



State of Wisconsin  
2013-15 Biennial Report

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Wisconsin Department of Children & Families

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Eloise Anderson, Secretary

This is the 2013-2015 biennial report of the Wisconsin Department of Children & Families. It is an overview of the department's organization, programs, and budget.

Section 15.04 of the Wisconsin statutes directs departments and independent agencies to submit biennial reports to the Governor and Legislature. These reports address the operations and goals of the departments and agencies. In the past, biennial reports were one of the few comprehensive sources of information on state administrative agencies. With the advent of the internet, detailed supplemental information is now available at any time.

We encourage readers to consult the department's website at [dcf.wisconsin.gov](http://dcf.wisconsin.gov) for more information on specific programs.

**DEPARTMENT OF CHILDREN & FAMILIES**  
**BIENNIAL REPORT 2013-15**  
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# INTRODUCTION

## AGENCY DESCRIPTION

The Department of Children and Families works in partnership with local governments, 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.
- 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.
- Manage child protective services in Milwaukee County.
- Administer the Wisconsin Works (W-2) and Wisconsin Shares (child care subsidy) programs.
- Manage child care certification in Milwaukee County.
- Maintain systems to collect and disburse child support payments, and encourage county efforts to establish paternity and support.

## MISSION STATEMENT

The mission of the Department of Children and Families 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 five overarching goals of the Department include:

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

# INTERNAL STRUCTURE

## OFFICE OF THE SECRETARY

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

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 Milwaukee Child Protective Services <sup>1</sup>
- Division of Safety and Permanence

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.

As of June 30, 2015, the Department had eight hundred and three point one 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 administrative purposes.

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<sup>1</sup> The creation of the Division of Milwaukee Child Protective Services (DMCPS) was approved by the Wisconsin Legislature in the 2015-17 biennial budget. The transition from the Bureau of Milwaukee Child Welfare (BMCW) to the Division of Milwaukee Child Protective Services took place on October 4, 2015.

# PROGRAMS, GOALS, OBJECTIVES AND ACTIVITIES DEVELOPED IN THE 2015-17 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: Reduce 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 can find a permanent home for children involved in the child welfare system.

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

## PROGRAM 2: ECONOMIC SUPPORT

- Goal: Promote the self-sufficiency of participants by providing services that result in increased earned income and promote placement in unsubsidized employment.

Objective/Activity: Increase the percentage of W-2 participants who obtain unsubsidized employment so that more parents are earning a wage to support their families.

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 two hundred 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 non-custodial parents.

Objective/Activity: Increase the percentage of total child support payments received on time.

## PERFORMANCE MEASURES

### 2013 AND 2014 GOALS AND ACTUALS

Prog. No.	Performance Measure	Goal 2013	Actual 2013	Goal 2014	Actual 2014
1.	Rate of child abuse and neglect victimization in Wisconsin per 1,000 children under 18 years of age.	3.5	3.7	3.4	3.8
1.	Maintain the rate at which children do not experience a repeat instance of maltreatment within 6 months of a substantiation	94.6%	95.01%	94.6%	95.15%
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%	26.5%	22.7%	26.0%
2.	Increase the percentage of W-2 participants who obtain unsubsidized employment	20%	30%	22%	35%
2.	Maintain or increase W-2 hourly average wage at time of employment placement.	\$9.00	\$9.19(CY)	\$9.00	\$9.44(CY)
2.	Maintain the number of families receiving child care subsidies.	52,000	49,126	52,000	46,545
2.	Increase the number of child support payments collected in the month due.	68%	72.5%	69%	73.0%

### 2013, 2014 AND 2015 GOALS

Prog. No.	Performance Measure	Goal 2015	Goal 2016	Goal 2017
1.	Rate of child abuse and neglect victimization in Wisconsin per 1,000 children under 18 years of age.	3.7	3.6	3.5
1.	Maintain the rate at which children do not experience a repeat instance of maltreatment within 6 months of a substantiation	95.0%	95.0%	95.0%
1.	Increase the percentage of children in out-of-home care for at least 17 months who have an adoption finalized within 12 months.	27.0%	27.5%	28.0%
2.	Increase the percentage of W-2 participants who obtain unsubsidized employment	35.0%	37.0%	38.0%
2.	Increase the percentage of children receiving Wisconsin Shares enrolled with 3, 4, or 5 Star providers	69.0%	70.0%	71.0%
2.	Increase the number of child support payments collected in the month due.	73.5%	73.5%	74.0%

## DIVISION OF EARLY CARE AND EDUCATION

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

### **Bureau of Early Learning and Policy (BELP)**

The Bureau of Early Learning and Policy (BELP) was established in 2014 during a Division wide reorganization. BELP provides access to affordable, high quality early care and education experiences, to enhance children's development and to support families in work and parenting roles. The bureau administers Wisconsin Shares, YoungStar and Race to the Top (RTTT).

#### *Program: Wisconsin Shares*

Wisconsin Shares provides assistance to low-income families with a portion of their child care costs while the parents are working or participating in activities that will lead to work and economic self-sufficiency.

#### Accomplishments

- Wisconsin Shares served over 81,000 children and 47,000 families by providing low-income parents with access to affordable child care, allowing parents to maintain employment and participate in approved activities and making payments to 4,789 regulated child care programs for a total of \$230,989,700.
- Seventy-two percent of Wisconsin Shares children are attending child care programs with ratings of 3, 4 or 5 Star.

#### *Program: YoungStar*

YoungStar, <http://dcf.wisconsin.gov/youngstar/default.htm> gives parents the tools and information necessary to make informed choices when selecting child care programming, and gives family child care providers access to training, technical assistance and other resources to develop and sustain quality programming. Currently there are 4,160 child care programs participating in YoungStar. Of these programs, 44% are rated at the 3, 4 or 5 Star level which means they are exceeding basic health and safety standards and meeting higher quality standards.

#### Accomplishments

- A TEACH Scholarship and Bonus Initiative Program awarded 1090 new scholarships to members of the child care workforce to access credit based instruction in Federal Fiscal Year (FFY) 2013 and 995 in FFY14.
- YoungStar staff performed approximately 20,000 Technical Consultation visits in support of 2,825 child care programs in Calendar Year 2013 and 3,243 in Calendar Year 2014.



### *Program: Race to the Top-Early Learning Challenge*

The Race to the Top (RTTT) – Early Learning Challenge (ELC) Grant, <http://dcf.wisconsin.gov/rttt/default.htm> provides access to credit based instruction through targeted delivery of tuition free opportunities at the following higher learning institutions: Chippewa Valley Technical College, Mid State Technical College, Milwaukee Area Technical College, Moraine Park Technical College, Nicolet Area Technical College, Northcentral Technical College, Northeast Wisconsin Technical College, Waukesha County Technical College, Western Technical College, Wisconsin Indianhead Technical College, and the University of Wisconsin – Platteville.

#### Accomplishments

- RTTT supported the development of the YoungStar Early Childhood Inclusion Resource Web Pages <http://dcf.wisconsin.gov/youngstar/eci/default.htm> to support parents and child care providers to have access to resources that support the inclusion of children in daily activities and routines.
- RTTT grants provided 281 Challenge Awards to child care programs that increased their YoungStar rating in Calendar Year 2014.

### **Bureau of Early Care Regulation (BECR)**

The Bureau of Early Care Regulation (BECR) protects and promotes the health, safety and welfare of children in licensed family and group child care centers and day camps. BECR Staff are responsible for monitoring nearly 4,300 licensed child care programs in the state to assure compliance with state licensing standards. BECR also provides training and consultation to child care certifiers employed by counties, tribes and subcontracted agencies. Licensed and certified child care programs serve nearly 234,000 children in Wisconsin.

#### Accomplishments

- Information technology was used to streamline the process for recording and reporting data observed during child care visits with the successful implementation of the iPad Licensor Checklist Mobile Application.
- Survey Monkey was used to launch three customer satisfaction surveys to gather feedback on an ongoing basis from child care license applicants, current licensees and closed providers to improve BECR customer services.
- Licensing specialist made nearly 12,000 visits annually to monitor, provide technical assistance, verify compliance with administrative rules and conduct complaint investigations in licensed and certified child care centers.
- The bureau investigated over 1,000 complaints per year regarding licensed facilities and approximately 300 complaints per year regarding allegations of unlicensed, illegal child care. More information can be found in the [2013](#) and [2014](#) child care licensing and certification summary
- The Department of Children and Families website provided updated child care center information to approximately 169,000 visitors to the public search website annually, resulting in 1.8 million webpage views of regulated child care centers, including compliance and YoungStar rating information.

## **Bureau of Operations and Planning (BOP)**

The Bureau of Operations and Planning (BOP) was also established in 2014. BOP provides support functions to DECE. These support functions include contract administration, quality assurance activities, IT support functions, training development and delivery, library services, and policy development.

### Accomplishments

- The bureau developed new staff orientation and training materials.
- BOP created a centralized DECE IT system enhancement request process to better manage and prioritize IT requests which resulted in an immediate costs savings to DECE.
- BOP developed a new Targeted Case Review (TCR) process to better identify best practices and error trends among child care agencies across the state.
- The bureau supported the creation of a new web-based WI Shares procedural manual that allows for a more user friendly experience.

## **Bureau of Program Integrity (BPI)**

The Bureau of Program Integrity (BPI) was established in 2014 to provide statewide program integrity leadership, enhanced focus on regional fraud prevention, detection, and investigations. The department provides intense focus on program integrity of the Wisconsin Shares Subsidy program by monitoring billing practices, authorization utilization, and use of red flag reports, focus on improper payments via targeted case reviews, and other integrity related reports. Wisconsin Shares is a child care subsidy program providing assistance to low-incomes families who are working and/or preparing to enter the workforce.

### Accomplishments

- BPI investigation results brought about the termination of 185 child care providers based on intentional program violations for inadequately billing the Wisconsin Shares program.
- BPI established over \$960,000 in child care provider overpayments as a result of investigations completed in the last year.
- BPI, in collaboration with the Anti-Fraud Task Force and the Milwaukee County District Attorney's Office, assisted in the criminal investigations that led to 6 client and 8 provider convictions resulting in establishing an estimated \$1,259,817,000 in overpayment.

## **Milwaukee Early Care Administration (MECA)**

The Milwaukee Early Care Administration (MECA) was created in 2010 to administer Milwaukee County's Wisconsin Shares Program. MECA also provides child care provider certification, authorization for child care subsidies, and certain program integrity activities..

### Accomplishments

- Internal quality assurance was introduced to measure weekly staff production and provided training components built into operations to support staff needs.
- The Wisconsin Shares Program in Milwaukee County served an average of 23,213 children from an average of 12,938 families.

- A small business development and support component was created for certified child care providers which included technical assistance as well as a startup kit for new child care businesses.
- MECA Certification staff conducted over 3,000 monitoring visits to the 239 in home early care professionals to ensure safety and compliance with regulation.
- MECA's fraud efforts included establishing over \$4.3 million in client overpayments by conducting over 1,800 investigations.
- The implementation of intentional program violations by clients revealed 306 violations which resulted in overpayments totaling nearly \$1.1 million.

## 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). The mission of the Division is to ensure parents with children can support their families.

### **Bureau of Working Families (BWF)**

BWF is responsible for administering the Wisconsin Works (W-2), Emergency Assistance, and Job Access Loan programs; the Transform Milwaukee Jobs program; the state's refugee programs; the Community Services Block Grant; and the Wisconsin Skills Enhancement program.

#### *Program: Wisconsin Works (W-2)*

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 or Social Security Disability Insurance as a means of providing economic stability for their families.

#### Accomplishments

- In calendar year 2013, W-2 participants obtained 9,606 jobs. In calendar year 2014, W-2 participants obtained 11,949 jobs. From January 2015 through June 2015, W-2 participants obtained 5,140 jobs.
- In calendar year 2013, 371 W-2 participants were determined eligible for Social Security Disability. In calendar year 2014, 365 W-2 p participants were determined eligible for Social Security Disability. From January 2015 through June 2015, 167 W-2 parents were determined eligible for Social Security Disability.

#### *Program: Transform Milwaukee Jobs (TMJ)*

BWF established the Transform Milwaukee Jobs (TMJ) program as a permanent 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

- Over 250 businesses and organizations participated as worksites. These worksites included for profit, non-profit, and governmental entities.
- In calendar year 2014, 613 TMJ participants entered subsidized employment through the TMJ program. From January 2015 through June 2015, 364 individuals entered subsidized employment.

- In calendar year 2014, 149 TMJ participants successfully obtained unsubsidized jobs after completing their programs. From January 2015 through June 2015, 185 TMJ participants found unsubsidized employment.
- Demographic characteristics of adult TMJ participants that had entered the program:
  - 95% African American,
  - 84% Male and 16% Female,
  - 81% Noncustodial parents,
  - 95% Ex-offenders,
  - 78% had a child support order, and
  - 1% had a reunification plan requiring the parent to obtain employment.
- Demographic characteristics of TMJ participants who had previously been in out of home and foster care:
  - 95% African American,
  - 62% Female and 38% Male, and
  - 2% had a child support order.

*Program: Refugee Services*

BWF administers a number of refugee grant programs to assist refugees to achieve economic self-sufficiency and social self-reliance through funding from the Office of Refugee Resettlement in the U.S. Department of Health and Human Services' Administration for Children and Families. Contractor agencies provide direct services to refugees which include employment and supportive services (such as health screenings, English as a Second Language instruction, family-focused case management, employment preparation, job development, and mental health services).

Accomplishments

- From October 2013 through August 2015, 3,243 refugees from 21 countries arrived to Wisconsin from: Afghanistan, Belarus, Bhutan/Nepal, Burma/Myanmar, Burundi, Columbia, Congo, Cuba, Eritrea, Ethiopia, Indonesia, Iran, Iraq, Jordan, Rwanda, Somalia, Sudan, Syria, Uganda, Ukraine, and Vietnam. In addition, 2,514 arrivals from federal fiscal years 2011-2013 continued to be eligible for refugee programs and were served as needed with social, employment, behavior/mental health, and citizenship-preparation services.
- In Federal Fiscal Year 2014, 57% of the 956 refugees participating in refugee employment programs became employed. Of the refugees receiving federal cash assistance (W-2 or RCA), 59% became employed. Of those employed, 98% went off of W-2 or RCA benefits completely or reduced the amount of cash benefits they received. Other refugees who were not receiving cash assistance, but participated in employment/social services programs achieved a 41% employment rate. The job retention rate at 90 days for all refugees starting employment was 91%.
- The Refugee Section initiated a new Refugee Health Promotion Project in Milwaukee. The program deploys bilingual Community Health Workers (CHWs) to work in refugee ethnic communities to explain disease prevention and management of chronic diseases (such as diabetes and hypertension) in the U.S. CHWs also advised refugees how to most easily

access health care services. The program is targeted to refugees within the first two years after their arrival in the United States.

- The Refugee Services Section streamlined its significant reporting requirements through developing an online health screening reporting system for contractors. At the same time, Refugee Services staff implemented a new and more comprehensive health screening protocol for newly arrived refugees as required by the U.S. Office of Refugee Resettlement.
- Together, these various initiatives aimed at improving data collection and reporting have helped BWF to foster accurate data-driven decision-making both within the state and among the refugee provider networks operating in Wisconsin.

#### *Program: Community Services Block Grant (CSBG)*

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 organization conducts a community needs assessment every three years and tailors programming to the specific needs of its service area.

#### Accomplishments

- In calendar year 2013, CSBG agencies served 298,302 low-income individuals in 162,222 families. This included 105,114 children, 34,331 people with disabilities, 45,511 seniors, and 26,899 people who lacked health insurance.
- In calendar year 2014, CSBG agencies served 288,960 low-income individuals in 163,702 families. This included 83,982 children, 43,700 people with disabilities, 38,784 seniors, and 21,106 people who lacked health insurance.
- CSBG agencies mobilized 17,272 volunteers in calendar year 2013, who gave 906,109 hours of their time to assist people in need in their communities. In calendar year 2014, CSBG agencies mobilized 15,686 volunteers, who gave 791,362 hours of their time.

#### *Program: Skills Enhancement*

The Skills Enhancement Program provides grants of approximately \$15,000 per year to 15 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 2015, 50 Skills Enhancement Program participants completed their training programs. Of these, 32 (64%) have obtained new jobs to date and increased their wages by an average of \$11,641 per year.

## **Bureau of Child Support (BCS)**

The Bureau of Child Support's goals are to ensure that children have the 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.

### *Program: Wisconsin Child Support*

The goals of the Wisconsin child support program are to ensure that children have the 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. At the state level, the Bureau of Child Support is responsible for maintaining an automated data base for tracking the case information for over 363,000 child support cases, for creating uniform guidelines for establishing the amount of child support, and for operating the State Disbursement Unit that receives support payments from paying parents and distributes those payments to custodial parents. The management of individual cases occurs at the county level through 71 county child support enforcement agencies in all counties except Menominee County, and the orders to pay child support are entered by county courts in each county.

## Accomplishments

- Nationally, Wisconsin is ranked 4th in current child support collected for federal fiscal year 2014 and collects 3% more in total payments on cases with arrears than the national average.
- In federal fiscal year 2014, Wisconsin collected \$6.46 for every dollar it spent on the program compared to the national average of \$5.22 for every dollar spent.
- 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 72,000 visits from child support customers each week.
- During State Fiscal Year (SFY) 2014, Wisconsin's reported child support collections were \$924,612,994, and in SFY2015, the amount increased to \$929,047,346.
- Wisconsin was chosen as one of eight states to implement the Child Support Noncustodial Parent Demonstration (CSPED) project. This project is funded by a \$2.4 million federal grant to increase the amount, reliability, and regularity of child support payments through increased employment services, innovative parenting programs, and more flexible guidelines that workers will use to help non-custodial parents set and achieve payment goals.
- Over 99.99 percent of the 3-4 million dollars collected daily on child support cases is disbursed to payees within two (2) business days. Wisconsin began a project that will modernize the automated system it uses to produce the four million case-related notices, letters, and other documents it provides to courts and case participants each year.

## DIVISION OF MANAGEMENT SERVICES

The Division of Management Services (DMS) is responsible for providing the administrative support services to the Department. The administrative support services include the following key functions: Agency Operations, Continuity of Operations, Budget, Finance, Human Resources, Information Technology, Performance Management and Regional Operations.

### **Administrator's Office**

#### *Function: Agency Operations*

The Agency Operations unit 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 law.

#### Accomplishments

- Acquired additional space to meet the growth needs of the Department.
- Consolidated all BMCW staff from 3 locations into 1 Milwaukee location.
- Revised various forms and publications to reflect changes resulting from court rulings and administrative changes.

#### *Function: Continuity of Operations (COOP)*

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 thirty days of a disruption.

#### Accomplishments

- Successfully responded to building outages at the Bureau of Milwaukee Child Welfare during its first weeks of operation at 635 North 26th Street, Milwaukee in August–September 2013. No incoming reports of alleged child abuse or neglect or other critical services were interrupted during these incidents.
- Successfully responded to a fire at the DCF headquarters building (GEF-1) in Madison on May 16, 2014, including the relocation of 297 staff and 12 mission-critical, time-sensitive services. Almost all affected DCF business services were up and operational the first business day after the fire. All remaining business services were operational by the following week.

#### *Function: Lean Government*

The Department developed a Lean government initiative in 2013 per Executive Order #66. In response, Department leadership and staff were trained in Lean government techniques to eliminate waste, save time, standardize workflows, and decrease process complexity.



## Accomplishments

- Trained over a third of all DCF employees in Lean concepts and methodologies since 2013.
- Conducted 12 Lean projects that reduced the number of steps required to complete a work process, reduced process complexity and saved staff time.
- Collaborated with several partner agencies, such as county child support agencies and county representatives from Wisconsin County Human Service Association on Lean projects, resulting in savings or efficiencies on DCF supervised programs.

## **Bureau of Budget and Policy (BPP)**

The Bureau of Budget and Policy assures that the Department's policy priorities for children and families are carried out by preparing the Department's biennial budget proposal; developing and modifying 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 in the Department of Administration (DOA) and the Legislative Fiscal Bureau (LFB).

## Accomplishments

- Developed and submitted the Department's 2015-17 Biennial Budget request.
- Provided information to the Department of Administration (DOA) and the Legislative Fiscal Bureau (LFB) to allow them to complete their analyses of the Department's and Governor's budget requests.
- Improved a series of dashboard reports for detailed monitoring of operating budgets by bureau, appropriation and expenditure line for all program divisions.
- Worked with Department staff and other agencies to identify maintenance of effort (MOE) funding to support the receipt of over \$64.9 million in federal TANF Contingency funds over the 2013-15 biennium.
- Assisted with ten discretionary grant applications to various federal agencies in the biennium, totaling over \$50 million in funding.

## **Bureau of Finance (BOF)**

The Bureau of Finance is responsible for the accounting and financial reporting of all funds administered by the Department. These financial services include accounts payable, accounts receivable, general accounting, and federal expenditure reporting. The bureau also provides contract and procurement services, collection services for public benefit programs, audit of grantees and contractors, and financial consultation for the program divisions in order to ensure fiscally informed decisions and consistent financial policy and procedures.

## Accomplishments

- Administered approximately \$1.2 billion annually from all fund sources, including rate-based service funds.
- Issued 1,753 contracts to grantees and service providers (including local governments, tribes, and for-profit and non-profit entities).

- Replaced an outdated contract database with a web-based one that provides advanced reporting capabilities and is easier to use. This tool automates several steps in setting up contracts and will combine records imported from STAR with staff-provided information.
- Continued to review and set appropriate payment rates for child-placing agencies, group homes, and resident care centers.
- Collected approximately \$2,000,000 in returned excess reserves, profit, and disallowed costs.
- Recovered \$22,045,500 for AFDC, W-2 and Job Access Loans, Child Care (providers and participants), and Badger Care/Medical Assistance. New delinquency collection methods were designed and implemented for suspended child care providers, recovering \$512,600 in overpayments that would not have been possible to recover from recoupments from a provider still receiving payments from DCF.

## **Bureau of Human Resources (BHR)**

The Bureau of Human Resources provides payroll, recruitment, and other staffing and personnel services, including administering DCF's employee assistance program (EAP), the Family and Medical Leave Act (FMLA), and employee training and development.

### Accomplishments

- Hired 373 classified, 3 unclassified, 11 project and 55 limited-term employees. Twenty W-2 candidates were hired and, as of June 2014, 30 percent of permanent hires were racial and/or ethnic minorities.
- Developed a comprehensive professional-development program, Leadership Foundations, to cultivate the managerial and leadership skills of DCF supervisors.
- Developed a new operational model to improve recruitment, selection, and retention of employees providing child protective services in Milwaukee County. As a result of this effort DCF won the 2014 State Council of Affirmative Action's Diversity Award. This new model included:
  - A compensation increase (implementing provisions from the biennial budget and compensation plan).
  - The creation of a new civil service classification. The Initial Assessment Specialist (IAS) classification no longer uses the term "social work" and broadened the pool of backgrounds from which employees might be selected.
  - An expanded recruitment effort.
  - Implementation of a new exam and selection process.
- Launched a new Learning Management System (LMS), called Learn@DCF, which allows:
  - Employees to register, receive approval and track their training, as well as take on-line training.
  - Supervisors to assign training, receive job aids and take on-line learning modules.

## **Bureau of Information Technology Services (BITS)**

The Bureau of Information Technology Services provides information technology (IT) services for the Department. The bureau's efforts are significantly directed by the needs of the divisional program areas via the internal DCF Service Level Agreement (SLA)/Project Identification process.

### Accomplishments

- Initiated strategic planning of data analytics and management for DCF in support of DCF's goal of making appropriate and optimal use of data-driven decision.
- Consolidated communications and IT infrastructure from three separate sites into one as part of relocation of BMCW.
- Implemented Voice-over-Internet-Protocol (VoIP) phone service at the new BMCW site, providing cost-effective phone services saving more than \$90,000 annually.
- Transitioned infrastructure services to DOA as part of a consolidation project to eliminate duplicate systems and reduce costs.
- Implemented wireless and guest-Wireless services for core DCF sites to empower a more mobile workforce and build the foundation for paperless automated forms, documentation, and other business processes.
- Enhanced DCF's child care search website, maximizing usability on every type of device that will access this site, while also improving the visibility on search engines such as Google (priority of this site in the results of searches).
- Implemented the Department's first mobile application, which allows child care licensors to record information from licensing visits on iPads. The application has improved the efficiency of licensing visits and improved the quality of the visits.
- Developed a new reporting tool for child care subsidy supervisors to track the timeliness of steps in processing applications (e.g., eligibility verification, authorization) in relation to a 30-day performance measure.
- Enhanced "red flag" reports to reduce fraud in the child care subsidy program.
- Modified the Kids Information Data System (KIDS) to implement, effective April 1, 2014, a reduction (from 12% to 6% annually) in the interest rate charged on child support arrears and support-related debts (included in 2013 Wisconsin Act 20).
- Implemented a multi-year initiative to replace aging document-management functionality within KIDS, along with modernization of the mainframe screens (used especially by county workers) to make them web based.
- Modified KIDS to provide full functionality to 3 new tribal child support agencies: The Stockbridge-Munsee Nation, Ho-Chunk Nation and Red Cliff Band were added as fully functional KIDS tribal child support enforcement agencies on September 3, 2014.
- Completed six major releases of the eWiSACWIS (electronic Wisconsin Automated Child Welfare Information System) system.
- Built a new- worker performance dashboard inside of eWISACWIS for workers, supervisors, and county directors to review their worker performance and trends.

- Designed and implemented a new web-based application for clinicians to track information on clients participating in Trauma-Focused Cognitive-Based Therapy (TF-CBT).
- Modified, developed and implemented data warehouses in various program areas:
- Expanded the child welfare data warehouse— dWISACWIS— to include detailed demographics and trend history for Access Screening, Initial Assessments, and Case Management.
- Built a new data warehouse for child care licensing to track the timeliness and trends in licensing application requests.
- Developed a new data warehouse for the Transform Milwaukee Jobs program; this data warehouse provides financial and case-management reporting and analytics.

## **Bureau of Performance Management (BPM)**

The Bureau of Performance Management provides objective analysis of policy and program effectiveness and efficiency across program areas and staffs the Department's regular review and discussion of program performance measures, KidStat which is used to study program measures, trouble-shoot options for achieving higher performance, and develop data-driven solutions.

### Accomplishments

- Coordinated 40 KidStat meetings during the 2013-2015 biennium. As the Department's performance management approach, data-driven reports and information are shared at KidStat meetings where Department leadership and program staff hold each other accountable for program outcomes.
- Coordinated the development and management of data governance policies at DCF. It is a strategic goal of the Department to promote data as a valuable shared resource, by establishing a data environment that will ensure promotion, access, transmission, delivery, and utilization of accurate and reliable data.
- Managed and supported the Department's research agenda providing expert advice and guidance to programs across the Department and the Secretary's office on evaluation and research efforts. This support includes assistance with grant applications and providing technical assistance and support to funded grants.
- Coordinated four Learning Exchanges in Partnership with the University of Wisconsin-Madison Institute for Research on Poverty (IRP).
- Led the redesign of case-review tools for Access, Initial Assessment, and Ongoing services.
- Conducted 271 Access case reviews and drafted the first preliminary statewide program report for Access which focused on establishing a baseline for understanding CPS Access practice (expected publication in late 2015).
- Conducted 271 Initial Assessment case reviews.
- Published the 2013-14 annual WICWA (Wisconsin Indian Child Welfare Act) report, which focused on an understanding of the Implementation of WICWA gained through on site and record reviews completed in collaboration with the Children's Court Improvement Program (CCIP).
- Reviewed child welfare practice as part of the Quality Service Review (QSR) with four counties in 2013 and published the findings.

- Completed four semi-annual Settlement Agreement reports, eight quarterly Corrective Action Plans (CAP), and 24 monthly internal CAP reports as part of the Bureau of Milwaukee Child Welfare's Settlement Agreement with Children's Rights Inc. regarding the child welfare services in Milwaukee County.
- Completed eight quarterly Customer Satisfaction and Complaint Resolution reports for the Bureau of Milwaukee Child Welfare.

### **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 W-2. BRO staff conducts program monitoring, provide technical assistance, review customer complaints regarding local agency services, and facilitate regional meetings for local agency staff. The BRO is also responsible for monitoring compliance by contractor agencies with federal and state civil rights requirements.

#### Accomplishments

- Participated in child welfare agency reviews and conducted other monitoring activities, providing technical assistance and support to child welfare agencies completing program improvement plans.
- Monitored documentation of caseworker contacts with children in out-of-home placement. Wisconsin exceeded the minimum federal standards in Federal Fiscal Years (FFYs) 2013 and 2014 and is on track to meet the higher federal standard of 95% for FFY 2015.
- Conducted monitoring reviews of county and tribal child care provider certification programs. Fifty-four agencies were reviewed during the biennium.
- Initiated a process (Spring 2015) for reviewing county responsibilities for the Wisconsin Shares child care subsidy program.
- Conducted monitoring reviews of child support agencies, with agencies reviewed on a three-year cycle. Forty-eight agencies were reviewed during the biennium.
- Conducted monitoring activities for W-2 agencies in the balance of state. BRO staff provided technical assistance and supported W-2 agencies to complete program improvement plans.
- Completed the reviews of thirty-two civil rights discrimination complaints filed by customers against local agencies during the biennium.

## 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 home, and improve the well-being of children involved with the child welfare service system. DSP also operates domestic violence services; the kinship care benefit program; adoption services including finalization of special needs adoptions, adoption assistance benefits, and adoption search; and licensing of child welfare service providers.

### **Bureau of Milwaukee Child Welfare**

Up until October 4, 2015 DSP directly operated child welfare services in Milwaukee County through the Bureau of Milwaukee Child Welfare (BMCW). BMCW worked with families to ensure the safety and protection of children. With its many community partners, BMCW provided services to families in crisis that help keep children safely in the home. When necessary, BMCW looked to foster and adoptive families to provide appropriate temporary and permanent homes for children who cannot live with their parents. On October 4, 2015 these functions were transferred to the newly created Division of Milwaukee Child Protect Services within the Department of Children and Families.

#### Accomplishments

- In September of 2013, the Department transitioned to a new building for the Bureau of Milwaukee Child Welfare, which unified all BMCW staff in a single, modern building designed to meet the needs of the program.
- In the 2013-15 biennium the Department undertook a number of initiatives to improve the recruitment and retention of caseworkers in the Bureau of Milwaukee Child Welfare, including recruiting and hiring individuals from a broad range of disciplines that have expertise related to families and children, implementing Case Aide positions to assist and help reduce the workload of caseworkers, and establishing a second shift structure covering afternoon and evening hours to reduce the need for caseworkers to work overtime on an unpredictable basis.
- The Bureau of Milwaukee Child Welfare participated in and supported the development of the Project One court project in Milwaukee designed to address families in the court system in a coordinated and holistic manner.

### **Bureau of Permanence and Out of Home Care**

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.

## Accomplishments

- In May 2014 the Department implemented a performance based measures dashboard, which provides information publically on the performance outcomes of organizations that provide out-of-home care placement services for children in the child welfare system, including group homes, residential care centers, and child placing agencies.
- As a DCF/DHS collaborative initiative, the Care4Kids medical program was launched in January 2014 in Southeast Wisconsin to provide comprehensive and coordinated care for children in foster care in a way that is trauma-informed and meets the unique needs of foster children. As of June 2015, the program included 2687 foster children.
- From 2013-2015, the Department participated in a national pilot project that established a systems for electronic transmission of records for children that are placed in foster care across state lines. The project improved the timeliness of the placement of children in other states, improved accuracy, and reduced workload. Due to its success, the federal government is scaling up the project to implement it nation-wide.

## **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 for CPS agencies in seventy-one 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.

## Accomplishments

- DCF expanded the Family Foundations Home Visiting program to include 15 counties and 4 Tribes as of June 2015, which provides evidence-based child abuse and neglect prevention, strengthens maternal and child health outcomes, and promotes positive socio-emotional development for infants and toddlers.
- In January 2014, DCF began implementation of the Post-Reunification Support (P.S.) program, which provides formal and informal services and supports to children and their families in the initial twelve months after a child transitions from out-of-home care back to his/her family. The program is intended to prevent the recurrence of maltreatment and re-entry into out-of-home care for children. As of July 2015, 34 counties are participating in the program.
- DCF has strengthened the use of trauma-informed approaches in child welfare and other systems serving children and families to help children heal effectively from abuse, neglect, separation, and other traumas they experience by:
  - Participating in and supporting the Fostering Futures initiative, which is a public-private collaborative initiated by First Lady Tonette Walker
  - Initiating a Trauma Project in 15 counties and 1 Tribe to provide training to clinicians, child welfare workers, foster and birth parents, and other community members on trauma-informed interventions and approaches

## **Office of Youth Services**

The goal of the Office of Youth Services is to improve outcomes for youth in the child welfare system and other vulnerable youth. Specifically, the office supports service delivery systems that move youth towards academic success, safe and stable housing, employment, permanent connections with supportive adults and healthy lifestyle behaviors.

### Accomplishments

- In August 2014, the Department implemented the extension of out-of-home care to age 21 for foster youth who continue in high school under an individualized education program to support this population of vulnerable youth to complete their high school education and be better prepared for the workforce or further education or training.
- In 2014, the Department launched the PATHS to Success initiative, which is designed to support current and former foster youth transition smoothly and thrive in adulthood with the tools to achieve purposeful, self-sufficiency, including stable housing, gainful employment, completion of high school education and access to post-secondary education and training, and permanent supportive adult connections.
- In September 2012, DCF initiated a partnership between the child welfare and K-12 educational systems to improve the educational success of children in the child welfare system through, among other mechanisms, improving the timeliness and accuracy of information flow and communication between school officials and child welfare workers regarding foster children and developing policies to support positive educational outcomes for children in the child welfare system.