

2015 WORK PLAN - CYF

3. Improve outcomes for children and families of color in juvenile justice and child protective services.

#	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?)
3.a.	Provide effective services to children, youth, and families of color and/or other cultures	<ul style="list-style-type: none"> ▪ Children/youth/families of color are disproportionately represented in alternate care. ▪ Youth of color are disproportionately formally treated in the juvenile justice system. CYF has created a Court Diversion Unit to address this issue. ▪ Services for youth of color are not sufficient to need. ▪ Staff diversity reflects that of the community but not that of consumers. ▪ Staff with non-English language capacities do not always meet needs. 	<ul style="list-style-type: none"> ▪ Decreased disproportionality of children of color in alternate care ▪ Youths of color will be treated on informal / deferred prosecution agreement (DPA) basis whenever appropriate. Disproportionate formal treatment of these youth will decrease as a result ▪ Increased services for youth of color ▪ Staff of increased diversity ▪ Staff with increased language capacities 	<ul style="list-style-type: none"> ▪ Require culturally competent services from providers ▪ Continue support for Court Diversion Unit ▪ Implement new Brighter Future Initiative (BFI) activities (increased mentoring services, Timebank services, Peer Courts expansion, Race Circles expansions, more) ▪ Increase staff diversity and language capacities by means of special / other recruitment tactics ▪ Continue active recruitment of minority alternate care providers ▪ Sponsor/support appropriate training programs for foster parents; require participation ▪ Sponsor/support culture competency training for staff; require participation 	<ul style="list-style-type: none"> ▪ The Relative Rate Index (RRI, a disproportionality index) for children/youth of color in placement decreases. ▪ The number of youth of color placed in corrections will not exceed a baseline of 30.0 (5-yr, 2010-14 average). ▪ Court Diversion Unit staff will serve increased numbers of youth of color via deferred prosecution agreements vs. by formal court action in 2015. ▪ New BFI services are functional by mid-2015. ▪ Staff will increase in diversity by at least one staff person ▪ Staff with language capacities will increase by at least one ▪ Foster homes of color/culture will increase by at least one 	Division Administrator Lee; all managers
3.b.	Implement Community Court initiative for young adults	The County has allocated monies to create a new Community Court to serve as an alternative to formal prosecution of young adults (ages 17-25) who may be charged with certain law offenses. Prosecution of low-level law offenses results in disproportionate numbers of young persons of color in the formal Court system. These young persons experience adverse effects as a result of this involvement. The prosecutions tax the justice system and cause significant community expenses as well. South Madison has been selected as the first Community Court area.	A functional and effective Community Court by the end of 2015	<ul style="list-style-type: none"> ▪ Resolve remaining issues with DA, law enforcement, other partners ▪ Continue to identify, develop resources for consumers in South Madison site. ▪ Convene Community Court ▪ Engage participants ▪ Monitor compliance with Community Court orders ▪ Evaluate Community Court participant successes 	<ul style="list-style-type: none"> ▪ Issues are resolved such that Court may convene. ▪ Resources are identified and/or developed. ▪ Court is convened. ▪ Coordinator monitors participant compliance. 	Community Programs Manager Ron Chance; other managers

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5. Improve the availability of evidence-based programming to address high need individuals and those with challenging behaviors in need of long-term care. This includes children and youth whose needs are met in both the long-term support system and in the child protective service or the juvenile justice systems.

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5.a.	Implement Comprehensive Community Services (CCS) programming	DCDHS has submitted an application to the State Department of Health Services (DHS) to provide CCS in 2015. The Adult Community Services (ACS) Division has spearheaded this application as the majority of consumers will be adults. However, children and youth will also be eligible and the CYF Division will process CCS applications of and service facilitation for eligible children. DCDHS's application to DHS calls for service provision to commence as of July 1, 2015.	A staffed and trained staff contingent to serve children and youths eligible for CCS programming at the close of 2015	<ul style="list-style-type: none"> ▪ Create 2.25 social worker positions supported by CCS funding to provide CCS intake and service facilitation ▪ Train newly-hired staff in CCS rules and services ▪ Certify staff in CCS rules and services ▪ Provide community information re: CCS availability for children as of July 1, 2015 	<ul style="list-style-type: none"> ▪ Positions created / staff in place as of July 1 ▪ Staff trained and certified as of July 1 ▪ Information disseminated to community ▪ Fifty children screened for CCS benefits by end of year ▪ Twenty-five children enrolled in CCS programming by end of year 	Mental Health Services Manager Wills; other managers
5.b.	Implement new Post-Reunification Support (PS) program	Dane now receives Federal/State PS monies to serve families of CPS and JJ children and youths post-reunification. The monies should increase the likelihood that families remain unified. CYF commenced implementation of PS programming in 2014. Implementation will continue in 2015 as the number of children and youths whom CYF might enroll increases from 27 to 40, JJ youths are more fully integrated into the consumer mix, and the hire of new designated staff is explored.	<ul style="list-style-type: none"> ▪ Children and youths who participate in PS programming remain in family homes post-reunification and re-enter care at lesser rates than non-eligible children and youths. ▪ Strategies developed for PS children and youths are brought to bear for non-eligible children and youths to extent possible. 	<ul style="list-style-type: none"> ▪ Maintain/enhance programmatic mechanisms to identify children, enroll children, plan for support of those children/families, and implement programming for those children/families ▪ Monitor successful participation of those children and families ▪ Develop PS program participation strategies for JJ families so as to increase participation and promote improved outcomes ▪ Identify strategies that are most effective in maintaining children safely in their homes post-reunification ▪ Hire staff once revenues allow 	<ul style="list-style-type: none"> ▪ Children and youths who participate in PS programming will re-enter care at lesser rates than non-participating children and youths. ▪ JJ youth will comprise one-third or more of all PS participating children and youths. ▪ The PS program staffing situation is resolved. 	CPS Manager Ahnen, JJ Manager Johnson

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5.c.	Enhance JJ staff utilization of evidence-based-practices (EPB) into casework.	JJ staff and system partners have commenced utilization of EPB's in their casework. Staff and partners have been trained in the evidence-based Juvenile Cognitive Intervention Program; NIP and Briarpatch staffs use this method in groups work. CYF has promoted use of evidence-based Motivational Interviewing techniques and provided training to partners in this method. JJ staff commenced utilization of the evidence-based COMPAS risk assessment tool in 2014.	<ul style="list-style-type: none"> ▪ JJ staff incorporates EBP into daily casework via effective utilization of provided tools. ▪ System partners embrace and understand Division EBP utilization. 	<ul style="list-style-type: none"> ▪ Continue to incorporate COMPAS risk assessment tool into daily practice ▪ Utilize Carey guides as part of JJ case plans ▪ Supervisors to utilize EBP 'suitcases' in unit meetings ▪ Host conference on EPB for JJ staff, Juvenile Court partners, purchased-services providers, others to further bring EBP principles to JJ practice in fall 2015 	<ul style="list-style-type: none"> ▪ JJ staff effectively use Division-provided EBPs in daily practice. ▪ JJ case outcomes in areas of disproportionate minority contact (DMC), recidivism, and re-entry into out of home care (OHC) will show improvements. ▪ Conference will take place in fall 2015. 	JJ Manager Johnson

10. Improve the department's ability to protect and strengthen the services it is mandated to provide.

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10.a.	Alternate Care	Alt care utilization levels are satisfactory. However, pressures mount as the County population grows and changes. Institutionalization pressures mount as consumers' treatment issues intensify, too. Alt care dollars needs compete with community-based services dollars needs. Data shows that children are more stable when placed with relatives.	<ul style="list-style-type: none"> ▪ Maintain alt care utilization (ADP totals) at 2013/14 levels (or better) ▪ Maintain institutional numbers (RCC + DOC ADP totals) at 2013/14 levels (or better) ▪ Increase use of relative placements 	<ul style="list-style-type: none"> ▪ Maintain community-based services at satisfactory levels (see 10b / next) ▪ Require training of foster parents to enhance skills so as to maintain placements ▪ Increase recruitment and licensure of relative caregivers ▪ Devote increased attention and supports to relative caregivers 	<ul style="list-style-type: none"> ▪ Alt care utilization (ADP totals) are the same or lower than 2013/14 ▪ Institutional numbers (ADP totals) are the same or lower than 2013/14 ▪ The number of licensed relative caregivers increases by at least one ▪ A minimum of 15 foster parent training offerings ▪ Increase in the number of relative placements 	Division Administrator Lee; Alt Care Mgr Wills; other managers
10.b.	Community Based Services (CBS; internal and purchased)	The CBS array is excellent but it has sustained reductions in recent years owing to strained budgets.	CBS will meet consumer and agency needs.	<ul style="list-style-type: none"> ▪ Support CBS as alternatives to 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 	The CBS array will be at 2013/14 levels or higher with respect to funding and key outcomes in child protective services, juvenile justice, mental health, AODA, and alternate care areas.	Division Administrator Lee; all managers

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10.c.	Prevention and Early Intervention (P/EI) and Youth Development (YD)	CYF devotes significant monies to P/EI services. These are recognized as essential elements of the continuum. They face budget cuts, however, as they are not mandated services.	CYF will maintain a strong commitment to P/EI services – including strong internal JFF, ECI, and YD programming – in this and future years.	<ul style="list-style-type: none"> ▪ Support P/EI services commitment in budget process ▪ Assure value of these services by close monitoring ▪ 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 8.6% of budget over past five years); increase if possible ▪ Maintenance of internal JFF, ECI, and YD programming at current levels; increase if possible ▪ Maintenance of AmeriCorps support, programming 	Division Administrator Lee; Prevention Services Manager Connie Bettin; JJ Manager Johnson; Community Programs Manager Chance
10.d.	Revenues maximization	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 strains.	Claim any and all appropriate client-associated revenues in 2015	<ul style="list-style-type: none"> ▪ Commence Comprehensive Community Services MA claiming in 2015 ▪ Continue efforts to maximize other MA-monies ▪ Investigate any and all new Federal, State, and private revenue opportunities 	<ul style="list-style-type: none"> ▪ Staff hired and trained; programming commenced; fifty children screened for benefits; twenty-five children enrolled in programming by end of 2015. ▪ Pursue one or more Federal, State, or private grants in 2015 to support new programming in future years 	Division Administrator Lee; Alt Care Manager Wills
10.e.	Increase AODA consumers' participation in continuing treatment	Forty-three people successfully completed County-funded residential treatment at Hope Haven between Oct. 1, 2013, and Sept. 30, 2014. Thirteen (30%) continued in County-funded post-res treatment for at least 90 days, however. It is important that consumers participate in additional/ continuing post-res treatment.	Consumers who complete post-res AODA treatment for at least 90 days will increase to 35%.	<ul style="list-style-type: none"> ▪ Residential treatment agency staff will record discharge plan within 7 days of entry. ▪ Residential treatment agency staff will meet with staff from follow-up non-residential agency staffs for transition purposes. ▪ Residential treatment agency staff will explore and implement ways to increase consumers' follow through on continuing treatment referrals. 	<ul style="list-style-type: none"> ▪ Discharge plans are regularly established within 7 days of residential entry. ▪ Increase in referrals for treatment ▪ 90-day retention rate in County-funded treatment has improved to 35% for those who begin treatment at the Treatment Readiness Center. 	AODA Manager Todd Campbell

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10f.	Implement Early Childhood Initiative (ECI) program expansions	ECI has offices in three Madison locations (Allied, Southwest, and Leopold) and Sun Prairie. (Southwest staff flexes to serve Verona as of 2014 as well.) Additionally, ECI has created Early Childhood Zones to coordinate home visitation (HV) programming in Leopold (Madison), Sun Prairie, and Verona. Zones offer employment and training assistance to the various partners.	<ul style="list-style-type: none"> ▪ Early Childhood Zones fully implemented in the noted areas with functional Oversight Committee ▪ Increased referrals from HV partners in the Zones to education and employment components of ECI ▪ Expanded funding streams for the Initiative related to anticipated positive Innovations Grant evaluation. 	<ul style="list-style-type: none"> ▪ Fully implement employment responses to HV programs in the three Zone areas ▪ Create a centralized intake function to best match families with appropriate HV programs ▪ Maintain Zone Oversight Committee with regular meetings and an evaluation framework ▪ A centralized intake function will be explored and developed if possible. 	<ul style="list-style-type: none"> ▪ Employment responses will be enhanced in the Zones. ▪ ECI Annual Report to State will demonstrate positive performances at the sites / Zones. ▪ Report will show increases in referrals from other HV programs to education and employment staff. ▪ Positive Innovations Grant evaluation which opens doors to new funding 	Community Programs Manager Chance

12. Improve staff competency and knowledge base

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12.a.	Support staff development	<p>Staff development is critical. The current Staff Development Manager will retire in March 2015. Her departure presents a logical opportunity to revamp the job and staff development efforts.</p> <p>Training monies are limited. State-mandated training demands increase each year.</p>	<ul style="list-style-type: none"> ▪ The Staff Development Manager will devote more time to true staff development, including promotion of staff diversity and cultural competence. ▪ Opportunities for staff training are expanded. ▪ Training and orientation programs are provided to all new staff. 	<ul style="list-style-type: none"> ▪ Conduct manager discussions of Staff Development Manager job focus, parameters ▪ Hire new Staff Development Manager with more focused duties ▪ Continue to pursue free / non-traditional training opportunities; develop same; coordinate with other agencies ▪ Increase staff training budget line in 2016 	<ul style="list-style-type: none"> ▪ Staff Development Manager with focused responsibilities is in place. ▪ Staff participate in 3,500+ training hours. 	Division Manager Lee; future Staff Development Manager; all other managers