

2018 WORK PLAN - CYF

1. Plan for and manage transitions in funding and programs.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)
1 a.	Implementation of 3 new CYF Division Supervisors	Identified CYF areas of need are inclusive of but not limited to: <ul style="list-style-type: none"> ▪ Building and supporting more community partnerships to respond to the needs of families and communities. ▪ Alignments to meet emerging and/or existing client needs. ▪ Improving and increasing access to resources/services and helping children, youth and families navigate service systems. ▪ Improvement of delegation of cases management and unit needs. ▪ Encouraging and aligning children, youth and family-service systems to ensure a continuum of care. ▪ Unit sizes larger than desired. 	The DCDHS CYF Division was allocated funds and approval of 3 new supervisor positions. The three supervisors will be in Child Protective Services, Joining Forces for Families and Youth Justice.	<ul style="list-style-type: none"> ▪ Supervisor position consultation meetings with CYF Division Managers, Supervisors and staff. ▪ In coordination with the CYF Staff Development Manager and Employee Relations develop position descriptions that include performance related expectations and duties as required in various areas. 	<ul style="list-style-type: none"> ▪ Improved supervisory ratios, which will allow supervisors more time for spot checks of worker performance, training needs, and tasks thus improving overall quality. ▪ Improvement in required metrics in placement stability and re-entry to care. ▪ Increased retention and hire of staff of color – We work hard to recruit staff of color and we need better supervisory ratios in order to keep them. ▪ Implementation of new units. 	Division Administrator, all Managers and others December 2018
1 b.	Implementation and development of new Social Service Specialist – formal alternative schedule	Until pay period 10 of 2018, positions assigned to Social Service Specialist (SSS) classification were not formally scheduled alternative work schedules. This change in work schedules provides added supervised visitations between children in alternate care and their parents within CYF and other duties that have been identified as needed areas of improvement during non-business hours, inclusive of weekends.	Provide increased parent-client and community supervision during non-traditional work hours, inclusive of weekends.	<ul style="list-style-type: none"> ▪ Under general supervision, this position performs a wide variety of tasks related to client needs and established case plans; does related work as required. ▪ Consultation and negotiation with the Employee Group re: MOU development. ▪ Social Service Specialist position consultation meetings with DCDHS Director, CYF Division Managers, Supervisors and staff. ▪ In coordination with the CYF Staff Development Manager and Employee Relations develop position description that includes performance related expectations and different scheduled work hours as required in various areas. 	<ul style="list-style-type: none"> ▪ Increased number of weekend visits. ▪ SSS Alternative Staff hired. 	Division Administrator, Nancy Ortegon-Johnson, Julie Ahnen and other Managers December 2018

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3. Improve outcomes for people of color and other cultures.

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3 a.	Provide effective services to children, youth, and families of color and/or other cultures	<ul style="list-style-type: none"> ▪ Youth of color are disproportionately formally treated in the Youth Justice system. ▪ Children/youth/families of color are disproportionately represented in out-of-home-care (OHC). ▪ Children of color in OHC placements have longer lengths of stay than other children. ▪ Staff diversity reflects that of the community but not that of consumers. ▪ Staffs with non-English language capacities do not always meet needs. 	<ul style="list-style-type: none"> ▪ Youths of color are treated on informal / deferred prosecution agreement (DPA) basis whenever appropriate. ▪ Decreased disproportionality of children of color in OHC. ▪ Diverse staff capable of meeting needs of consumers. 	<ul style="list-style-type: none"> ▪ Require culturally competent services from providers. ▪ Continue support for Court Diversion Unit (CDU). ▪ Study causes of increased lengths of stay in OHC for children of color and develop strategies to address causes. ▪ Continue active recruitment of minority OHC providers. ▪ Support appropriate training programs for foster parents; require participation. ▪ Increase staff diversity and language capacities by means of special /other recruitment tactics. ▪ Support cultural competency training for staff; require participation. 	<ul style="list-style-type: none"> ▪ Culturally-competent services are contractually required of all providers. ▪ CDU staff will serve increased numbers of youths of color as %age of all those served via DPAs in 2018. ▪ The Relative Rate Index (RRI; a disproportionality index) for children/youth of color in placement decreases in 2018 over 2017. ▪ The number of youth of color placed in Corrections will not exceed a baseline of 28.0 (5-yr, 2012-16 average). ▪ Staff will increase in diversity by at least one staff person in 2018. ▪ Staff with language capacities will increase by at least one in 2018. ▪ Foster homes of color/culture will increase by at least one in 2018. 	Division Administrator; all managers December 2018
3 b.	Maintain/ expand Community Restorative Court (CRC) initiative for young adults	The County has created a CRC to serve as an alternative to formal prosecution of adult's ages 17-24 who may be charged with certain law offenses. Prosecution of low-level offenses results in disproportionate numbers of young persons of color in the formal court system. South Madison was selected as the first CRC area.	<ul style="list-style-type: none"> ▪ A functional and effective CRC in 2018 ▪ Expanded pool of participants ▪ Expanded service areas. ▪ Improved staff resources 	<ul style="list-style-type: none"> ▪ Restrict participation to originally-identified offender groups. ▪ Expand services from Phase I offenders/respondents (no adult convictions or pending charges) to include Phase II offenders/ respondents (previous convictions and pending charges). ▪ Expand service to residents of other communities. ▪ Add Social Worker (1.0 FTE) staff to program. ▪ Continue to identify and develop resources for consumers. 	<ul style="list-style-type: none"> ▪ Average caseload is 30-36. ▪ New communities are added. ▪ Social worker is hired on/after January 1, 2018, consumer numbers allowing. ▪ 75% of participants successfully complete terms of agreements and avoid formal prosecution. ▪ 75% of peacemakers are maintained. 	Ron Chance; other managers December 2018

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4. Assess and implement evidence-based service delivery models.

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4.a.	Expand, maintain or introduce use of evidence-based practices (EBPs) in CPS, JJ, alt care, and other Division systems and across purchased services as well.	As of 1/11/18, 86% of the current CPS Ongoing Social Workers have attended Motivational Interviewing (MI) training. Supervisors are addressing barriers with the remaining social workers.	EBPs are adopted and utilized whenever feasible in Division practice.	<ul style="list-style-type: none"> ▪ Train all CPS - ongoing services social workers in MI technique. ▪ Continue incorporation of EBPs (new YJ risk assessment -TBD, Carey Guides, "BriefCases") into YJ staff daily casework. ▪ Train parents of children in out-of-home care (OHC), foster parents, and staff in trauma-informed parenting practices. ▪ Staff are self-trained to navigate the updated e-WiSACWIS database. 	<ul style="list-style-type: none"> ▪ 75% of trained staff will demonstrate proficiency in MI. ▪ CPS case outcomes in areas of re-entries and lengths-of-stay in OHC will show improvements. ▪ YJ case outcomes in areas of disproportionate minority contact (DMC), re-entries, and lengths of stay in OHC will show improvements. ▪ Continued cohorts of parents, foster parents, and staff will be trained in trauma-informed parenting. 	Julie Ahnen; Andre Johnson; Marykay Wills December 2018

5. Assess and enhance the Department's service outcomes.

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5 a.	Out-of-home care (OHC)	<p>OHC utilization levels are very satisfactory. However, pressures mount as treatment needs increase and State resources decrease. Data shows that children are more stable when placed with relatives.</p> <p>At the end of 2017 four youth were placed out of State.</p> <p>Relative licensed foster homes grew by 38% (up to 35 from 22)</p> <p>Eighteen trainings offered by Dane and State partners (two with repeated cycles) plus access and information given to foster parents about more than 20 additional community trainings related to youth and families.</p>	<ul style="list-style-type: none"> ▪ Maintain alt care utilization (Average Daily Population - ADP totals) at current levels (or better). ▪ Maintain institutional numbers (Residential Care Center -RCC + Department Of Corrections - DOC ADP totals) at current levels (or better). ▪ Develop and utilize satisfactory local approaches/alternatives to meet needs. 	<ul style="list-style-type: none"> ▪ Maintain community-based services at satisfactory levels (see 5b/next). ▪ Explore local approaches/alternatives to out-of-State treatment providers. ▪ Require training of foster parents to enhance skills so as to maintain placements. ▪ Increase recruitment and licensure of relative caregivers. 	<ul style="list-style-type: none"> ▪ OHC utilization (ADP totals) is the same or lower than 2017. ▪ Institutional numbers (ADP totals) are the same or lower than 2017. ▪ Fewer children/youths are placed in out-of-State situations (baseline: 5). ▪ The number of licensed relative caregivers increases by at least one each year. ▪ A minimum of 15 foster parent training offerings are offered. ▪ Increase in the number of relative placements. 	Division Administrator; Marykay Wills; other managers December 2018

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5 b.	Community Based Services (CBS; internal and purchased)	<p>The CBS array must be continually reviewed to assure it is meeting changing consumer needs.</p> <p>In the fall of 2017 the Building Bridges School Based Mental Health program expanded to four new school districts: Mt. Horeb, Oregon, Stoughton and Waunakee in 14 different elementary and middle schools. This expansion serves an additional 98 students and their parents/guardians each academic year. Initial program outcomes for the first semester are being tabulated as of this writing, but it appears that the successes of the Building Bridges' program are being seen in these four new school districts. Lastly, the Building Bridges program has completed an extensive Program Logic Model and revision of outcome surveys to ensure consistent program measurement and fidelity in implementation across all school districts.</p>	CBS meet consumer and agency needs.	<ul style="list-style-type: none"> ▪ Support CBS as alternatives to OHC placements, provide adequate support to these services, maintain continuum of services. ▪ Monitor CBS as to clientele, models, and outcomes; address issues as necessary. ▪ Consider Baker-Tilly recommendations as to support of essential services. ▪ Develop community alternatives to address the need to use out-of-State treatment providers. 	The CBS array will be at 2017 levels or higher with respect to funding and key outcomes: in child protective services (maltreatment recurrence), youth justice (maintaining youth in the community), mental health (continued development of school-based MH services), AODA (youth receiving Adolescent Alcohol Drug Assessment Intervention Program Services), and alternate care areas (ADPs).	<p>Division Administrator; all managers</p> <p>December 2018</p>
5 c.	Development of new Lead CPS social worker positions in 2018	<ul style="list-style-type: none"> ▪ Lead Social Workers do not exist. ▪ Budgeted as a new initiative in the 2018 budget. ▪ Currently back-up for supervisors is inconsistent and random. 	Lead Social Workers in the CYF Child Protection Initial Assessment and Ongoing Unit provide training and mentoring to new CPS Social Workers.	<ul style="list-style-type: none"> ▪ Lead Worker position consultation meetings with Employee Group. ▪ In coordination with the Staff Development Manager and CPS Supervisors Performs related duties as required. ▪ Consultation with Staff Development Manager and Employee Relations of designation of duties above those of standard social worker duties. ▪ Recruit for the lead social worker positions 	<ul style="list-style-type: none"> ▪ The number of lead workers added in 2018. ▪ Training for new and existing staff. ▪ Implementation of a formal peer-support system in CPS units. 	<p>Division Administrator, Julie Ahnen, Nancy Ortegon-Johnson. Other Managers</p> <p>December 2018</p>

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5 d.	Prevention and Early Intervention (P/EI) and Youth Development (YD)	<p>CYF devotes significant monies to P/EI and YD services. These are recognized as essential elements of the continuum, but they face budget cuts. The Prevention Services Manager will have more capacity to address P/EI and YD issues in 2017 owing to restoration of original job functions.</p> <p>In 2017, the PASS AmeriCorps program continued to serve middle and high school students by members providing literacy tutoring and running after school/extended learning programs. PASS completed an impact evaluation through the Wisconsin Center for Education Research finding that students who participate in AmeriCorps supported extended learning programs (ELP) attend more days of school and demonstrate a higher rate of attendance at a 99% level of significance than a similar cohort who do not participate in ELP.</p>	<p>CYF will maintain a strong commitment to P/EI services – including strong internal JFF, ECI, and YD programming – in 2018.</p>	<ul style="list-style-type: none"> ▪ Review and revamp the Prevention Services Manager position related to the 2017 job restoration. ▪ Support P/EI services commitment in budget process. ▪ Maintain JFF, ECI, and YD programming at current levels; increase if possible. ▪ Maintain AmeriCorps support, programming. 	<ul style="list-style-type: none"> ▪ Maintenance of current internal/ external P/EI programming levels (average 9% of budget over past five years); increase if possible. 	<p>Division Administrator; all managers</p> <p>December 2018</p>
5 e.	Implement Early Childhood Initiative (ECI) – Zones expansion	<p>ECI has created Early Childhood Zones (ECZs) to coordinate home visitation (HV) programming in Leopold (Madison), Sun Prairie, and Verona. A new Zone in North Madison was developed in 2017. Zones offer employment, housing and training assistance to consumers in collaboration with the various partners.</p>	<ul style="list-style-type: none"> ▪ Integrated ECZ programming across partner agencies. ▪ Consumers with satisfactory employment. ▪ Consumers in stable housing. ▪ ECZ with well-formulated performance metrics for purposes of measuring ECZ performance and garnering additional supports. 	<ul style="list-style-type: none"> ▪ Provide orientation and guidance across partners as to ECZ employment component. ▪ Provide orientation and guidance across partners as to ECZ housing component. ▪ Create a single point-of-contact to best match ECZ families with appropriate HV programs. ▪ Define, adopt, and measure ECZ performance metrics. ▪ Policy and procedures are being created to take into consideration the confidentiality needs of programs and families. ▪ NECZ HV programs are referring to education and employment staff. ▪ NECZ staff are working with CAC staff to clearly state expectations around referral and housing case management. ▪ Add Early Head Start (EHS) worker to the team. 	<ul style="list-style-type: none"> ▪ All ECZ partners refer HV clients to the employment component. ▪ All ECZ partners refer HV clients to the housing component. ▪ ECZ performance metrics are operational. ▪ A coordinated intake system that was put into effect in 2/17 shows consistency. ▪ EHS worker is hired. 	<p>Division Administrator; Ron Chance, others</p> <p>December 2018</p>

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5 f.	Collaborate with County School Districts as to improved educational outcomes for children and youths in out-of-home-care (OHC)	<ul style="list-style-type: none"> ▪ Child welfare agencies are newly charged with working with Districts as to improving educational outcomes of children in out-of-home-care (OHC). ▪ In 2017, points of contact listed for all 16 school districts. ▪ Instituted MOUs with all 16 school districts, listed roles and responsibilities for best interest determinations and transportation sharing decisions. ▪ Re-purposed existing .5FTE social worker position to Subcare as Every Student Succeeds Act (ESSA) point of contact. 	<ul style="list-style-type: none"> ▪ A system to collaboratively make “best interest” determinations as to school placements of children in OHC. ▪ A system to collaboratively make transportation decisions for these children is in place. 	<ul style="list-style-type: none"> ▪ Meet with school districts to discuss “best interests” and transportation-responsibilities criteria. ▪ Monitor and revise ongoing mechanisms to make determinations and transportation decisions for children. 	<ul style="list-style-type: none"> ▪ Point of Contact (POC) identified. ▪ Meetings take place for MOUs’ continuity. 	Division Administrator; Marykay Wills, other Managers December 2018

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5 g.	School Justice Partnership: Collaborate with MMSD, YJ Judges, and Madison Police Department (MPD) as to improved educational outcomes and reduction of YJ referrals	<p>The majority of MMSD YJ Referrals are from High Schools. Decreases in the number of YJ referrals from MMSD schools have occurred at both the High School and Middle School levels.</p> <p>This is prevalent with male students of color.</p> <p>No MOU.</p>	<p>A multi-system approach that targets the reasons for disruptive behavior and improves student educational and behavioral outcomes.</p>	<p>2018 Goals of MOU include:</p> <ul style="list-style-type: none"> ▪ Identify stakeholders (MMSD, YJ Judges, and MPD) who will decide the terms of the agreement and how we will gather input from interested stakeholders. ▪ Focus acts: What school related offenses are we not going to refer to the court? ▪ Identify tactics: What accountability measures do we have or can acquire in response to the Focus Acts? ▪ Graduated responses: When do we refer a student to the court? ▪ Quality control: How are we going to monitor intake of referrals for MOU compliance and to measure performance and outcomes? ▪ Intra-agency agreement: How and when will we memorialize our decisions for operational compliance and sustainability? ▪ Post-Agreement work: How will we respond to students' nonresponsive/ traditional responses and require clinicians or others involved services? ▪ Collective impact system: How will stakeholders create an independent backbone agency of public and private stakeholders to support the school system? 	<ul style="list-style-type: none"> ▪ MOU is completed. ▪ Reduction in YJ referrals and students detained on school offenses. ▪ The number of youth of color referred to the court on school offenses is reduced. ▪ Gradual increase in graduation rates. ▪ Referrals to other community resources and or formal/informal referrals to CYF areas. 	<p>Division Administrator; Andre Johnson, other Managers</p> <p>December 2018</p>

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8. Diversify and maximize revenue streams.

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8 a.	Revenues maximization	<p>CYF leverages significant Medical Assistance, Social Security/SSI, private insurance, and other revenues on behalf of consumers. These monies are used to offset GPR monies; services may be maintained and/or expanded as a result. Additional monies of this sort are desirable at a time of budget constraints.</p> <p>DCF accepted the CPS application to be part of the In-Home Safety Services (IHSS) Program, which will begin in mid-January of 2018. State funds are provided to offset case management and contract service costs for families.</p>	<p>Claim any and all appropriate client associated revenues in 2018.</p> <p>Wisconsin's IHSS Program reduces trauma to children by keeping children safe with their families, providing support and resources to build on family strengths, and preventing future maltreatment.</p>	<ul style="list-style-type: none"> ▪ Continue efforts to maximize MA monies. ▪ Investigate any and all new Federal, State, and private revenue opportunities. ▪ Renew and submit appropriate data and other information for Federal, State, and private applications and/or reporting of continued funding streams/revenues. 	<p>Pursue one or more Federal, State, or private grants in 2018 to support new programming in future years.</p>	<p>Division Administrator; all Managers</p> <p>December 2018</p>

10. Attract, retain, develop and effectively utilize a diverse workforce.

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10 a.	Staff Climate Survey	<p>In 2018, CYF is engaging in a comprehensive review of Division operations to address some longstanding systemic and structural issues. The first step in this process is to gather structural and systemic data on Division operations. Some of this will be gathered from other internal sources.</p> <p>The last climate survey was done 20 years ago.</p>	<ul style="list-style-type: none"> ▪ Improve staff retention across the Division and increase job satisfaction. ▪ Improve outcomes for clients, youth and families. ▪ Proactive, responsive and data-driven structures. 	<ul style="list-style-type: none"> ▪ DCDHS IT/Planning & Evaluation staff assist in the development and implementation of the survey instrument and analysis of the results. ▪ Use Survey Monkey. ▪ Seek input from DCDHS Race Committee and Trauma Informed (TI) work groups. ▪ Query CYF staff on issues related to morale, Mission/Vision, racial justice and CYF Division culture and climate. 	<ul style="list-style-type: none"> ▪ Complete CYF staff climate survey. ▪ Utilize survey data to inform CYF structure and culture decisions. ▪ Include survey items identified by Trauma Informed Care (TIC) and Secondary Traumatic Stress (STS). 	<p>Division Administrator, Connie Bettin, Planning and Evaluation Unit staff and other CYF managers</p> <p>December 2018</p>

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10.b	Diversify CYF workforce; support staff development	<ul style="list-style-type: none"> ▪ The CYF staff is diverse, but the diversity reflects that of the community and not that of consumers. ▪ Staff with non-English language capacities do not always meet the need. ▪ Staff development impacts professionalism, upward movement, and retention. CYF does well in these areas but attention is necessary nonetheless. ▪ Training monies are limited. State-mandated training demands increase each year. 	<ul style="list-style-type: none"> ▪ Increased numbers of candidates of color in hire processes. ▪ Increased numbers of hires of color in hire processes. ▪ Increased number of hires with non-English language capabilities. ▪ Improved system of fully-sufficient and real-time language assistance services. ▪ Increased retention of staff of color. ▪ Movement of staff of color to management/other positions. ▪ Expanded staff training opportunities. 	<ul style="list-style-type: none"> ▪ Seek out likely candidates of color, encourage applications. ▪ Hire well-qualified candidates of color in all instances. ▪ Hire well-qualified candidates with language capabilities in all instances. ▪ Explore/develop improved system of language assistance. ▪ Support staff of color as to retention and movement. ▪ Enhance staff cultural competence as demonstrated in improved outcomes for children and families of color. ▪ Arrange and/or financially support staff training opportunities. 	<ul style="list-style-type: none"> ▪ Hires of candidates of color occur. ▪ Hires of candidates with language capabilities occur. ▪ Staff of color remains in County positions and experience positive movement. ▪ Better outcomes for children and families of color (see initiative 3a.). 	<p>Division Administrator; Nancy Ortegon-Johnson; all other managers</p> <p>December 2018</p>