified and unclassified service. Twenty-seven (27) individuals were working in part-time positions, representing seventeen (17) FTE for an average of 63% time in those positions).¹

ATTACHED STATUTORY COUNCILS AND BOARDS

There are two statutory councils attached to the Department: The Governor's Council on Domestic Abuse (which advises the Secretary and the Legislature on matters of domestic-abuse policy and funding); and the Milwaukee Child Welfare Partnership Council (which 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. It has typically published its own, separate biennial report.

¹ §230.215 (4) Wis. Statutes Requires agencies to include information in their biennial reports on their success in establishing permanent, part-time positions.

DIVISION OF EARLY CARE AND EDUCATION

[The Division of Early Care and Education 2018 Annual Report: Early Childhood in Wisconsin](#)

summarizes data related to children and families supported by programs in the Wisconsin Department of Children and Families (DCF), Division of Early Care and Education (DECE). This report highlights information about regulated child care programs serving Wisconsin families and the activities throughout the Division that support program quality improvement, fraud reduction, and improved access to affordable high-quality child care. The report is produced using data collected and stored in DCF automated information systems including: Child Care Statewide Administration on the Web (CSAW), CARES Worker Web (CWW), Wisconsin Child Care Regulatory System (WISCCRS), and YoungStar Case Management. These automated information systems are designed for use by child care eligibility workers, authorization workers, licensing specialists, certification specialists, YoungStar technical consultants, and program integrity staff to support and connect program-wide staff activities and to supply information and documentation regarding services provided to families and children.

DIVISION OF FAMILY AND ECONOMIC SECURITY

The Division of Family and Economic Security (DFES) has two bureaus: the Bureau of Working Families (BWF) and the Bureau of Child Support (BCS).

Bureau of Working Families

The Bureau of Working Families (BWF) is responsible for administering the Wisconsin Works (W-2), Emergency Assistance, and Job Access Loan programs; the Transform Milwaukee Jobs program; the Transitional Jobs program, the state's refugee programs; the Community Services Block Grant; Wisconsin Skills Enhancement program; Civil Legal Services; Literacy and GED Services, and programs through Wisconsin Chapter of the Boys and Girls Club of America.

Program: Wisconsin Works

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

Accomplishments

- In calendar year 2017, W-2 participants obtained 6,175 jobs. In calendar year 2018, W-2 participants obtained 5,599 jobs. From January 2019 through June 2019, W-2 participants obtained 2,506 jobs.
- From January 2017 to December 2018, the total caseload decreased from 9,919 to 7,502 W-2 participants. From January 2017 to December 2018, the number of paid W-2 participants decreased from 6,341 to 5,692.
- In calendar year 2017, 273 W-2 participants were determined eligible for disability payments (SSI or SSDI). In calendar year 2018, 166 W-2 participants were determined eligible for disability payments. From January 2019 through June 2019, 91 W-2 participants were determined eligible for disability payments.
- 2017 Wisconsin Act 59 established authority for DCF to provide a worker supplement to W-2 participants that obtain unsubsidized employment and meet federal work participation requirements. In calendar year 2018, DCF implemented the \$50 worker supplement payment in addition to case management services for eligible W-2 participants. The supplemental payment serves as an additional incentive for W-2 participants to retain employment and

participate in services that may improve employment. In calendar year 2018, 1,743 W-2 participants that met federal work participation requirements in unsubsidized employment received supplemental payments. From January 2019 through June 2019, 2,027 W-2 participants received supplemental payments.

- In calendar year 2018, DCF identified funding for balance of state agencies to fund W-2 Child Support Liaison positions. The 1.0 full time equivalent position is responsible for creating direct communication, coordination, and cooperation between the W-2 agencies and the local Child Support agencies with the goal of ensuring that low-income noncustodial parents receive the services they need to find work and support their children. From January 2019 through June 2019, 370 noncustodial parents were referred by a Child Support Liaison to a government funded employment program and the referral resulted in the noncustodial parent enrolling in the employment program.
- During calendar year 2017, BWF initiated a project to establish collaborative efforts between the Department of Children and Families (DCF) and the Department of Workforce Development (DWD) to better serve individuals with disabilities. As a result, DCF and DWD entered into a new memorandum of understanding that outlines joint service delivery to individuals that participate in W-2 and Division of Vocational Rehabilitation (DVR) employment services. In addition, a new Technical Assistance Guide was developed to assist W-2 case managers and DVR counselors with providing collaborative services to individuals with disabilities who are working to obtain, maintain, or advance in employment.

Program: Transform Milwaukee Jobs Program

BWF administers the Transform Milwaukee Jobs (TMJ) program which is a transitional employment program to assist low income adults in Milwaukee County who are not eligible for the W-2 program because they are not custodial parents. The goals of the TMJ program are to: 1) transition individuals into stable unsubsidized employment; 2) increase child support payments; 3) support family reunification plans by enhancing parental capabilities and long-term child safety; and 4) transition former foster youth into independent living.

Accomplishments

- In calendar year 2017, 615 TMJ participants entered subsidized employment through the TMJ program. In calendar year 2018, 560 TMJ participants entered subsidized employment. From January 2019 through June 2019, 342 TMJ participants entered subsidized employment.
- In calendar year 2017, 267 TMJ participants successfully obtained unsubsidized jobs after completing their programs. In calendar year 2018, 305 TMJ participants entered unsubsidized employment. From January 2019 through June 2019, 74 TMJ participants found unsubsidized employment.

- Over 215 businesses and organizations participated as worksites. Number and types of TMJ worksites include:
 - 193 for profit;
 - 19 non profit; and
 - 3 government entities.

- During calendar year 2018, DCF issued a Request for Proposals for the new contract period beginning January 1, 2019. DCF selected an existing agency to provide services to adult TMJ participants and a new agency to provide services to TMJ participants who had previously been in out of home and foster care. Effective January 1, 2019, DCF expanded the service area for TMJ adult participants from a targeted area of Milwaukee to all of Milwaukee County to serve more individuals in Milwaukee County who can benefit from transitional employment.

Program: Transitional Jobs Program

BWF administers the Transitional Jobs (TJ) program which is a transitional employment program to assist low income adults in certain Wisconsin counties who are not eligible for the W-2 program because they are not custodial parents. The goals of the TJ program are to: 1) transition individuals into stable unsubsidized employment; 2) increase child support payments; 3) support family reunification plans by enhancing parental capabilities and long-term child safety; and 4) help former foster youth live independently through stable unsubsidized employment.

Accomplishments

- In calendar year 2017, 95 TJ participants entered subsidized employment through the TJ program. In calendar year 2018, 81 TJ participants entered subsidized employment. From January 2019 through June 2019, 101 TJ participants entered subsidized employment.

- In calendar year 2017, 62 TJ participants successfully obtained unsubsidized jobs after completing their programs. In calendar year 2018, 81 TJ participants entered unsubsidized employment. From January 2019 through June 2019, 26 TJ participants found unsubsidized employment.

- Over 75 businesses and organizations participated as worksites. Number and types of TJ worksites include:
 - 64 for profit;
 - 8 non profit; and
 - 3 government entities.

The 2017-2019 biennial budget allocated \$1,000,000 in Temporary Assistance for Needy Families funds to support expansion of the TJ program to four additional rural counties. In state fiscal year 2019, BWF provided funds to an existing agency to add the expansion area to its scope of services. The agency is high-performing and has demonstrated capacity to provide transitional employment to more individuals under the existing contract terms.

Program: Community Services Block Grant

The purpose of the Community Services Block Grant (CSBG) is to empower people and communities to overcome the effects of poverty and to support their progress toward greater self-sufficiency. Federal and State statutes mandate that 90% of CSBG funds be distributed by formula to 16 Community Action Agencies and 2 statewide agencies that focus on serving special populations. Each of the agencies is a not-for-profit corporation that provides direct services to low-income individuals, families, and communities within specific geographic areas. Direct services provided by these agencies include: employment and training, adult literacy, financial literacy, housing assistance, small business development, transportation assistance, affordable housing development, parenting and family support, emergency food and clothing, energy assistance, weatherization, and special projects for child and youth development. Each agency conducts a community needs assessment every three years and tailors programming to the specific needs of its service area.

Accomplishments

- In 2017, CSBG agencies served 243,570 low-income individuals in 99,049 families. This included 47,279 children, 23,282 people with disabilities, 34,860 seniors, and 23,903 people who lacked health insurance.
- In 2018, CSBG agencies served 140,939 low-income individuals in 91,500 families. This included 44,502 children, 64,701 people with disabilities, 27,833 seniors, and 69,469 people who lacked health insurance.
- In these two years, CSBG agencies helped 301 low-income households buy their own homes; assisted 1,199 low-income people start their own businesses; provided emergency shelter to 2,664 people who were experiencing homelessness; helped 2,692 unemployed individuals obtain jobs; constructed, rehabbed, and/or weatherized 17,195 units of affordable housing; and assisted 570 adults to earn high school equivalency/GEDs and 671 individuals to earn post-secondary certificates or diplomas. The agencies also provided emergency food, clothing, and financial assistance to thousands more individuals who were experiencing financial distress.
- CSBG agencies mobilized thousands of volunteers. In 2017 and 2018, these volunteers gave 2,622,831 hours of their time to assist people in need in their communities.

Program: Skills Enhancement Program

The Skills Enhancement Program provides grants of approximately \$17,800 per year to 14 Community Action Agencies across the state to assist low-income, working individuals to obtain the skills needed to compete for living wage jobs. The program assists with tuition, books, and training-related transportation and child care costs that participants could not otherwise afford. To be eligible, individuals must work at least 20 hours per week and have incomes at or below 150% of the federal poverty guidelines. They must pursue training for occupations that pay a living wage and typically offer employer-sponsored health coverage.

Accomplishments

- In state fiscal year 2016, 85 Skills Enhancement Program participants completed their training programs. Of these, 53 (62%) obtained new jobs and increased their wages by an average of \$9,936 per year. Fifty-nine percent of those obtaining new jobs now have access to employer-sponsored health insurance.

Program: Civil Legal Services

The 2017-2019 biennial budget allocated \$1 million in Temporary Assistance for Needy Families (TANF) funds for grants to support civil legal services for low-income individuals and families, with a special focus on victims of domestic violence and sexual assault. In state fiscal years 2018 and 2019, 14 legal service providers and domestic violence shelters that are partnering with legal service providers received grants ranging from \$15,000-\$50,000. The Wisconsin Trust Account Foundation (WisTAF) acted as the lead agency to administer these grants.

Accomplishments

- In state fiscal years 2018 and 2019, the grantees provided civil legal services ranging from limited advice to representation in civil litigations to 1,866 low-income domestic abuse and sexual assault survivors in 56 Wisconsin counties.
- Over these two years, the grantees identified 1,974 outcomes, 84% of which were related to receiving representation in litigation about a family matter; obtaining child custody or visitation rights; or obtaining, preserving, or increasing child support.

Program: Literacy and GED Services

The 2017-2019 biennial budget allocated \$313,200 in TANF funds to support literacy and General Education Development (GED)/High School Equivalency Diploma (HSED) services for very low-income adults. DCF contracted with Wisconsin Literacy, Inc., a statewide member organization for literacy and GED services providers, which distributed the funds to

18 literacy services providers and 23 GED services providers throughout the state. The program's main impact has been to connect GED and literacy services providers with W-2 agencies to encourage referrals for W-2 participants and other TANF-eligible adults to education services that will increase their employability.

Accomplishments

- A total of 5,256 TANF-eligible students received GED/HSED instruction and 3,761 received literacy instruction through this program in state fiscal years 2018 and 2019.
- In state fiscal years 2018 and 2019, 882 students served through this program successfully completed the GED/HSED and 712 literacy students served through this program improved their reading skills by one or more grade levels.

Program: Boys and Girls Club of America

The 2017-2019 biennial budget allocated \$1,275,000 annually in TANF funds to the Wisconsin Chapter of the Boys and Girls Club of America to fund programs that improve social, academic, and employment skills of youth. The grants included funds for Boys and Girls Clubs of Green Bay (BGCGB) for the BE GREAT: Graduate program and Milwaukee, Oshkosh, and Appleton Boys and Girls Clubs for the BE GREAT: Graduate program and Wisconsin After 3. The BE GREAT: Graduate program is a comprehensive, targeted dropout prevention intervention designed to enhance youth's engagement with learning by providing consistent support to develop the academic, emotional and social skills necessary to achieve academic success. Wisconsin After 3 focuses on improving fluency in reading, math, and career preparation.

Accomplishments

- Annually, over 500 unduplicated TANF-eligible students were served in the BE GREAT: Graduate program and over 3,000 unduplicated TANF-eligible students were served in the Wisconsin After 3 program.

Other: Improved Automated Systems

As part of administering the many programs and services listed above, BWF works independently and in partnership with other state agencies to develop and maintain complex automated systems, including the CARES Worker Web (CWW) eligibility system and CARES Work Programs case management subsystem. BWF also works to develop and maintain data warehouses and reporting systems that support complex data analytics and data access for BWF decision making and program reporting requirements.

BWF is committed to modernizing the existing application systems as well as the data infrastructure to ensure that: 1) end users are using the most current technology to help program participants obtain unsubsidized employment so that more parents are earning a wage to support their families; and 2) that participant data is available quickly and in a format conducive to DCF's data driven, decision making culture. BWF has focused most of its automated systems improvements projects on disabling the legacy CARES case management mainframe system and updating the existing online application CWW and creating new web-based online applications. BWF has also completed a modernization of the infrastructure that it uses to store W-2 data. The W-2 data warehouse is able to store more information than the previous iteration. It also allows better linkages to other information sources and is designed to support complex data analytics to support decision making for BWF work programs.

Accomplishments

- During this time period, BWF continued its large-scale, multi-year modernization project that moves legacy CARES Work Programs automation to the existing CWW web-based system or to a new web-based system called Wisconsin Work Programs. When implemented, this new online application will improve the quality of data gathered during the work programs' application processes resulting in better informed interventions and services to parents and families. Phase 1 of the project was released in February 2019 and included a web-based informal assessment driver flow incorporating enhanced participant data collection resulting in better case management and activity assignment. Automation to support Transitional Jobs, Transform Milwaukee Jobs and Children First enrollment and phase tracking was also released.

Bureau of Child Support

The Bureau of Child Support (BCS) operates under Title IV-D of the Social Security Act and administers the state's child support program in collaboration with 71 county child support agencies. In addition, BCS supports the work of nine tribal child support agencies operating in Wisconsin.

The child support program operates within a complex system of legal procedures to establish paternity and obligations for support, and collect payments for these obligations. It delivers services to families on more than 519,194 cases² statewide and processing over \$932 million in child support and spousal support payments annually.

Program: Child Support

² Of the 519,194 cases, 157,571 of them receive payment processing-only services, amounting to over \$265 million in child support and spousal support payments annually.

BCS provides policy guidance and financial assistance to county child support agencies, which help custodial parents obtain court orders for financial and medical support for their children. Specifically, the program provides several types of services, including:

- locating noncustodial parents;
- establishing paternity;
- establishing child support orders;
- reviewing and modifying child support orders
- collecting and distributing child support payments; and
- establishing and enforcing medical support.

Families may request these services on their own, or if they receive public assistance, they are referred to the child support program. County child support agencies accept the requests and referrals in KIDS, an automated computer system maintained by BCS, to manage their caseloads and interface with parent location resources.

Paternity and child support orders are established through the county courts. Effective tools for enforcing child support obligations are income withholding orders and intercepting federal and state income tax refunds.

BCS oversees the Support Collections Trust Fund (SCTF), which receipts electronic funds transfer files and paper checks and prepares payments for disbursement. Most disbursements are electronic and primarily loaded to debit cards issued to the custodial parents, and some by direct deposit to the custodial parent's bank account.

Accomplishments

- Nationally, Wisconsin is ranked 4th in current child support collected for federal fiscal year (FFY) 2018, and collects 5.0% more in total payments on cases with arrears compared to the national average.
- During FFY 2018, 34,686 child support orders were established
- During FFY 2018, Wisconsin's child-support collections were \$932,589,825.
- Almost 100% of the \$900 million annually on child-support cases is disbursed to families within two business days.
- In FFY 2018, the national average cost-effectiveness for child-support collections was about \$5.12 collected for every dollar spent. Wisconsin's cost-effectiveness, an estimated \$5.80 per

dollar spent, is better than the national norm.

State Disbursement Unit

The number of calls handled by the child support state disbursement unit contractor Conduent in CY2018 were 56,400.

The amount of information available to child support customers on their cases continues to increase through improvements to the Child Support Online Services website. The site now receives over 82,000 web visits from child support customers each week.

Program: Supporting Parents Supporting Kids/Five County Demonstration Project

- Following Wisconsin's successful completion of the CSPED pilot project – made possible via a \$2.4 million federal grant, titled Supporting Parents Support Kids (SPSK) and implemented in Brown and Kenosha Counties from 2012-2018 – the Five County Demonstration Project (FCDP) was launched in July 2019. FCDP is an expansion and evolution of the CSPED model and will be implemented in five Wisconsin counties under the name of ELEVATE (Empowering Lives through Education, Vocational Assessment, Training, and Employment).
- Through SPSK, 1,428 non-custodial parents (NCPs) were recruited in Brown and Kenosha Counties. The final CSPED evaluation results showed that a significant culture shift occurred through the duration of the project, which had a positive impact on both the child support agencies (CSAs) and the NCPs' perception of child support. NCPs felt an increased sense of responsibility for their children. Ten-year projections show that the model is likely to have long-term gains in terms of the program's cost-benefit ratio. The evaluation also showed that the barriers to employment and child support compliance faced by NCPs are significant and include incarceration and major or severe depression.
- Wisconsin requested and was granted a Section 1115 waiver from OCSE, which enables the state to draw down up to \$2 million in FFP to grant to the five counties implementing the project. A project workgroup developed a transparent application process to identify the three new counties that would incorporate ELEVATE into their CSA operations. The new program was launched in July 2019 and new NCP participants will be enrolled in ELEVATE in Brown, Kenosha, Marathon, Racine, and Wood Counties beginning in January 2020. BCS anticipates serving 2,000 NCPs through ELEVATE and the program will again be evaluated by the University of Wisconsin's Institute for Research on Poverty (IRP).

Program: Children First

- The Children First program provides job training and work experience to noncustodial parents to promote the emotional and financial responsibility that noncustodial parents (NCP) have for

their children. An NCP who has no current means of meeting a child support obligation may be ordered to participate in the program by a court under an action to create or modify a support order or in a contempt of court proceeding to enforce a child support order.

- For calendar year 2019, BCS contracted with 13 counties and two W-2 agencies to operate a CF program in 22 counties. During 2017, courts ordered 1,652 parents owing support to participate in Children First. Of those persons, 691 participants successfully completed the 16-week program and another 263 parents became consistent in making their child support payments.

Other: System Improvements / Upgrades

Wisconsin completed a multi-year project known as DocGen-wiKIDS in November 2018 to automate the creation and submittal of documents exchanged with Participants/Counties/Courts. Agencies can use standard documents, select specific documents, and create custom content for their documents. This project replaced a non-supported document management application and allows enhanced automation of documents to produce over four million case-related notices, letters, and other documents sent to child-support case participants each year.

Enhancements to the Child Support Online Services (CSOS) will be put into production in November 2019. This project improves the participant experience/navigation using mobile-technology and allow participants to use smart phones to login to their specific cases to see all disbursements/receipts and well as receive an activation key by text or email, instead of waiting 5-7 days, from the US Postal Service.

The first phase of the Unified Security project that provides more self-service options for child support agencies was implemented in September 2019. It includes:

- Assigning printers by worker.
- Allows agencies to enter some of their personal information.
- Enhanced lookup procedures to identify printers and printer assignments, etc.

This project is trying to create more self-services functionality and reduce cycle times for things the individual workers can perform themselves.

The Child Support program modernization efforts in Wisconsin included the creation and expansion of the data warehouse that utilizes child support data effectively to support the BCS policy and program goals.

The Business Analytics and Research section was formed in 2018 to champion the change management efforts around data driven decision making by incorporating research and

analytics to support the following core needs of the program and thereby improve the outcomes for children and families in Wisconsin.

- Enhance collections process and workforce allocation
- Improve child support collections and increase performance-based incentive federal funding
- Assess program outcomes to improve efficiencies with minimal budget and resources.

The capabilities of the data warehouse have evolved to provide daily updates on case, participant and financials to support the child support agencies in their case management operations in addition to helping the fiscal, policy and intergovernmental sections in the bureau and other cross-functional bureau's in the state with their reporting needs. The child support analytics journey has evolved towards leveraging predictive analytics to assess challenges with participants and cases ahead of time and prepare agencies to take a preventative action early on.

DIVISION OF MANAGEMENT SERVICES

Overview/Administrator's Office

The Division of Management Services (DMS) is responsible for providing department-wide business services and functional support to the Secretary's Office (S.O.), individual divisions, and their programs. These services include "infrastructure" and services ranging from information technology and data-management to payment-issuance and other accounting-related and contract-process services, advising the S.O. on compensation issues, coordinating department forms and internal policies, issuing staff I.D.s, identifying space assignments, and coordinating moves and continuity-of-operations plans. During 2017-19, the DMS Agency Operations section began planning for all DCF Madison headquarters staff to move to a single building sometime in 2020.

Additional functional program-support services provided by DMS include Lean-government consulting, managing public-assistance collections for both DCF and DHS programs, DCF's regional-operations staff-liaison services to local governments and program agencies, ongoing program-performance evaluation for child-protective services in Milwaukee county, and ad-hoc assistance to the S.O. and divisions on specific program, policy, legislative, and automation challenges. As an example, during 2017-19, DMS provided technical assistance to, and created an interagency agreement with, DOA's Division of Energy, Housing, and Community Resources (DEHCR) to implement a new case-management program for the homeless using DCF's Temporary Assistance for Needy Families (TANF) funds.

Bureau of Regional Operations (BRO)

The Bureau of Regional Operations (BRO) provides support to DCF program divisions by overseeing contracts with local agencies administering DCF programs, including child care, child welfare, child support, and Wisconsin Works (W-2). BRO conducts program monitoring, provides technical assistance, reviews customer complaints about local-agency services, and facilitates regional meetings for local-agency staff. BRO monitors compliance by contractor agencies with federal and state civil rights requirements.

Accomplishments:

- Issued new civil-rights instructions to DCF contractor agencies for the 2018-2021 civil-rights compliance plan period. Civil-rights letters of assurance for the 2018-2021 period were collected from all contractors.
- Completed child-support agency monitoring, including corrective-action plans with local agencies. BRO issued new child-support agency monitoring instructions for the 2017-2019 monitoring cycle.
- Monitored documentation of child-welfare caseworker contacts with children in out-of-home placements. Wisconsin exceeded the caseworker contact standard in Federal Fiscal Years

(FFYs) 2017 and 2018.

- Monitored local child-care administrative agencies (counties and tribes), including monitoring those on corrective-action plans.
- Completed monitoring of non-Milwaukee W-2 agencies, including working with three of the W-2 agencies to successfully complete corrective-action plans relating to the Work Participation Rate for W-2 participants.

Bureau of Finance (BOF)

The Bureau of Finance (BOF) is responsible for accounting and financial reporting for all funds administered by the Department (approximately \$1.2 billion annually). It coordinates all DCF expenditures and provides procurement and contract services, collection services for public benefit programs, audit and review services, and financial consultation for the program divisions in order to promote fiscally informed decisions and consistent financial policy and procedures. The BOF also reviews and sets payment rates for child-placing agencies, group homes, and resident care centers.

Accomplishments

- Issued 1,277 contracts with grantees and service providers (including local governments, tribes, and both for-profit and non-profit entities).
- The Public Assistance Collections Section recovered over \$32.3 million in overpayments from parents receiving Badger Care—Medical-Assistance, Wisconsin-FoodShare, W-2, or Wisconsin-Shares child-care benefits, and from Wisconsin-Shares providers.
- Implemented the first phase of a Benefit Recovery Investigation Tracking System (BRITS). This application facilitates the creation and tracking of fraud-investigation referrals for the Badger Care Medical-Assistance, Wisconsin FoodShare, Wisconsin Shares, and W-2 programs. Over 213,000 referrals for investigation have been created since BRITS began to be used in November 2016.
- Exceeded the Governor's 5% goal for Minority Business Enterprise (MBE) spending for the 11th consecutive year, with 12.7% in the 2017-18 fiscal year and 13.06% in the 2018-19 fiscal year.
- Reviewed and responded to 921 single-audit reports from partner agencies, and completed 45 fiscal reviews of sub-recipients of federal funds.
- Collected about \$1.698 million as a result of audits and reviews (including un-allowed profit or excess reserves from regulated non-profit providers, and disallowed costs from any provider type).

- Strengthened sub-recipient monitoring by developing training and resources for DCF contract administrators.
- Successfully implemented a new, internally developed, upload functionality for sub-recipients to submit financial documents.
- Created new online financial dashboards and reports to support contract monitoring.

Bureau of Information Technology Services (BITS)

The Bureau of Information Technology Services (BITS) provides information technology (IT) services for the Department. The bureau's efforts are significantly directed by the needs of the divisional program areas expressed via the DCF Service- Level Agreement (SLA) project-identification and resource-allocation process.

Accomplishments

BITS completed a number of major projects and software upgrades to meet business- partner objectives, including:

- **Implemented the “Wisconsin Talks” anti-human-trafficking campaign website.**
- **Successfully combined two applications into one and released the new WANDA (Wisconsin Application for Non-profit Domestic Abuse Agencies).**
- **Enhanced the LIFT (Longitudinal Information on Family Touchpoints) Data Warehouse**
 - Added a parent-centric view to previously available child-centric view functionality to see participation in any of six DCF program areas.
 - Added data for DCF's home-visiting programs.
 - Created a dashboard for YoungStar child-care quality rating data.
- **Child-Care Systems**
 - Updated functionality for parents, agency workers and providers using the MyWIChildCare portal.
 - Implemented expanded eligibility policies and improved calculation of Wisconsin-Shares subsidy benefits.
 - Provided enhanced child-care background-check functionality, including interfacing with the National Sex Offender Registry.
- **Child-Support Systems**
 - Implemented the Statewide roll-out of a new Child-Support Document Generation (DocGen) system.
 - Also implemented statewide new search functionality in wiKIDS (the web-based interface with the Kids Information Data System, which houses information about child-support cases and payments).

- Enhanced integration with the Department of Revenue (Wisconsin DOR) to collect delinquent child support from tax refunds.
- Provided text-messaging capability for Child-Support Online Services (CSOS), an information portal for parents to check on their payments.

- **Child-Welfare Systems**

- Successfully deployed 3 eWiSACWIS releases with upgrades and bug fixes. (“eWiSACWIS” is the electronic Wisconsin Statewide Automated Child Welfare Information System, sometimes also called “WiSACWIS,” or “SACWIS”). It is the core system used by child-protective services workers in all counties.
- Transitioned support of the Geographic Placement Resource System (GPRS) from DHS to DCF.
- Enhanced and redesigned additional dashboards.

- **Work-Program Systems**

- Deployed WPASS (Work Programs Analytics Systems), including embedded analytic dashboards.
- Programmed mandated law changes and new programs, such as benefit time limits and a new stipend payment for former W-2 participants who have left for unsubsidized employment—providing an incentive for them to participate in case-management follow-up for up to one year.
- Programmed changes to support changes in program administration, such as expansion of the Transitional Jobs program to additional counties, implementing new incentives for W-2 contractors, upgrades for federal reporting, and to address Legislative Audit Bureau (LAB) concerns.

- **Benefit Recovery Investigation Tracking System (BRITS)**

- Implemented functionality to create FoodShare and Medicaid claims
- Delivered production reports for business partners (DCF, DHS, W-2 agencies, counties and county Income Maintenance consortia) to provide better oversight of their workloads.
- Provided a global dashboard for management needs.

- **Other Administrative/DMS-Finance Systems**

- Implemented the new “Perform” (Performance Monitoring) application to aid contract specialists in satisfying federal requirements to document and respond to deficiencies and findings from contract reviews.
- BRITS also enhanced the related FACTS (Financial Audit and Contract Tracking System) to bring in additional information from PATS (the Provider Audit Tracking System), helping DCF meet federal requirements to assess the risk subrecipients present for non-compliance based in part on past audits.
- Enhanced the SPARC (System for Payments and Reports of Contractors) system, which counties and other entities use to report expenditures to DCF for reimbursement.

BITS also completed major technical upgrades and productivity improvements, including:

- Desktop modernization, including Windows 10, Office 365, and “smart cards” (used for both building access and access to employee computer and printing resources).
- Purchase and deployment of significantly improved remote-meeting technology, including Spark units and videoconferencing phones.
- Desktop asset-management changes, including continued deployment of “Zero Clients” to save on costs (compared to conventional desktop computers and laptops).
- Decoupling some of our infrastructure from DWD and optimizing some of our infrastructure hosted by DOA/DET.
- Implementing a new e-mail retention policy that will save money on storage costs and eventually eliminate the need for the Archive Manager tool.
- Implementing formal Change-Management processes and an online Change- Management calendar.
- Redesigning our Internet and Intranet web pages in cooperation with webmasters through DCF, including a new search engine and creating the ability for employees to recognize others’ achievements or thank them through a “virtual high five.”

Bureau of Performance Management (BPM)

The Bureau of Performance Management (BPM) provides objective analysis of program and policy effectiveness and efficiency in support of the Department's mission and goals for children and families. BPM staff provide advice and guidance about DCF's research agenda and coordinate policies and procedures for making its data available to outside researchers and other requestors. DPM staff support DCF's regular review and discussion of program performance measures, and sponsor forums for DCF's management to consider data-driven solutions. A significant effort is placed on improving child-welfare practice through quality reviews, and through supporting the management of the Jeanine B. settlement agreement in Milwaukee County. Since January 2016, DPM has led the Lean initiative in DCF, working closely with DOA's Lean Government program and supporting the DCF divisions' Lean Coordinators.

Accomplishments

- Completed four semi-annual settlement-agreement reports, eight quarterly Corrective Action Plan (CAP) Reports, and 18 monthly internal CAP reports as part of the State's settlement agreement with Children's Rights Inc. regarding child-welfare services in Milwaukee County.
- Facilitated the completion of 37 Data-Sharing Agreements, making DCF data accessible to outside partners and researchers.
- Coordinated 9 Learning Exchanges in partnership with the University of Wisconsin-Madison Institute for Research on Poverty (IRP). Attendees learned about Intergenerational Poverty, How to do Program Evaluation, Findings from the national Child Support noncustodial Parent Employment Demonstration (CSPED) project evaluation, and Kids “Aging out” of Foster Care and whether prior involvement in Child Protective Services (CPS) has measurable effects on teen pregnancy, high-school completion, and other outcomes.

- Conducted over 1,000 independent and objective statewide reviews, including more than 645 Access Reviews, 200 Initial-Assessment (IA) Reviews, and over 300 Ongoing Services Case Reviews since July 2017.
- Trained and certified 5 county peer reviewers in Access case review and 28 county peer reviewers in IA case review. These peer reviewers conduct case reviews for Wisconsin's CQI statewide Access and IA reviews (county staff do not review cases in their own counties). DPM's CQI staff then assess and analyze the data collected, working with DSP.
- Developed and published Access case-record-review dashboards, which support DCF's Child Welfare Continuous Quality Improvement (CQI) system by providing information on the quality of decisions made at Access to child-protective services (CPS). The interactive dashboards portray the key findings from Access reviews done between 2015 and 2018.
- Updated the Child Welfare IA Case-Review Instrument and created a database to store and display case-review data.
- Assisted with training reviewers in the federal Onsite Review Instrument (OSRI), preparing review information and review sites, conducting orientation and logistics for Wisconsin's Round 3 of the federally required Child and Family Services Review (CFSR) in April 2018.
- Provided DSP with analysis of performance measures from the CFSR Round 3.
- Worked closely with DMCPs providing analysis of data about children who had experienced 4 or more placements in out-of-home (OHC) care. This looked at the timing of permanency (reunification, adoption, or guardianship) and explored whether there were observable differences in the characteristics of the children (in the 4-or-more-placement group) at 4 different snapshots in time (December 31st of 2015, 2016, 2017, and 2018).
- Conducted a review for DMCPs exploring the relationship between the timing (on time or delayed) of CPS Dispositional Hearings, Permanency Planning, and the effect of these on the timing of a child achieving placement permanence (after these events and/or experiencing OHC).
- Completed a targeted review of respite-care use for DMCPs.
- Completed an adoption-disruption review in coordination with DSP's Bureau of Permanence and Out-of-Home Care.
- Conducted three reviews (2 for DMCPs and 1 for Racine County) on IA performance. The Racine County review included case reviews and conversations with Racine County workers and leadership to explore their success in closing overdue cases.
- Presented on "Re-envisioning the Child Welfare Case Review Process: Using Case-Review Data to Inform Systems Change" at the Association for Public Policy Analysts & Management (APPAM) in Chicago in November 2017.
- Presented a poster on "Enhancing Wisconsin's Child Welfare Case-Review Process: Developing Innovative Systems and Strengthening Collaboration to Continuously Improve Practice" at the Association for Public Policy Analysts & Management (APPAM) in Washington D.C. in November 2018.

Bureau of Human Resources (BHR)

The Department of Children and Families - Bureau of Human Resources provides support in the areas of recruitment and selection, classification and compensation, employment relations, performance

management, payroll and benefits, and other staffing and personnel services, including administration of the Employee Assistance Program (EAP) and Family and Medical Leave Act (FMLA).

With the implementation of Shared Services in July 2018, and the recent creation of Region 3 under the Division of Personnel Management in the Department of Administration, the DCF-Human Resources Bureau is now officially part of the State Shared Services model.

Region 3 consists of the following State agencies: Department of Children and Families (DCF), Department of Natural Resources (DNR), Department of Workforce Development (DWD), and Department of Agriculture, Trade and Consumer Protection (DATCP).

DCF-BHR has been working with Data Analytics Specialists at DCF on several personnel processes and initiatives to capture recruitment and selection, and retention information to create dashboards using Tableau. This allows the Department to conduct HR data analytics to determine personnel trends, areas of improvement, and changes to HR processes. Dashboard demonstrations of this personnel data have been presented to other State agencies within Region 3 and have been well received by the HR professionals.

DCF-BHR has also been working on other data analytics personnel initiatives including the creation of a compensation tool called the Wage Analysis of Government Employees (WAGE) to determine compensatory rates for new hires and reclassification/reallocation transactions. WAGE uses demographic and compensation information from DCF and other State agencies to assist the Department in making appropriate salary recommendations based on candidate's qualifications and experience. The WAGE tool has also been utilized for Discretionary Equity and Retention Awards (DERA) determinations for DCF employees.

Currently, DCF-BHR is working on another data analytics personnel project to better understand demographics trends such as race/ethnicity, gender, and educational background of individuals who applied, interviewed, and were hired for DCF positions.

DCF-BHR continues to work in collaboration with the DCF Secretary's Office in other Department's initiatives such as the Remote Work Policy, which will be fully implemented after the completion of the pilot.

DIVISION OF SAFETY AND PERMANENCE

The Division of Safety and Permanence (DSP) directs the administration of relevant child welfare and community-based youth justice (YJ) systems and monitoring and compliance with key state and federal policies and legislation. The purpose of the child welfare system is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The vision for the youth justice system is to serve each youth, individually, within the context of his or her family and culture, to acquire the tools to thrive in adulthood, while protecting public safety. DSP also operates domestic violence services; the kinship care benefit program; adoption services including finalization of public adoptions, adoption assistance benefits, and adoption search; and licensing of child welfare service providers.

Administrator's Office

The Administrator's Office (AO) oversees the operations of the Division and directly administers high priority policies and programs that are cross-cutting across multiple DSP Bureaus, DCF Divisions and/or state agencies.

Accomplishments

- Launched a division strategic planning process that included over 200 individuals representing counties, Tribes and key child welfare stakeholders in Wisconsin. Planning is focused on articulating a vision and strategic direction to achieve better outcomes for our children and families that leverages the opportunity of the Family First Prevention and Services Act (FFPSA) as a tool to transform our child welfare system.
- Heightened attention and visibility on combatting human trafficking including the following efforts.
 - Expanded services to youth who have experienced sex trafficking by increasing the number of regional hubs from one to three regions of the state. Hubs provide services and supports to survivors of human trafficking and those at risk of human-trafficking.
 - Completion of a documentary video "It Happens Here: The Reality of Sex Trafficking in Wisconsin" which paints a picture of individuals affected by, and issues related to, human trafficking in Wisconsin. This video has been used for law enforcement, child welfare staff and runaway and homeless youth provider training.
 - Partnered with the Department of Public Instruction (DPI) to develop a survivor-informed instruction for health and pupil services for use in Wisconsin schools beginning in the fall of 2020. This included a pilot program in the spring of 2019 in Milwaukee Public Schools.
- Strengthened data and analytic capacity by creating the Bureau of Compliance, Research, and Analytics to oversee efforts to ensure compliance with federal data and fiscal standards and requirements, maximize federal reimbursement opportunities, and quality data and analytics to promote data driven decision-making.

Bureau of Youth Services

The Bureau of Youth Services (BYS) is responsible for administering the federal Independent Living program for youth aging out of out-of-home care, the state Runaway and Homeless Youth and Brighter Futures programs, and for improving outcomes for youth in and at risk of the child welfare and youth justice systems. In 2016 the bureau became responsible for state supervision and fiscal administration of the community-based youth justice system. This includes state supervision of the county's direct service work for youth on delinquency orders, and development of state infrastructure related to the community-based youth justice system. The purpose of all programs under the direction of BYB is to enable youth to thrive in adulthood.

Accomplishments

- A statewide regional network of independent living services became available in January, 2019. Information about supports and services across the state that help youth acquire key skills to transition successfully to independence are available at: <https://dcf.wisconsin.gov/independentliving>.
- Implemented a strategic plan for youth justice -see <https://dcf.wisconsin.gov/yj> The plan included developing and implementing intake worker training to include new information on trauma and adolescent brain development; initial youth justice referral data collection; and initial implementation of the Youth Assessment and Screening Instrument (YASI), the risk/need assessment tool.
- Significantly expanded the voice of youth in child welfare system planning through adding regional Youth Advisory Councils as a support to the established Youth Advisory Council comprised of current and former foster youth. Further local Youth Leadership Teams are operational across the state to provide input into DCF policies and programs -see <https://dcf.wisconsin.gov/youthservices/leadership>.

Bureau of Safety and Well-Being

The Bureau of Safety and Well Being develops and issues child protective services (CPS) policy standards and practice guidance. The bureau also supports several child abuse/neglect prevention programs and interventions for families at risk of entering the child welfare system and the development of cross-system supports and service approaches, such as those related to trauma-informed care, that benefit children and youth who are in or at risk of becoming involved in the child welfare system, and; managing family violence prevention and intervention programs and oversees child welfare staff and provider professional development activities.

Accomplishments

- Continued expansion of the Family Foundations Home Visiting program now serving thirty-one (31) counties and five (5) tribes as of July, 2018. Programs provide evidence-based home visiting services to improve maternal and child health, prevent child abuse and neglect, encourage positive parenting, and promote child development and school readiness. More information available at <https://dcf.wisconsin.gov/cwportal/homevisiting>.

- Continued implementation and adaptation of the In-Home Safety Service (IHSS) funding that began in 2017 and in 2018 through expansion to 43 counties. This effort helps keep children in families that have been reported to the child welfare system safe in their homes through comprehensive support and services, more information is available at <https://dcf.wisconsin.gov/cwportal/safety/ihss>.
- Implemented new Systems Change Review process for reviewing child maltreatment-related deaths or near deaths that meet certain criteria that is more structured and collaborative, rooted in trauma-informed principles, that includes the local child welfare agency, tribes, community stakeholders and representatives of DSP. Review results are used to identify and prioritize strategies to strengthen the state's child welfare system.

Bureau of Permanence and Out-of-Home Care

The Bureau is responsible for administering the state public-adoption program; providing policy guidance to counties on foster care, kinship care, and other out-of-home-care placements; and licensing and monitoring group homes for children, residential care centers for children and youth, child-placing agencies, and shelter care. It also administers the Interstate Compact on the Placement of Children (ICPC), which regulates the safe placement of children across state lines. Programs promote the health, safety, and well-being of children and families in the child welfare system and achieve permanence for children placed in out-of-home care.

Accomplishments

- Expanded services to relatives have been provided through a grant from the Administration of Children and Families. This Kinship Navigator project is focused on identifying and better connecting relatives to supportive resources. A relative caregiver stakeholder advisory group was established to direct the Department on relative caregiver needs and helped DCF plan and host a first ever relative caregiver conference for over 300 participants.
- Continuing efforts to secure a high rate of placement with relatives for children in out-of-home care (OHC), currently at 41%, well above the national average of 32%. The Family Find and Engagement (FFE) is an evidence-based approach focused on finding relative placements. FFE counties in the aggregate achieved a greater growth in the percentage of out-of-home care placements with relatives from 2013 to 2018 (7 percentage points growth) compared to non-FFE counties (growth of 5 percentage points).
- Streamlined and expedited the processing of Interstate Compact on Placement of Children (ICPC) requests using a LEAN Government process. This electronic process replaces the previous paperwork process and resulted in eliminating backlogs and delays in processing cases, expediting the time to permanency for children placed across state lines, and reducing the staff time needed on a per case basis.

Bureau of Compliance and Research Analytics

The Bureau of Compliance, Research, & Analytics (BCRA) manages statewide child welfare data analytics and reporting, Title IV-E program and policy and DSP's fiscal and budget compliance. In addition, bureau staff consult and coordinate with Budget, Finance, Information Technology, and the Bureau of Performance Management as needed and work with county, tribal and private agencies involved in the delivery of child welfare services. The bureau also has oversight and management of the data analytics and program integrity of DSP programs and policies related to child welfare and youth justice, to ensure compliance with federal Title IV-E and IV-B requirements, state fiscal and budget compliance, and the overall evaluation of child welfare operations and programs in Wisconsin.

Accomplishments

- Transitioned platforms for the child welfare data dashboards and restructured the visuals that support analytics and data driven decision making targeted at multiple levels within the structure of the system.
- Developed and implemented the Data Quality Committee, a structure for two-way communication between the Department and Counties specific to data tools and analytic technologies.
- DCF developed and submitted the CCWIS Data Quality Plan (DQP) to ACF. The DQP provides a single consistent document that identifies the quality, management, and governance structuring that supports the integrity of the eWiSACWIS system.

DSP will build on these efforts in the next biennium through coordination and implementation of the division strategic plan in early 2020. Division efforts will be coordinated with the overall DCF plan. Strategic planning will serve as the basis for future initiatives consistent with the Child Welfare Model for Practice - <https://dcf.wisconsin.gov/cwportal/model> in tandem with key partners and stakeholders

DIVISION OF MILWAUKEE CHILD PROTECTIVE SERVICES

The Division of Milwaukee Child Protective Services (DMCPS) responds to reports of abuse or neglect in Milwaukee County...Referrals of abuse and neglect come into the Access Section through (220 Safe). The Access Section is responsible for receiving and documenting the child abuse and neglect reports. The Access supervisor decides based upon the information provided in the Access document whether the case should be screened in and forwarded to the Initial Assessment Bureau (IAB).

The assigned IAB worker conducts a comprehensive assessment in compliance with the Wisconsin Initial Assessment Standards. The IAB worker engages the child and family and endeavors to keep the child/ren in their home safely, whenever possible.

When the Initial Assessment Bureau determines that the child/ren are not able to be maintained safely in their own home, a petition is filed and the case is transferred to one of the two contracted ongoing services agencies. A family case manager is assigned to the case and services provided to the child/ren and family in hopes of safely reunifying the child/ren.

The Ongoing Services Section provides oversight and consultation to the contracted ongoing services agencies to ensure compliance with state policy. The Ongoing Services Section is also involved monitoring and evaluating performance of the contract agencies.

The Medical Health Services Section consults with internal and external partners to bring best practices to bear in all cases where there is a health alert. The Section provides medical expertise to DMCPS IAB workers and ongoing services case managers in cases where there are identified medical concerns.

The Training Section provides our new hires in the Initial Assessment Bureau and Access Section with the requisite training and knowledge to equip them to perform their job duties. The intensive training is accomplished over approximately five months. The trainees engage in "shadowing" the training mentor as well as senior Initial Assessment Bureau staff. Formal classroom curriculum is provided by the Wisconsin Professional Development Partnership.

The Quality Operations Bureau provides fiscal, research, contracting and administrative oversight to DMCPS. The Bureau provides valuable fiscal and case trend data as well as sophisticated analysis of many aspects of our work.

Accomplishments:

Workers Culture and Climate:

- A federal Children’s Bureau grant was received by DMCPs to improve staff retention and work culture as one of eight sites in the country to participate in a five-year grant to strengthen the child welfare workforce and improve worker retention. Progress has been shown due to the selected intervention.
- Redesign of our hiring sequence and improvements in better screening and selection criteria has resulted in a consistent flow of qualified candidates into our four times a year hiring pool.
- Expanded the pool of interns and IV-E students from local colleges and universities.
- Training of Initial Assessment Bureau workers has been redesigned such that new hires complete their initial training within a five month time period which has taken the pressure off our current “case carrying” IAB staff.
- DMCPs has twenty-three staff regularly scheduled to work remotely. The Division supports ad hoc work from home due to the nature of our work. Both Access and Initial Assessment Bureau have workers who operate twenty-four hours a day.

Service Sections and Initial Assessment Bureau:

- The Access section is responding timely to reports of child abuse and neglect at an average of about 95% with few calls are going to the answering services, rather, are being answered by DMCPs Access staff.
- The Initial Assessment Bureau has reduced the number of cases considered overdue cases if not completed and approved within sixty days of the date of referral.
- Maltreatment in out of home care has remained very low at about .16 percent, well under the state average.
- Provide timely initial contacts in response to reports of child maltreatment.
- Contact children in out-of-home care who have been visited by their caseworker within a month is at
- The Medical unit has been fully staffed with three nurses which has allowed them to provide more robust services to our families in Initial Assessment as well as in ongoing services agencies.
- Considerable positive progress has been made on reaching the goal of 90% placement stability in out of home care, the only remaining Settlement Agreement measure. During 2018, we have

consistently been in the 85% plus placement stability category.

Quality Operations Bureau:

- Ongoing research was conducted on the new federal Family First Prevention and Services Act to be implemented no later than October of 2021. The Act will have a significant impact on the manner in which we provide services to families
- Preliminary preparation for issuing Requests for Proposals for our major ongoing services work which takes place every six to eight years.
- Implemented a new security, answering service, translation and courier services contracts with new providers.
- Successfully transitioned Subsidized Guardianship from the Department of Safety and Permanence to DMCPD fiscal oversight and tracking.
- Redesigned and implemented a new DMCPD internet and internet web pages and social media Twitter page information along with Department of Children and Families...
- Trained all fiscal and contract staff on sub-recipient monitoring to improve outcome measuring strategies to ensure contract goals and outcomes are met.

GOALS & OBJECTIVES DEVELOPED FOR 2019-21 BIENNIAL BUDGET

PROGRAM 1: CHILDREN AND FAMILY SERVICES

- Goal: Provide timely initial contacts in response to reports of child maltreatment.

Objective/Activity: Increase the percentage of all initial-contact visits each month that were completed or attempted timely.

- Goal: Reduce the re-victimization of children.

Objective/Activity: Increase the percentage of children who are not re-victimized within 12 months after a substantiated report of maltreatment.

- Goal: Contact children in out-of-home care on a monthly basis.

Objective/Activity: Increase the percentage of children in out-of-home care who have been visited by their caseworker within a month.

- Goal: Provide stability for Milwaukee children in out-of-home care.

Objective/Activity: Increase the percentage of children in Milwaukee who experience three or fewer out-of-home care placements in their current episode of care.

- Goal: Achieve permanency for children in out-of-home care.

Objective/Activity: Increase the percentage of children who transition from an out-of-home care placement to a permanent family setting within 12 months.

PROGRAM 2: ECONOMIC SUPPORT

- Goal: Participants in DCF employment programs obtain employment.

Objective/Activity: Increase the percentage of employment-program participants who have started a job within 12 months.

- Goal: Engage W-2 participants in employment activities.

Objective/Activity: Increase the percentage of W-2 participants who while receiving a cash grant are engaged full-time in federally qualifying activities such as job search, work experience, and education and training.

- Goal: Increase the quality of child-care programs.

Objective/Activity: Increase the percentage of YoungStar-participating child-care programs that are rated at the 3-star, 4-star, or 5-star levels.

- Goal: Connect parents of children receiving Wisconsin Shares with high-quality child care programs.

Objective/Activity: Increase the percentage of children of Wisconsin Shares participants who are attending child-care programs that are YoungStar-rated at the 3-star, 4-star, or 5-star levels.

- Goal: Establish court orders for child support.

Objective/Activity: Increase the percentage of child-support cases that have a court order established.

- Goal: Increase the payment of current (timely paid) child support.

Objective/Activity: Increase the percentage of child support paid in the month it is due.

- Goal: Increase the payment of past-due child support.

Objective/Activity: For child-support cases with an unpaid debt balance (past-due child support or "arrears"), increase the percentage that have a collection during the federal fiscal year.