

BMCW Progress Report

Part 1 of 3

Semi-Annual Report

Remaining Enforceable Provisions

January 1, 2006 – June 30, 2006



Division of Children and Family Services
Bureau of Milwaukee Child Welfare (BMCW)

August 21, 2006

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Prepared by the Bureau of Milwaukee Child Welfare Program Evaluation Managers

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This is Part 1 of the three part BMCW Semi-annual Report

Part 1: Remaining Enforceable Provisions

Part 2: Provisions BMCW Released From

Part 3: Process Indicators and Outcomes

Demographic and Descriptive Data

January 1 – June 30, 2006

Families with children in out-of-home care

| Date | December 31, 2003 | December 31, 2004 | December 31, 2005 | June 30, 2006 |
|---|--------------------------|--------------------------|--------------------------|----------------------|
| Families receiving Ongoing Services (end of month) | 2,081 | 1,948 | 1,899 | 1,819 |
| Children in out-of-home care placements (end of month) | 3,489 | 3,151 | 2,825 | 2,742 |

Number of children who achieved permanency by type

| | Reunification | Transfer of Guardianship | Subsidized Guardianship | Children who reached Age of Majority | Adoption | Grand Total |
|----------------------------|----------------------|---------------------------------|--------------------------------|---|-----------------|--------------------|
| January – June 2006 | 387 | 83 | 23* | 102 | 139 | 734 |

* There are, 133 children currently in the Subsidized Guardianship program, including 110 who entered from October to December 2005 and 23 who entered between January and June 2006.

Ages of children at time of removal

| Age at removal | CY 2003 N= 1,123 | CY 2004 N=1,308 | CY 2005 N=1,179 | 2006 (January to June) YTD N=509 |
|-----------------------|-----------------------------|----------------------------|----------------------------|---|
| Birth – 4 years old | 44% | 40% | 41% | 47% (238) |
| 5 – 11 years old | 32% | 32% | 29% | 28% (143) |
| 12 – 15 years old | 17% | 20% | 20% | 19% (97) |
| 16+ years old | 7% | 8% | 10% | 6% (31) |
| Total children | 1,123 | 1,308 | 1,179 | 100% (509) |

Families whose children entered out-of-home care

This table provides a breakdown of families by the number of children who entered ongoing case management services.

| Children in Family | Number of Families CY 2003 | Number of Families CY 2004 | Number of Families CY 2005 | Number of Families as of June 2006 |
|--|-----------------------------------|-----------------------------------|-----------------------------------|---|
| < 3 children per family | 411 | 435 | 422 | 223 |
| 3 | 55 | 76 | 80 | 24 |
| 4 | 21 | 32 | 37 | 11 |
| 5 | 8 | 16 | 19 | 7 |
| 6 | 9 | 15 | 4 | 3 |
| 7 | 2 | 4 | 1 | 1 |
| 8 | 0 | 1 | 2 | 0 |
| 9 | 2 | 5 | 1 | 1 |
| Total families that entered Ongoing Services | 508 | 584 | 566 | 270 |
| Families with three or more children that entered ongoing services | 97 | 149 | 144 | 47 |

BMCW Semi-annual Performance at a Glance

January 1 – June 30, 2006

The data provided in this report relates to section performance on the enforceable, released and process indicators. This is intended as summary information only. Information is color coded as follows:

- Subsection I: Previously enforceable provisions, where the BMCW has been released. These provisions are no longer enforceable.
- Subsection II: Enforceable items the BMCW *achieved* compliance and may possibly be released (having met two consecutive six month periods) from enforcement.
- Subsection III: Performance Standards demonstrating year to date performance only.
- Subsection IV: Provisions previously met but not yet released
- Subsection V: BMCW (and partner agencies) *will not* achieve the expected performance standards.
- Subsection VI: Provides performance on outcomes and process indicators.

BMCW Semi-Annual Performance at a Glance January – June 2006

| SUBSECTION I: Previously enforceable provisions, where the BMCW has been released. These provisions are no longer enforceable. | | | | | | | | |
|---|--|---------------------------------|--------------------------------------|---------------------------------|--------------------------------------|---------------------------------|----------------------------------|------------------------|
| | Period 1 Performance Standards | Period 1 Result (CY 2003) | Period 2 Performance Standards | Period 2 Result (CY 2004) | Period 3 Performance Standards | Period 3 Result (CY 2005) | 2006 Performance Standards | 2006 January - June |
| I.B.1. Negotiation with Milwaukee District Attorney | Released Item This was provision completed in CY 2003 | | | | | | | |
| I.B.3 ASFA (children not in compliance- cumulative total) | >= 75.0% | 88.1% | >= 85% | 92.9% | >= 90.0% | 92% | Released Item | 66% |
| I.C.2 – Independent Investigation referrals to Investigative Agency within 3 business days | >= 80.0% | 99.8% | >= 85% | 99.4% | >= 90.0% | 99% | Released Item | 98% |
| I.C.3 - Upon receipt of Independent Investigation referral, assigned to an investigator within 3 business days | >= 80.0% | 99.6% | >= 85% | 99.8% | >= 90.0% | 99% | Released Item | 97% |
| I.C.4 - Completion of Independent Investigation within 60 days | >= 80.0% | 97.6% | >= 85% | 98.1% | >= 90.0% | 99% | Released Item | 100% |
| I.D.3 Contract hold-back for monthly face-to-face contacts | Not a Performance Measure Released Item | | | | | | | |
| I.D.4. Monthly face-to-face contacts | >= 90.0% | 90.0% | >= 90.0% | 97.0% | >= 90.0% | 97% | Released Item | 97% |
| I.D.8 Seek increase in foster parent reimbursement rates | Not a Performance Measure Released Item | | | | | | | |
| SUBSECTION II: Enforceable items BMCW <i>achieved</i> compliance and may possibly be released (having met two consecutive six month periods) from enforcement | | | | | | | | |
| I.D.2 - Family Caseloads (not to exceed 11) | <= 13.0 | 9.6 | <= 11 | 10.0 | <= 11.0 | 10** | <= 11.0 | 10 ** |
| ** The data provided for caseloads is based on the BMCW average of all three regions; the actual measure is based on each individual regions performance | | | | | | | | |
| I.B.4 Length Of Stay (greater than 24 months- as measured against the baseline of 5533) | <= 40.0% | 44.2% | <= 35% | 30.2% | <= 25.0% | 23% | <= 25.0% | 18.8% |

| | Period 1 Performance Standards | Period 1 Result (CY 2003) | Period 2 Performance Standards | Period 2 Result (CY 2004) | Period 3 Performance Standards | Period 3 Result (CY 2005) | 2006 Performance Standards | 2006 January - June |
|--|---|---------------------------------|--------------------------------------|---------------------------------|--------------------------------------|---------------------------------|----------------------------------|------------------------|
| SUBSECTION III: Performance Standards demonstrating year to date performance only | | | | | | | | |
| I.C.1 – Maltreatment-Children in out-of-home-care with substantiated allegation by Foster Parent or agency staff | <= 0.70% | 0.57% | <= 0.65% | 0.79% | <= 0.60% | 0.81% | <= 0.60% | 0.14% |
| I.D.7 - Placement Stabilization/Assessment Centers | <i>The Plaintiffs and the Department are not in agreement as to what the performance standard should be regarding length of stay for this provision. However, there is continued discussion surrounding this measure.</i> | | | | | | | |
| SUBSECTION IV: Provisions previously met but not yet released | | | | | | | | |
| I.D.5 The use of shelter placements shall be phased out entirely | <i>The BMCW phased out shelters as required in CY 2003; the BMCW has not yet been released from the provision</i> | | | | | | | |
| I.D.6 By December 31, 2003, and thereafter, no child shall be placed in a shelter | <i>Since December 31, 2003, no children have been placed in a shelter; the BMCW has not yet been released from this provision.</i> | | | | | | | |
| SUBSECTION V: BMCW (and partner agencies) will not achieve the expected performance standards. | | | | | | | | |
| I.B.2 ASFA (children TPR filed by 15th of 22nd month) | >= 65.0% | 76.8% | >= 75% | 88.2% | >= 90.0% | 29% | >= 90.0% | 77% |
| I.B.6 – Reunifications within 12 months of entry into out-of-home care | Monitor Only | 45.0% | >= 65% | 63.0% | >= 71.0% | 72% | >= 71.0% | 70% |
| I.B.7 – Adoption within 24 months of entry into out-of-home care | >= 20.0% | 14.2% | >= 25% | 15.5% | >= 30.0% | 21.7% | >= 30.0% | 29% |
| I.D.9 - Placement stability – children with 3 or fewer placements | >= 80.0% | 75.9% | >= 82% | 72.1% | >= 90.0% | 72% | 72% | 73% |
| SUBSECTION VI: Provides performance on outcomes and process indicators | | | | | | | | |
| Family assessments completed within 90 days | Monitor Only | 96.4% | Monitor Only | 97.3% | Monitor Only | 95% | Informational Only | 97% |
| Initial health screens – within 5 business days | Monitor Only | 58.2% | Monitor Only | 76.4% | Monitor Only | 67% | Informational Only | 80% |
| Placement packets for Foster Parents | Monitor Only | 91.0% | Monitor Only | 85% | Monitor Only | 97% | Informational Only | 67% |
| Annual medical exam | Monitor Only | 75.4% | Monitor Only | 74.3% | Monitor Only | 73% | Informational Only | 86% |
| Annual dental exam | Monitor Only | 57.4% | Monitor Only | 64.8% | Monitor Only | 64% | Informational Only | 79% |
| Initial Permanency Plans- within 60 days | Monitor Only | 97.0% | Monitor Only | 97.0% | Monitor Only | 98% | Informational Only | 95% |
| Annual Permanency Plan Reviews | Monitor Only | 77.3% | Monitor Only | 77.1% | Monitor Only | 92% | Informational Only | 91% |
| Re-Entry within 12 months of exit | Monitor Only | 9.0% | Monitor Only | 6.7% | Monitor Only | 7.0% | Informational Only | 13.9% |
| BMCW Turnover | Monitor Only | 30.1% | Monitor Only | 38.6% | Monitor Only | 33% | Informational Only | 12.7% |

Introduction

This is the first semi-annual report for 2006, which includes annual outcomes of the BMCW's performance from January 1, 2006 through June 30, 2006 on those provisions where full compliance was not achieved during 2005.

As of December 31, 2005, the BMCW reached the conclusion of the third year of the Settlement Agreement between Children's Rights, Inc., on behalf of the plaintiffs, and the Department of Health and Family Services, and other State defendants.

Consistent with Section V.A of the Agreement, when defendants are in compliance with Article I requirements at the end of Period 3, and have been in compliance for the most recent two consecutive six-month intervals, that requirement is no longer subject to enforcement although monitoring will continue until the entire Agreement is terminated

Plaintiffs and defendants agreed that the Article I provisions as listed below are no longer subject to enforcement because defendants were in compliance with the provisions at the conclusion of Period 3 and for the most recent two consecutive six-month intervals, as evidenced by the semi-annual reports prepared by the Program Evaluation Managers.

The BMCW was released from the following provisions based on agreement on June 6, 2006:

- §I.B.1. Negotiation with Milwaukee District Attorney
- §I.B.3. Belated compliance with Adoption and Safe Families Act requirements
- §I.C.2. Timeliness of processing referrals to independent investigator
- §I.C.3. Timeliness of making case assignments and completing investigations
- §I.C.4. Timeliness in making determination of independent investigations
- §I.D.3 Contract hold-back for monthly face-to-face contacts
- §I.D.4. Monthly face-to-face contacts
- §I.D.8 Seek increase in foster parent reimbursement rates

The report includes data regarding the remaining enforceable items:

- Provisions the BMCW met or exceeded during the first six months of CY 2006
- Provisions previously met but not yet released
- Provisions demonstrating year-to-date performance only
- Provisions the BMCW (and partner agencies) did not meet of the remaining enforceable items.

Most of the data presented in this report has been generated from the electronic Wisconsin Statewide Automated Child Welfare Information System (eWiSACWIS). To consistently and systematically assess the Agreement outcomes, a process was undertaken to identify which data elements could be generated using the eWiSACWIS system. If changes were required, enhancements to eWiSACWIS were identified. This included the development of a measurement package and software designed to measure many of the Agreement elements. Work continues on managing artifact data and other data validation issues within the eWiSACWIS system. The quality of the data is dependent on complete and accurate data entry by staff, system conversions and system builds/updates. When identified, improvements to the data system are made as soon as possible to improve the accuracy and consistency of reporting.

Summary of the remaining enforceable provisions

Of the remaining enforceable provisions, the BMCW met or exceeded the following performance standards from Section I of the Settlement Agreement during the first six months of 2006.

Performance standards met

§I.B.4 Length of stay in out-of-home care: During the first six months of 2006, the BMCW achieved a performance level of 18.8% compared to the requirement that no more than 25% of children in out-of-home care shall be in care for more than 24 months, **as measured against the baseline of 5,533 children.**

The BMCW has been successful in meeting this performance standard for the current and previous six-month periods.

Although this target is measured against a baseline of 5,553 children, as required in the Settlement Agreement, the BMCW has also shown a decrease in the actual number and percentage of children in out-of-home care 24 or more months. In January 2003, 62.8% of all children (actual) who were in an out-of-home care placement were in out-of-home care for 24 or more months. By June 2006, the percentage of children (actual) who have been in out-of-home care for 24 or more months had declined to 37%.

Well-being

§I.D.1-2 Reduction in caseloads of ongoing case managers to an average of 11 families per case manager per Site: The BMCW maintained an annual average of 10 family cases per case-carrying manager.

The BMCW met the established performance standard in the first six months of CY 2006 and the second six months of CY 2005, for two consecutive six-month periods of compliance.

Performance standards previously met but not yet released

§I.D.5 The use of shelter placements shall be phased out entirely: The BMCW phased-out shelters as required in CY 2003; the BMCW has not yet been released from the provision.

§I.D.6 By December 31, 2003, and thereafter, no child shall be placed in a shelter: Since December 31, 2003, no children have been placed in a shelter; the BMCW has not yet been released from this provision.

Performance standards demonstrating year-to-date performance only

The performance standards provided here are for the first six months and demonstrate year-to-date performance only:

§I.C.1 Substantiated maltreatment of children in out-of-home care: The BMCW achieved 0.14% compared to the requirement that no more than 0.60 % of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed.

This is an annual calculation, which is measured over a 12-month period. The final results will be reported at the year-end for January – December 2006. The performance standards provided here are for the first six months and demonstrate year-to-date performance only.

§I.D.7 Diagnostic/Assessment Centers. This provision states “*By December 31, 2003, BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days, or 60 days if the placement is extended in accordance with applicable state law.*”

The BMCW met the provision to phase out shelters in CY 2003.

The Plaintiffs and the Department are not in agreement as to what the performance standard should be regarding the length-of-stay in assessment centers; therefore, discussion continues surrounding this measure. Once resolved, future reports will provide the information regarding performance standards based on the result of negotiations.

Although I.D.7 limits the length-of-stay in diagnostic/assessment centers (indicating 30 to 60 days, as is consistent with the Department's administrative rules), the Agreement does not establish a performance standard against which BMCW's performance is to be measured.

- The BMCW met the 60-day limit for 91% (130) of the children.
- The BMCW exceeded the 60-day limit for 9% (13) of the children.

Performance Standards Not Met

Permanence

§I.B.2 Adoption and Safe Families Act (ASFA) timeliness requirement, timely filing of TPR petitions: BMCW achieved a performance level of 77% compared to the requirement that at least 90% of children in out-of-home care for 15 of 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15th month in care.

§I.B.6 Reunification within 12 months of entry into out-of-home care: The BMCW achieved 70% compared to the requirement that at least 71% or more of reunifications shall occur within 2 months of entry into out-of-home care.

§I.B.7 Adoption within 24 months of entering out-of-home care: The BMCW achieved 29% compared to the requirement that at least 30% of children for whom an adoption is finalized within the period shall exit BMCW care within 24 months of entry into care.

§I.D.9 Placement stability: The BMCW achieved 73% compared to the requirement that at least 90% of children in out-of-home care within the period shall have three or fewer placements.

Performance Standards Met or Exceeded

The following section includes Agreement elements where the BMCW has met or exceeded Period 3 standards for the remaining enforceable items in the first six months of CY 2006. The details of these areas are categorized under the key performance objectives of *permanency and well-being*:

Permanency

Length of stay

I.B.4. Within Period 3, if the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than 25% of children in BMCW out-of-home care shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5,533 children in BMCW out-of-home care.

Period 3 Standard: 25% (at or below)

Actual Performance YTD January 1– June 30, 2006: 18.8% (as calculated against the baseline of 5,553)

The BMCW met this performance standard for two consecutive six-month periods.

| Month | Number of children in OHC more than 24 months | Baseline | Compliance percentage for month (as calculated against baseline) | YTD average compliance percentage |
|-----------------|---|----------|--|-----------------------------------|
| January | 1,056 | 5,533 | 19.09% | 19.09% |
| February | 1,050 | 5,533 | 18.98% | 19.03% |
| March | 1,044 | 5,533 | 18.87% | 18.98% |
| April | 1,034 | 5,533 | 18.69% | 18.90% |
| May | 1,043 | 5,533 | 18.85% | 18.89% |
| June | 1,015 | 5,533 | 18.34% | 18.80% |

Semi-annual and annual performance CY 2003 to YTD 2006 (January to June)

| Average compliance percentage | January – June | July – December | Annual compliance percentage |
|-------------------------------|----------------|-----------------|------------------------------|
| BMCW Period 1, 2003 | 49% | 38% | 44% |
| BMCW Period 2, 2004 | 32% | 28% | 30% |
| BMCW Period 3, 2005 | 26% | 21% | 23% |
| BMCW CY 2006 (YTD) | 18.8% | | |

Discussion

The following information is about the children who were in out-of-home care 24 or more months as of June 30, 2006.

| Age at period end | Dec. '05% N=1,076 | June '06% N=1,015 | Combined Age Groups (June 2006) |
|-------------------|----------------------|----------------------|---------------------------------|
| 2 to 4 yrs. | 5.2% | 7.3% | 35.5% |
| 5 to 11 yrs. | 26.3% | 28.2% | |
| 12 to 15 yrs. | 35.6% | 31.8% | 64.5% |
| 16 + yrs. | 32.8% | 32.7% | |

- On June 30, 2006, 45% (1,117) of all children in out-of-home-care (regardless of length-of-stay) were 12 years or older.
 - However, of all children in out-of-home-care 24 or more months, 59% of the children were 12 and older as of June 30, 2006. When the children in out-of-home-care 24 or more months are compared to all children in out-of-home-care, the percentage that are 12 or older is over represented accounting for 59% of the children in the cohort group compared to 45% of all children.
- From January thru June 2006, 25% of all children entering out-of-home care were 12 years or older:
 - Between CY 2003 and the end of CY 2005, there was a steady increase (6%) in children 12 or older who entered out-of-home-care; however, in CY 2006 YTD, there was a 5% decrease compared to CY 2005 and a decrease of 2.3% on average over the past three years.
 - Despite the recent decrease in the percentage of children age 12 or older who entered out-of-home-care, the current group of those in out-of-home-care 24 or more months is overrepresented by children currently 12 years or older (64.5%).
- Children in out-of-home-care 24 or more months have an average of five placements, whereas children in out-of-home-care fewer than 24 months average two placements.

The following table presents data regarding the distribution of children who have been in out-of-home care 24 months or more and the year they entered out-of-home care.

| Year entered out-of-home care | Dec. 2005 Total children by year | June 2006 Total children by year |
|--------------------------------------|---|---|
| 1987 | 1 | NA |
| 1988 | 11 | 5 |
| 1989 | 13 | 7 |
| 1990 | 8 | 6 |
| 1991 | 16 | 12 |
| 1992 | 31 | 22 |
| 1993 | 30 | 24 |
| 1994 | 50 | 31 |
| 1995 | 47 | 37 |
| 1996 | 47 | 34 |
| 1997 | 55 | 41 |
| 1998 | 111 | 77 |
| 1999 | 121 | 86 |
| 2000 | 87 | 68 |
| 2001 | 109 | 83 |
| 2002 | 120 | 94 |
| 2003 | 216 | 147 |
| 2004 | NA | 241 |
| Grand Total | 1,073 | 1,015 |

“NA” refers no data available; for example, in December 2005, there were no children in out-of-home-care 24 or more months who entered during CY 2004. This is because a child who entered out-of-home-care January 1st, 2004, would not be in out-of-home-care 24 or more months until January 1st, 2006. The “NA” under “June 2006” indicates that there were no children in out-of-home care who entered in 1987.

- In Dec 2005, 541 (50%) of the children in out-of-home care 24+ months entered out-of-home-care before 2000.
- By June 2006, 384 (38%) of the children in out-of-home care 24+ months entered out-of-home-care before 2000.
- In the first six months of CY 2006, 157 children who entered out-of-home care prior to CY 2000 achieved permanency.

The data in the above table show that children in each entry cohort group (year in out-of-home-care) achieved permanency during the subsequent six-month period, and the number of children with the more extended lengths-of-stay are decreasing. In contrast, on June 30, 2006 it appears that the largest percentage (33%) and number (335) of children in out-of-home-care over 24 months have been in care between 24 and 36 months.

The following information relates to youth who entered out-of-home care during the first six months of CY 2006 who were 12 years or older at the time of entry. More specifically, it points out the type of allegation substantiated (determined to be likely to occur) at the time of removal:

- Identified reasons children age 12 and older entered out-of-home-care in CY 2006 YTD :

Neglect/general lack of care – Substantiated determination

- 38.5% of the children 12 to 15 years of age
- 75% of the children 16 years of age or older

Physical abuse - Substantiated determination

- 34.6% of the children 12 to 15 years of age
- 0% of the children 16 years of age or older

Sexual contact – intercourse - Substantiated determination

- 12.5% of the children 12 to 15 years of age
- 5.8% of the children 16 years of age or older

Lack of supervision - Substantiated determination

- 3.8% of the children 12 to 15 years of age
- 0% of the children 16 years of age or older

Circumstances justifying belief abuse and/or neglect will occur – Likely to Occur determination

- 15.4% of the children 12 to 15 years of age
- 12.5% of the children 16 years of age or older

There are two significant differences regarding substantiated allegations of maltreatment for children entering out-of-home care (January to June 2006) between the children ages 12 to 15 and 16 years and older as noted above:

- Children 12 to 15 who enter care are slightly more likely to have entered care for reasons of *neglect* over *physical abuse*.
- Children over 16 who enter out-of-home-care are most likely to have entered for a reason of neglect. As of this report date, none of the children 16 or older (who entered out-of-home care) have entered because of a substantiated allegation of *physical abuse*.

The table below identifies **the movement** of the 1,073 children who were in out-of-home-care 24 or more months as of December 31, 2005, and the 774 children remaining from the 1,073 who were in out-of-home-care 24 or more months as of June 2006.

| Movement of children in out-of-home-care 24 or more months | Dec. '05 | June '06 |
|---|-----------------|-----------------|
| 24 or more months | 1,073 | 774 |
| Remained in same place type | 774 | 541 |
| 18 to 23 months | 310 | 241 |

- On June 30, 2006, there were 774 children remaining from the 1,073 cohort group who were in out-of-home-care on December 31, 2005.
- 72% of the children who were in out-of-home-care 24 or more months on December 31, 2005, did not achieve permanence and remained in out of home care as of June 30, 2006.
- Of the 774 children who remained in out-of-home-care in June 2006, 543 of the children stayed in the same placement type setting. (They may have moved from a treatment foster home to another treatment foster home, but they did not change placement types.)
- 231 children changed placement-setting types. Many of these children may have moved from a foster home to higher level of care to address behavioral and emotional needs.
- In December 2005, there were 310 children who had been in out-of-home-care between 18 and 23 months. Over the next six months, this is the cohort group of children who may roll over into the 24 or more months of care group. 241 of these children (or 78% of the 310 cohort group) were in out-of-home-care 24 plus months as of June 2006.
- The data suggest that the majority (78%) of children who were in out-of-home-care between 18 and 23 months as of December 31, 2005 did not achieve permanence and by June 30, 2006 had moved into the group of children in out-of-home-care 24 or more months. Although the number and percentage of children who are in out-of-home-care 24 or more months has been decreasing, it appears that if a child has reached a length-of-stay between 18 and 23 months, he/she may continue in care at least another six months before permanence is achieved.

Actual percentage of children in an out-of-home care placement 24 or more months

| | Jan. '03 | June '03 | Dec. 03 | June 04 | Dec. 04 | June 05 | Dec. 05 | June 06 |
|--|----------|----------|---------|---------|---------|---------|---------|---------|
| Children LOS* greater than 24 months | 2,810 | 2,413 | 1,967 | 1,668 | 1,534 | 1,292 | 1,073 | 1,015 |
| Actual number of children in an OHC placement | 4,472 | 3,981 | 3,489 | 3,345 | 3,151 | 3,044 | 2,825 | 2,742 |
| % of children in an OHC placement 24 or more months | 62.8% | 60.6% | 56.4% | 49.9% | 48.6% | 42.4% | 37.9% | 37.0% |

*LOS - Length of Stay: The values presented for each identified month represent the point in time number of children in an out-of-care placement 24 or more months on the last day of the month

***§I.B.5** – If the State successfully obtains a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than the following percentages of children in BMCW out-of-home care within the period shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care.*

- Period 1 40%
- Period 2 30%
- Period 3 20%

This section of the Agreement is inoperative because the Subsidized Guardianship waiver was not obtained before January 1, 2004, so the controlling requirement is I.B.4. However, the federal Department of Health and Human Services approved the Title IV-E waiver for the Subsidized Guardianship program in September 2004. Implementation in Milwaukee began in October 2005.

State enabling legislation to clarify the use of guardianship as a permanency option and establish the subsidized guardianship payment program was approved as part of the Governor’s 2005-2007 state budget bill, 2005 Wis. Act 25. Initial implementation of the Subsidized Guardianship program is planned for September 2005. Once implemented, the program can be operated for five years under the federal waiver, which can be renewed.

The target population for the Subsidized Guardianship program is children placed with relatives licensed as foster parents. The subsidized guardianship program will make guardianship more feasible as a permanency outcome and improve the permanency options available for children placed with relatives.

The Guardianship Permanency Initiative is based on the following principles:

- Improving permanency outcomes for children and families through more effective permanency planning that is family-focused.
- Promoting the use of relatives as foster care placement resources.
- Ensuring the safety and well being of children through permanent placements with caring adults whom will raise the children to adulthood.
- Providing services to families in ways that address the needs of children but minimizes the public child welfare involvement in the lives of families.
- Operating the subsidized guardianship program in a manner similar to the adoption assistance program.

Well-Being

Caseload Size for Ongoing Case Managers

§I.D.1. BMCW shall ensure that Ongoing Case Managers have caseloads not to exceed an average of 11 families per case-carrying manager per Site. Compliance with this requirement at any given point in time shall be measured by averaging each Site's current monthly caseload average with the corresponding Site averages for the preceding two months.

§I.D.2 The above provision shall be phased in incrementally and shall be fully effective by January 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

Monthly performance illustrating the rolling calculation

| | Nov. '04 Monthly | Dec. '05 Monthly | Jan. '06 (Nov. '05 – Jan. '06) | Feb. (Dec. '05 – Feb. '06) | Mar. (Jan–Mar) | Apr. (Feb–Apr) | May (Mar–May) | June (Apr–June) |
|------------------------|---------------------|---------------------|--------------------------------------|----------------------------------|-------------------|-------------------|------------------|--------------------|
| Region 1 (CFCP) | 9.7 | 9.6 | 9.6 | 9.8 | 9.9 | 10.1 | 9.8 | 9.5 |
| Region 2 (CFCP) | 9.7 | 9.6 | 9.2 | 8.8 | 8.6 | 9.0 | 9.1 | 9.1 |
| Región 3 (La Causa) | 9.7 | 9.6 | 9.8 | 9.9 | 10.1 | 10.0 | 10.2 | 10.1 |
| All Regions | 9.7 | 9.6 | 9.5 | 9.4 | 9.5 | 9.6 | 9.7 | 9.5 |

The overall three-month rolling average for all regions was under the established caseload requirement for all six months of January to June 2006. During the first six months of 2006, all three regions met compliance for each month. The data in the above table provides the monthly caseload calculation and illustrates for each month, the three months that provide the composite data for the calculation.

The BMCW (and each individual region) met this performance standard for two consecutive six month periods – in the second six months of Period 3 CY 2005 and in the first six months of CY 2006.

For the purpose of the measurement calculation, mentors who are carrying cases (with a reduced caseload compared to ongoing case managers) or a supervisor who may temporarily be carrying a case have not been included in the computation of the caseload. The results directly reflect the ongoing case managers with an active caseload. By design, the mentors carry lower caseloads since they have other duties and responsibilities, and to include them in the calculation might artificially reduce the average caseload numbers at each region. Although the mentors are not included in the measurement, the cases that they carry are included in the overall three-month rolling average.

Average number of family cases per ongoing case manager – All regions BMCW-wide Semi-annual and annual performance CY 2003 to YTD 2006 (January 1 to June 30)

| | June (point-in-time) | December (point-in-time) | YTD (average) |
|--------------------|----------------------|--------------------------|---------------|
| BMCW Period 1 2003 | 10.2 | 9.9 | 9.6 |
| BMCW Period 2 2004 | 9.7 | 9.5 | 9.6 |
| BMCW Period 3 2005 | 9.9 | 9.3 | 9.8 |
| BMCW CY 2006 (YTD) | 9.5 | | |

Discussion

The January 2006 BMCW transition from five sites to three regions presented a challenge regarding the calculation of the caseload measure because it is a monthly rolling average based on the current and two preceding months. To provide a measure for January and February 2006, it was necessary to determine what the November and December 2005 monthly caseload averages would look like within the three-region structure. The most equitable choice was using the largest of the monthly average case load from the five sites in November and December 2005 as the base number for the three-month rolling average computation in January 2006 for each region.

In November 2005, Site 1 had the largest monthly caseload average of 9.7 cases per ongoing case manager. In December 2005, Site 1 and Site 3 shared the largest monthly caseload averages of 9.6 cases per ongoing case manager (the BMCW average was 9.3 cases per OCM for both months). Using these averages and applying the same number to all three regions, the resulting calculation is the higher of possible rolling averages.

The data in the tables on the next page show, by region, the three-month rolling average caseload rating (average number of family cases per worker over three-month period) per ongoing case manager during January through June 2006:

Overall, BMCW and its partner agencies have consistently maintained an average monthly (rolling) rating below the 11 families per worker for 16 consecutive months.

Caseload per Ongoing Case Manger by Region

| | | | | |
|------------------------------------|------------------------------|-------------------------|------------------------|-----------------------|
| November '05 | | | 9.7 | |
| December '05 | | | 9.6 | |
| Region 1 CY 2006 (CFCP) | Family Cases Open EOM | Active OCM's EOM | Monthly Average | Average Rating |
| January | 675 | 71 | 9.5 | 9.6 |
| February | 663 | 65 | 10.2 | 9.8 |
| March | 621 | 62 | 10.0 | 9.9 |
| April | 613 | 61 | 10.0 | 10.1 |
| May | 603 | 64 | 9.4 | 9.8 |
| June | 597 | 66 | 9.0 | 9.5 |
| YTD – average of monthly totals | 628.6 | 64.8 | 9.7 | |
| November '05 | | | 9.7 | |
| December '05 | | | 9.6 | |
| Region 2 CY 2006 (CFCP) | Family Cases Open EOM | Active OCM's EOM | Monthly Average | Average Rating |
| January | 618 | 75 | 8.2 | 9.2 |
| February | 631 | 75 | 8.4 | 8.8 |
| March | 686 | 74 | 9.3 | 8.6 |
| April | 680 | 74 | 9.2 | 9.0 |
| May | 673 | 75 | 9.0 | 9.1 |
| June | 670 | 74 | 9.1 | 9.1 |
| YTD - average of monthly totals | 659.6 | 74.5 | 8.9 | |
| November 05' | | | 9.7 | |
| December 05' | | | 9.6 | |
| Region 3 CY 2006 (La Causa) | Family Cases Open EOM | Active OCM's EOM | Monthly Average | Average Rating |
| January | 570 | 56 | 10.2 | 9.8 |
| February | 559 | 56 | 10.0 | 9.9 |
| March | 555 | 55 | 10.1 | 10.1 |
| April | 561 | 56 | 10.0 | 10.0 |
| May | 559 | 53 | 10.5 | 10.2 |
| June | 552 | 56 | 9.9 | 10.1 |
| YTD - avg of monthly totals | 559.3 | 55.3 | 10.1 | |
| November 05' | | | 9.7 | |
| December 05' | | | 9.6 | |
| BMCW CY 2006 | Family Cases Open EOM | Active OCM's EOM | Monthly Average | Average Rating |
| January | 1863 | 202 | 9.2 | 9.5 |
| February | 1853 | 196 | 9.5 | 9.4 |
| March | 1862 | 191 | 9.7 | 9.5 |
| April | 1854 | 191 | 9.7 | 9.6 |
| May | 1835 | 192 | 9.6 | 9.7 |
| June | 1819 | 196 | 9.3 | 9.5 |
| YTD | 1,847.6 | 194.6 | 9.5 | |

Performance Standards Previously Met but not yet Released

Transition from the use of Shelter Placement

I.D.5 The use of shelter placements shall be phased out entirely: The BMCW phased out shelters as required in 2003; BMCW has not yet been released from the provision.

I.D.6 By December 31, 2003, and thereafter, no child shall be placed in a shelter: Since December 31, 2003, no children have been placed in a shelter; the BMCW has not yet been released from this provision.

Performance Standards demonstrating year to date performance only

Safety

Maltreatment while in out-of-home care

I.C.1. No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.

Period 3 Goal: .60% (at or below)

Actual Performance

YTD January – June 2006: 0.14%

| | Jan. | Feb. | Mar | Apr. | May | June | YTD | Jan. – June 2005 |
|--|-------|-------|-------|-------|-------|-------|-------|------------------|
| Completed investigations – Determinations (N) | 24 | 28 | 25 | 23 | 17 | 29 | 146 | 192 |
| Children maltreated by foster parent or agency staff (Substantiated allegations) (N) | 0 | 0 | 1 | 4 | 0 | 0 | 5 | 14 |
| Children entering care (N) | 71 | 83 | 126 | 77 | 77 | 75 | 509 | 668 |
| Cumulative children in OHC (2,871 as of 1-1-'06) | 2,942 | 3,025 | 3,151 | 3,228 | 3,305 | 3,380 | 3,380 | 3,819 |
| BMCW YTD Performance | | | | | | | 0.14% | 0.36% |

Semi-annual and annual performance CY 2003 to YTD 2006 (January to June)

| | Period goal (at or below) | End of Period |
|---------------------------|---------------------------|---------------|
| BMCW Period 1 2003 | 0.70% | 0.57% |
| BMCW Period 2 2004 | 0.65% | 0.79% |
| BMCW Period 3 2005 | 0.36% | 0.81% |
| BMCW CY 2006 (YTD) | 0.14% | |

The measure was calculated by identifying the number of children in an out-of-home care placement on January 1, 2006, (2,871) and adding all children (509) entering out-of-home care during the first six months of 2006 (3,380). This total (3,380) represents all children in out-of-home care during the year. The performance standard is then calculated by dividing the number of children with a substantiated allegation of maltreatment (5) by the total of all children who were in an out-of-home care placement during the year (3,380).

This is an annual calculation based on a 12-month period. The final results will be reported at the year-end for January – December 2006. The performance standard provided here for the first six months demonstrates year-to-date performance only.

Discussion

There were five children with a substantiated allegation of maltreatment by a foster parent or staff of a facility required to be licensed, totaling five substantiated allegations.

Details/Trends

- During the first six months of CY 2006, there were five children with a substantiated allegation of maltreatment while in an out-of-home care placement compared to 14 during the same period in CY 2005.
- During the first six months of CY 2006, there were no children with a substantiated allegation of maltreatment for physical or sexual abuse by a foster parent or staff of a facility required to be licensed.
- Lack of supervision, by percentage (80%) and number (4) was the most frequent type of substantiated abuse (involved two foster parents) and the other child was substantiated for general neglect (while in a group home).

The first table compares maltreatment by type in Periods 1, 2, 3 and the first six months of CY 2006.

| Type of substantiated maltreatment | Period 1 (N) | Period 1 % | Period 2 (N) | Period 2 % | Period 3 (N) | Period 3 % | Jan. – June '06 (N) | Jan. – June '06 % |
|------------------------------------|--------------|------------|--------------|------------|--------------|------------|---------------------|-------------------|
| Emotional maltreatment | | | 1 | 2.4% | | | | |
| Lack of supervision | | | 12 | 29.3% | 4 | 10.0% | 4 | 80% |
| Neglect - general lack of care | 9 | 29% | 10 | 24.4% | 26 | 65.0% | 1 | 20% |
| Other medical neglect | | | 2 | 5% | 1 | 2.5% | | |
| Physical abuse | 17 | 53% | 15 | 36.5% | 8 | 20.0% | | |
| Sexual abuse | 6 | 18% | 1 | 2.4% | 1 | 2.5% | | |
| Totals | 32 | 100% | 41 | 100% | 40 | 100% | | |

During the first six-months of 2006, examples of actions that fell under a substantiated determination of:

Neglect

- Staff at a facility failed to provide a safe environment for the child. The child was prevented from leaving the facility by peers, and staff remained in the office, not interceding in the ensuing altercation.

Lack of Supervision

- Foster parent failed to provide a safe environment for the child. The foster parent left home to run an errand and left the 13-year old to supervise an 8 year old. An injury occurred to the 8 year old while the foster parent was not home. There was also a pattern of other aggressive incidents in the home by the 13-year-old child.

- Foster parent failed to provide a safe environment for child. The foster parent failed to monitor children while they played outside. The report indicates that the foster parent may have better served the child if appropriate services were placed in the foster home.

The data implies that the type of supervision provided by the foster parents or group home staff did not match the needs of the child or the specific situation.

The next table compares the type of substantiated maltreatment and the licensing status of the maltreater (i.e. foster parent, treatment foster parent, or staff at child caring institution) in 2006.

Substantiated maltreatment type by maltreater during 2006

| Relationship to victim | Lack of Supervision | Neglect - General Lack of Care |
|--|---------------------|--------------------------------|
| Foster parent | 4 | 0 |
| Treatment foster parent | 0 | 0 |
| Staff at child caring institution, group home or other licensed facility | 0 | 1 |
| Total | 4 | 1 |
| Grand Total | 5 | |

Note on maltreators: One foster parent had been a licensed foster parent for more than eight years, and the other had more than six years of experience as a foster parent. The five substantiations involved two different foster parents (two children) and a group home (one child).

Strategies to address maltreatment of children in out-of-home care

The BMCW and its partner agencies consider the safety and well-being of children to be its primary responsibility. Efforts to reduce the number of children who experience maltreatment while in out-of-home care are continuous. In 2005 and 2006, several new or expanded strategies and initiatives have been implemented, including:

- Mobile Urgent Treatment Team for Foster Families (MUTT-FF). In October 2005, DHFS worked with the Milwaukee County Human Services Behavioral Health Division to expand its crisis intervention services for foster families provided by their Mobile Urgent Treatment Team (MUTT). There is now a mobile crisis team dedicated to providing immediate mental health services 24 hours-a-day to foster youth and their families. In addition, the team develops a 21-day response plan, which includes any follow-up visits to the foster home to evaluate how the child and foster family are doing and identify other mental health service needs. The team will also prepare a long-term crisis plan for children who are found to be at risk for a recurring mental health, emotional, or behavioral crisis. The program began in December 2005.

Year-to-date information (January to June 2006) for MUTT – FF:

- There were 221 initial phone calls to MUTT –FF.
- 101 children have received services:
 - As of July 1, 2006, there were 36 children receiving services.

- Of these 36, 34 children remained in permanent foster home placement after initial contact; two were moved to new foster home placements.
 - 65 children have completed services.
 - Of these 65 children, 62 were either successfully managed in their existing home, or transitioned to appropriate level of care (e.g. relative home, pre-adoptive home, treatment foster care, etc); three children were moved to a new foster home.
 - MUTT-FF reports that through collaboration with First Choice for Children, the number of foster parents requesting a placement change has been reduced by 40% when compared to the first six-months of CY 2005.
- Implementation of Stabilization Meetings. Within the first week of a new placement, ongoing case managers and licensing specialists conduct a joint home visit (initial stabilization meeting) with the foster family to identify potential behaviors or issues that may stress the family's capacity to nurture the child and maintain the placement. The licensing specialist, ongoing case manager, and foster parent also discuss and develop a plan that will allow the child to transition as smoothly as possible to his or her new home. For the first half of 2006, approximately 239 initial stabilization meetings were held. In addition, First Choice for Children has implemented quarterly stabilization meetings focusing on the strength and stability of the placement and to assess any services or supports that may be necessary. These meetings are held in the foster family's home and ongoing, licensing, and adoption staff participate. First Choice for Children has incorporated these meetings into practice and conducted approximately 875 meetings in the first half of 2006.
 - Improved Support Plans By the end of Period 3, First Choice for Children had completed a support plan improvement initiative designed to strengthen and better customize support plans. The initiative included a range of staff training opportunities, including a two-day in-service aimed at strengthening family assessment skills and supervisory reinforcement of the skills necessary to provide meaningful support to foster families. Beginning in July 2006, First Choice for Children began auditing case files to ensure support plans are completed and individualized for the family. First Choice for Children is also working with Master of Social Work (MSW) students from University of Wisconsin – Milwaukee School of Social Welfare to evaluate whether the content of support plans has improved since the training. These results will be available during the 3rd quarter of 2006.
 - Focus on Disciplinary Practice First Choice for Children continues to use a standard home visit checklist to guide monitoring activities at each home visit. Included on the checklist is a discussion of discipline. The *Acknowledgement and Understanding of Corporal Punishment* policy has become a stand-alone document separate from the general Foster Parent Agreement to better emphasize this policy. First Choice for Children also requires the licensing specialist to observe the foster parent/child interaction at least once a quarter, which can help improve parenting skills and disciplinary practices used in response to behavioral challenges.
 - Expanded Training Options First Choice for Children has continued to expand the breadth of training available to both staff and foster parents. Extensive additions to the foster parent training offerings include:

- Managing hard-to-manage teenagers
- Dealing with sexually active youth
- Substance abuse and foster youth
- Children who steal
- Behavior management
- Fostering LGBT youth
- Lying child that cries wolf
- Teen depression
- Love & Logic – positive parenting

In addition, First Choice for Children has opened a second training center for foster families, housed within Ascension Church on the south side of Milwaukee. This addition helps provide for the diverse needs of our foster families.

First Choice for Children continually reassesses training needs through feedback from staff and foster parents, then schedules training appropriate to meet those identified needs. FCFC also refined guidelines for foster parents to receive outside training credit to ensure the training attended is appropriate to the specific needs of the foster family.

First Choice for Children had taken the lead in developing a survey for unlicensed kinship providers that assesses their interest in training options. As a result of that survey, each ongoing case management region receives a copy of the quarterly training schedule and registration instructions so that kinship providers can receive this information and attend the training at no cost.

- Post-Substantiation Debriefing All substantiated allegations are staffed by two First Choice for Children managers to identify learning opportunities (i.e. early warning signs missed). Staff from the Ongoing Case Management and Adoption programs also participate in these debriefings to enhance cross-program collaboration in identifying the warning signs of maltreatment and how programs can work together to try to prevent the maltreatment from occurring.

First Choice for Children has also expanded their debriefings to include allegations that were unsubstantiated but where the independent investigator identified concerns about the foster home. When these findings occur, the licensing specialist and ongoing case manager (and adoption worker if assigned) conduct a stabilization meeting in the foster home within 21 days of the finding. During this meeting, the concerns from the investigation are discussed and a plan to mitigate these concerns is developed and implemented.

- More Frequent Background Checks In early 2006, First Choice for Children revised their background check policy to include more frequent and diligent checks on caregivers, household members, and those adults who frequent the home. Background checks are now conducted annually instead of bi-annually and include a request for information from all states and countries a person has lived in since the age of 18. First Choice for Children has also obtained judicial permission to access juvenile court records to ensure any juveniles living in the home do not have criminal records that would pose a safety threat for other children in the home. These enhancements exceed the standards required for foster home licensing that are contained in the Wisconsin Administrative Code Ch. HFS 56.

Development of special diagnostic assessment centers

I.D.7 By December 31, 2003, the BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days or 60 days if the placement is extended in accordance with applicable state law.

BMCW complied with the requirement to develop special diagnostic/assessment centers for children over 12 years of age.

Section I.D.7. set a limit on the length-of-stay in diagnostic/assessment centers (indicating 30 to 60 days, as is consistent with the Department's administrative rules). The Agreement fails to establish a performance standard against which BMCW's performance is to be measured.

- The BMCW met the 60-day limit for 91% (130) of the children.
- The BMCW exceeded the 60-day limit for 9% (13) of the children.

The Plaintiffs and the Department are not in agreement as to what the performance standard should be regarding length-of-stay for this provision; however, there is continued discussion surrounding this measure. Future reports will provide the information of performance standards based on the results of negotiations.

The following is detailed information regarding children placed in assessment and placement stabilization centers January 1 —June 30, 2006:

- Total number of individual children who had at least one placement in a center was 315.
- Total number of placement episodes in a center was 578.

Many of the children experienced multiple placement episodes. The table below provides a breakdown of the number of individual children and the number of placement episodes they experienced January through June 2006.

Children and the number of placement episodes

| Number of individual children (N) | Number of placement episodes per child | % of placement episodes |
|--|---|--------------------------------|
| 205 | 1 | 35.4% |
| 56 | 2 | 19.4% |
| 19 | 3 | 9.9% |
| 11 | 4 | 7.6% |
| 12 | 5 | 10.4% |
| 4 | 6 | 4.2% |
| 3 | 7 | 3.6% |
| 2 | 9 | 3.1% |
| 2 | 12 | 4.2% |
| 1 | 13 | 2.2% |
| 315 | | 100.0% |

As the table indicates, 205 (35.4%) of the children experienced one placement episode in a center and 110 (64.5%) experienced two or more placement episodes.

Adolescents who are "pre-disposition" (under a Temporary Protective Custody order with a disposition of the CHIPS petition pending) may be placed in a center for 30 days per episode and two 15-day extension requests allowed. Adolescents who are "post-disposition" (under an active CHIPS order) may be placed in a center for no more than 20 days per episode. The following table provides greater detail regarding legal status and length-of-stay in the centers.

Length-of-stay and number of placement episodes by dispositional status

| Placement Type | 1 to 20 days | | 21 to 30 days | | 31 to 45 days | | 46 to 60 days | | 61+ days | |
|---|--------------|------------|---------------|-----------|---------------|-----------|---------------|-----------|-----------|-----------|
| | Pre | Post | Pre | Post | Pre | Post | Pre | Post | Pre | Post |
| Assessment centers | 107 | 54 | 18 | 8 | 11 | 3 | 8 | 2 | 11 | 3 |
| Placement stabilization centers | 41 | 131 | 6 | 20 | 8 | 18 | 2 | 10 | 6 | 15 |
| Group home placements due to full capacity in centers | 24 | 60 | 1 | 1 | 3 | | 3 | 3 | 1 | 0 |
| Total | 172 | 245 | 25 | 29 | 22 | 21 | 13 | 15 | 18 | 18 |

The BMCW is monitoring the length-of-stay of all children. The BMCW continues to be challenged to identify quality homes and placements to care for adolescents, particularly children who present with significant behavioral issues that frequently affect a child's length-of-stay. It is difficult to find an appropriate placement for adolescents who are chronic runaways, who are resistant to a foster home placement, or who have significant behavioral or emotional issues.

The next table provides a summary of the length-of-stay relative to the time limit and number of placement episodes in a center.

Length-of-stay and time limits by dispositional status

| | All placement episodes (N) | Pre-dispositional | Post-dispositional |
|----------------------|----------------------------|-------------------|--------------------|
| Within time limit | 477 (83%) | 232 (93%) | 245 (75%) |
| Exceeding time limit | 101 (17%) | 18 (7%) | 83 (25%) |

The center length of stay was within the time limit for 477 (83%) of all placement episodes.

The data suggest that 113 children experienced an AWOL episode from the adolescent assessment and placement stabilization centers. These AWOL episodes may not only impact the overall number of out-of-home care placement episodes experienced by a child but also relate to the general concerns for these children who leave a center and their whereabouts are unknown. There were 113 children who were AWOL from centers between January 1 and June 30, 2006. Of the 113 children, 71 were post-dispositional status and 42 were pre-dispositional status. Approximately 62% of the 113 children had at least two AWOL incidents.

The following table provides detailed information on the number of placement episodes by placement type January through June 2006.

Placement Episodes by Placement Type

| Placement type | Number of episodes (N) |
|--|-------------------------------|
| Assessment Centers | |
| Bridges of Tomorrow | 103 |
| Lutheran Social Services | 89 |
| Your Children Our Children | 33 |
| | 225 |
| Placement Stabilization Centers | |
| My Home Your Home | 58 |
| St Charles | 39 |
| St Charles Stabilization for Boys | 7 |
| St Charles Youth Placement | 43 |
| STAGES | 110 |
| Total | 257 |
| Placements in Group Homes due to full capacity in centers January through June 2006 | |
| A New Outlook | 14 |
| Moe's Transitional Living Center | 2 |
| New Horizon | 12 |
| Positive Development | 5 |
| Positive Outlook | 6 |
| Right Turn | 3 |
| St. Ameilian | 4 |
| St. Charles Girls | 9 |
| Stages(St. Rose) | 17 |
| Teen Living Center | 4 |
| Teen Living Center II | 7 |
| The Lemonade Stand | 4 |
| Trans Center | 9 |
| Total | 96 |

Performance standards not met on remaining enforceable items

As with the previous sections that discuss achieved or partially achieved performance standards, these areas are also categorized under the key performance objectives of *permanence, safety and well-being*.

Permanency

Timeliness of ASFA Compliance

I.B.2 Timeliness of ASFA compliance - *At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care*

Period 3 Goal: 90% (or above)

Actual Performance YTD January – June 2006: 77%

| | Number with available exception or TPR | Number children reaching 15 of 22 months in OHC | Compliance % for month | Compliance % YTD |
|-----------------|--|---|------------------------|------------------|
| January | 32 | 37 | 86.5% | 86.5% |
| February | 34 | 48 | 70.8% | 77.6% |
| March | 33 | 54 | 61.1% | 71.2% |
| April | 72 | 93 | 77.4% | 73.7% |
| May | 49 | 62 | 79.0% | 74.8% |
| June | 62 | 71 | 87.3% | 77.3% |

Semi-annual and annual performance CY 2003 to YTD 2006 (January to June)

| | January – June | July - December | Annual |
|---------------------------|----------------|-----------------|---------------|
| BMCW Period 1 2003 | 70% | 84% | 77% (Jan-Dec) |
| BMCW Period 2 2004 | 87% | 90% | 88% (Jan-Dec) |
| BMCW Period 3 2005 | 29% | 29% | 29% (Jan-Dec) |
| BMCW CY 2006 (YTD) | 77% | | |

The BMCW and its private partner agencies did not meet the performance standard of 90%, during the first six months of CY 2006.

Discussion

Compliance with ASFA

TIMELY ASFA compliance

BELATED ASFA compliance for cohort group children

| | TPR Filed | Relative Placement | Not in Best Interest | | TPR Filed | Relative Placement | Not in Best Interest | Waiting for TPR petition to be filed |
|--------------------|-----------|--------------------|----------------------|--|-----------|--------------------|----------------------|--------------------------------------|
| Jan (N=37) | 9 | 15 | 8 | | 0 | 0 | 4 | 1 |
| Feb (N=48) | 7 | 12 | 15 | | 0 | 7 | 1 | 2 |
| Mar (N=54) | 5 | 25 | 3 | | 0 | 1 | 4 | 10 |
| Apr (N=93) | 19 | 32 | 21 | | 0 | 0 | 6 | 6 |
| May (N=62) | 18 | 15 | 16 | | 0 | 0 | 5 | 8 |
| Jun (N=71) | 15 | 31 | 16 | | 0 | 2 | 1 | 1 |
| Grand Total | 73 | 130 | 79 | | 0 | 10 | 22 | 28 |

The above table shows how the 282 children met timely ASFA compliance during the first six months of CY 2006. There were 83 children who did not meet timely ASFA compliance.

The data show, by month, how each cohort group of children achieved timely ASFA compliance. The table is separated into two sections. The first section shows by month how the children who were at the 15th of 22 months threshold in out-of-home-care achieved timely permanence:

- 46% met timely compliance though the “Relative” exemption (this accounted for 45% of the children in CY 2005)
- 28% met timely compliance though the “Not in the Best Interest” exemption (accounted for 44% of the children in CY 2005)
- 26% met timely compliance though the filing of a TPR petition.

The second section of the table, “Belated ASFA compliance for cohort group children” shows by month the children from the cohort group who did not meet timely compliance, but “belatedly” moved into compliance the following month. It also identifies the number of children by month who were waiting for a TPR petition to be filed on their behalf.

Reunification within 12 months of OHC placement

I.B.6. Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.

Period 3 Goal: 71% (or above)

Actual Performance January 1– June 30, 2006: 70.3%

| (Annual) | Jan | Feb | Mar | Apr | May | Jun | YTD |
|---|-------|-------|-------|-------|-------|-------|--------------|
| CFCP | | | | | | | |
| Region 1 Reunifications (N) | 17 | 8 | 22 | 30 | 14 | 7 | 98 |
| Reunified in 12 or fewer months | 10 | 7 | 17 | 17 | 9 | 5 | 65 |
| Percentage reunified in 12 or fewer months | 58.8% | 87.5% | 77.3% | 56.7% | 64.3% | 71.4% | 66.3% |
| CFCP | | | | | | | |
| Region 2 Reunifications (N) | 16 | 28 | 29 | 24 | 17 | 32 | 146 |
| Reunified in 12 or fewer months | 13 | 19 | 22 | 13 | 11 | 26 | 104 |
| Percentage reunified in 12 or fewer months | 81.3% | 67.9% | 75.9% | 54.2% | 64.7% | 81.3% | 71.2% |
| La Causa | | | | | | | |
| Region 3 Reunifications (N) | 25 | 16 | 28 | 25 | 25 | 24 | 143 |
| Reunified in 12 or fewer months | 19 | 11 | 20 | 20 | 15 | 18 | 103 |
| Percentage reunified in 12 or fewer months | 76.0% | 68.8% | 71.4% | 80.0% | 60.0% | 75.0% | 72.0% |
| BMCW | | | | | | | |
| BMCW Reunifications (N) | 58 | 52 | 79 | 79 | 56 | 63 | 387 |
| Reunified in 12 or fewer months | 42 | 37 | 59 | 50 | 35 | 49 | 272 |
| Percentage reunified in 12 or fewer months | 72.4% | 71.2% | 74.7% | 63.3% | 62.5% | 77.8% | 70.3% |
| BMCW YTD average | 72.4% | 71.8% | 73.0% | 70.1% | 68.8% | 70.3% | |

Semi-annual and annual performance CY 2003 to YTD 2006 (January to June)

| | January - June | July - December | YTD |
|---|----------------|-----------------|-----|
| BMCW Period 1 2003 - MONITOR ONLY | 44% | 47% | 45% |
| BMCW Period 2 2004 | 59% | 68% | 63% |
| BMCW Period 3 2005 | 69% | 75% | 72% |
| BMCW CY 2006 (YTD) | 70% | | |

During Period 1 there was no established performance standard. Period 2 was the first year where there was an enforceable performance standard (65%).

The BMCW and its private partner agencies did not meet the performance standard (71%) for this measure in the first six months of 2006.

Discussion

The following information focuses on the children who have exited out-of-home care and achieved permanency through reunification during Period 1, 2 and 3.

| | Period 1 January - December | Period 2 January – December | Period 3 January - December | January - June CY 2006 |
|---|--------------------------------|--------------------------------|--------------------------------|---------------------------|
| Percentage of children reunified in 12 or fewer months | 45% | 63% | 72% | 70% |
| Percentage of children reunified in 24 or fewer months | 61% | 77% | 83% | 89% |
| Percentage of children reunified in 24 or more months | 39% | 23% | 17% | 11% |
| | | | | |
| Children with three or fewer placements at time of reunification | 72% | 83% | 89% | 85% |
| Children with four or more placements at time of reunification | 28% | 17% | 11% | 15% |
| Reunified in 12 or fewer months, age when entered out-of-home care: | | | | |
| 0 to 4 years old | 40% | 44% | 44% | 42% |
| 5 to 11 years old | 33% | 33% | 30% | 29% |
| 12 to 15 years old | 21% | 16% | 20% | 19% |
| 16 plus years old | 6% | 7% | 6% | 10% |
| Reunified in 12 or more months, age when entered Out-of-home Care: | | | | |
| 0 to 4 years old | 40% | 43% | 16% | 40% |
| 5 to 11 years old | 48% | 48% | 37% | 43% |
| 12 to 15 years old | 12% | 8% | 27% | 13% |
| 16 plus years old | 0% (two children) | 1% | 20% | 4% |

The table above shows the distribution of all children reunified in Period 1, Period 2, Period 3, and the first six months of CY 2006:

- The data in the above table show the continued improvement for children achieving permanence through reunification within 12 or fewer months of entering out-of-home care.
- 85% of the children reunified in 12 or fewer months of entry into out-of-home care had three or fewer placements at the time of their reunification.
- The data continue to show that for all children reunified in the past 3.5 years, children who were 11 years or younger when they entered out-of-home care represent a much larger percentage of the children reunified.

- For all children reunified in the first six months of CY 2006, the range in the number of placements a child experienced prior to reunification was between 1 to 17 placements. The average number of placements for children who were reunified was two.
- Children reunified with siblings – During the first six months of CY 2006, the following numbers of children were members of sibling groups with two or more children reunified:

| Reunification of Sibling Groups | | |
|---------------------------------|--|----------------------------------|
| Size of sibling group reunified | Number of sibling groups for each size | Percentage of all reunifications |
| 1 | 136 | 35.1% |
| 2 | 53 | 27.4% |
| 3 | 27 | 20.9% |
| 4 | 8 | 8.3% |
| 5 | 1 | 1.3% |
| 6 | 2 | 3.1% |
| 7 | 1 | 1.8% |
| 8 | 1 | 2.1% |

The data in the above table does not infer that the siblings were reunified at the same time; rather, it indicates that during the past six month, 53 sibling groups with two children were reunified. The children may have been reunified with their family at different times during the six-month period.

Strategies to address timely reunification:

- **Coordinated Service Team Meetings** - Permanency planning is a continuous process that involves many different people and systems. Coordinated service team meetings (CSTs) are conducted on a quarterly basis, at a minimum. Participants may include service providers to the family, the family, individuals who provide support to the family, court personnel, educators, the ongoing case manager, and others. Within the CST process, permanency planning is discussed and plans are developed. Different permanency options are discussed and plans are reviewed, implemented and monitored.
- **Permanency Status Conferences**—Beginning in August 2006, the BMCW will institute permanency status conferences as a part of the case planning process. Conferences will be held for each child receiving ongoing case management services. The purpose of the conferences is to expedite permanency by examining all permanency options, including adoption, and moving forward with a realistic plan to achieve the goal best suited to the needs of the child.

Adoption within 24 months of removal

I.B.7. At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.

Period 3 Goal: 30% (or above)

Actual Performance January 1– June 30, 2006: 28.8%

| Time to Adoption | Jan | Feb | Mar | Apr | May | Jun | YTD |
|-------------------------------------|------------|------------|------------|------------|------------|------------|------------|
| 24 months or less | 1 | 9 | 7 | 2 | 11 | 10 | 40 |
| Monthly percentage | 11.1% | 22.5% | 41.2% | 10.0% | 37.9% | 41.7% | 28.8% |
| 25 months or more | 8 | 31 | 10 | 18 | 18 | 14 | 99 |
| Monthly percentage | 88.9% | 77.5% | 58.8% | 90.0% | 62.1% | 58.3% | 71.2% |
| Total number of finalized adoptions | 9 | 40 | 17 | 20 | 29 | 24 | 139 |

Semi-annual and annual performance CY 2003 to YTD 2006 (January 1 through June 30)

| | January - June | July - December | YTD |
|---------------------------|-----------------------|------------------------|------------|
| BMCW Period 1 2003 | 8.9% | 18.8% | 14.2% |
| BMCW Period 2 2004 | 13.8% | 17.8% | 15.5% |
| BMCW Period 3 2005 | 20.6% | 23.5% | 21.7% |
| BMCW CY 2006 (YTD) | 28.8% | | |

Although the BMCW did not meet the performance standard of 30% or above for this measure, the percentage of children with a finalized adoption (28.8%) within 24 month of entering OHC reached the highest percentage for any six-month period since the start of the Settlement Agreement.

Discussion

The BMCW and its private partner agency (CSSW) continued to make progress in this area, but did not meet the performance standard. As of the end of June 2006, 28.8% of the children adopted in Milwaukee County achieved permanency within this timeframe.

This measurement applies only to children who have successfully been adopted. It is difficult to determine with certainty which factors delay adoption within 24 months and which others, if mitigated, would allow children to be adopted more quickly. While the causes for long stays prior to finalization have been the subject of much discussion, the following data address what is known about the issue.

The tables below show general descriptive data about the children adopted during the first six months of CY 2006, and CY's 2003 – 2005.

For children who were adopted during the first six months of CY 2006:

| LOS in out-of-home-care | | < 24 Months | 24- 36 Months | 36-48 Months | 48-60 Months | 60+ Months |
|-----------------------------|-----------------|-------------|---------------|--------------|--------------|------------|
| Jan. to June CY 2006 | | 40 | 18 | 23 | 16 | 42 |
| Gender | M | 22 | 10 | 9 | 8 | 19 |
| | F | 18 | 8 | 14 | 8 | 23 |
| Age | 0-5 | 33 | 12 | 15 | 6 | 2 |
| | 6 to 11 | 5 | 3 | 7 | 7 | 18 |
| | 12 to 15 | 1 | 1 | 1 | 1 | 15 |
| | 16 plus | 1 | 2 | 0 | 2 | 7 |

For children who were adopted during CY 2005:

| LOS in out-of-home-care | | < 24 Months | 24- 36 Months | 36-48 Months | 48-60 Months | 60+ Months |
|-------------------------|-----------------|-------------|---------------|--------------|--------------|------------|
| Period 3 | | 80 | 76 | 39 | 20 | 153 |
| Gender | M | 38 | 33 | 21 | 12 | 80 |
| | F | 42 | 43 | 18 | 8 | 73 |
| Age | 0-5 | 65 | 52 | 18 | 10 | 4 |
| | 6 to 11 | 7 | 22 | 15 | 8 | 79 |
| | 12 to 15 | 5 | 1 | 6 | 2 | 58 |
| | 16 plus | 3 | 1 | 0 | 0 | 12 |

For children who were adopted during CY 2004:

| LOS in out-of-home-care | | < 24 Months | 24- 36 Months | 36-48 Months | 48-60 Months | 60+ Months |
|-------------------------|-----------------|-------------|---------------|--------------|--------------|------------|
| Period 2 | | 89 | 93 | 83 | 117 | 182 |
| Gender | M | 42 | 41 | 48 | 60 | 106 |
| | F | 47 | 52 | 35 | 57 | 76 |
| Age | 0-5 | 75 | 59 | 29 | 32 | 9 |
| | 6 to 11 | 9 | 23 | 39 | 62 | 114 |
| | 12 to 15 | 5 | 9 | 11 | 21 | 51 |
| | 16 plus | 0 | 2 | 4 | 2 | 8 |

For children who were adopted during CY 2003:

| LOS in out-of-home-care | | < 24 Months | 24- 36 Months | 36-48 Months | 48-60 Months | 60+ Months |
|-------------------------|-----------------|-------------|---------------|--------------|--------------|------------|
| Period 1 | | 80 | 93 | 104 | 82 | 233 |
| Gender | M | 41 | 44 | 45 | 37 | 132 |
| | F | 39 | 49 | 59 | 45 | 101 |
| Age | 0-5 | 70 | 57 | 55 | 38 | 19 |
| | 6 to 11 | 4 | 27 | 37 | 28 | 143 |
| | 12 to 15 | 3 | 7 | 10 | 14 | 63 |
| | 16 plus | 3 | 2 | 2 | 2 | 8 |

Again, children under the age of two are over-represented in the number of children adopted within 24 months of removal, although by a slightly smaller margin.

| Year | # of children adopted within 24 months of removal | # of these children under the age of 2 years at the time of finalization | Percentage |
|---------------------------|--|---|-------------------|
| Jan – June CY 2006 | 40 | 24 | 61.5% |
| 2005 | 80 | 43 | 53.7% |
| 2004 | 87 | 59 | 67.8% |
| 2003 | 80 | 54 | 67.5% |

Strategies to address length of time to adoption

During the first six months of 2006, the BMCW and its partner agencies have shown continued improvement in finalizing adoptions within 24 months of a child’s entry into out-of-home-care. The forward progress reflects the effectiveness of strategies implemented in prior reporting periods.

Previous strategies include, hiring a Children's Court Permanency Counselor, including permanency consultants in the CST process, dual licensure, and increased efforts to involve relatives in planning for a child's permanence. Recognizing that there is still work to do in this area, the BMCW has been exploring some additional strategies and initiatives, including Permanency Status Conferences.

Permanency Status Conferences began in August 2006 as part of the case planning process. Conferences will be held for each child receiving ongoing case management services. Conferences will expedite permanency by examining all permanency options, including adoption, and moving forward with a realistic plan to achieve the goal best suited to the needs of the child.

Permanency Counselor at Children’s Court—In cooperation with Milwaukee County Children’s Court, the BMCW will continue funding of the Permanency Counselor position housed at the Court to educate birth parents about the termination of parental rights process.

The following figures are provided for informational purposes only. The data in the table below show the involvement of the Permanency Counselor (located at the Children’s Court Center) in the permanency process.

| Activity of Permanency Counselor at Children’s Court | | | | | | |
|---|------------|------------|------------|------------|------------|------------|
| 2006 | Jan | Feb | Mar | Apr | May | Jun |
| Scheduled meetings | 29 | 31 | 38 | 38 | 43 | 46 |
| Actual meetings | 17 | 23 | 28 | 27 | 28 | 35 |
| Court/no meeting | 10 | 5 | 7 | 11 | 13 | 10 |
| No shows/meeting cancelled | 2 | 3 | 3 | 0 | 2 | 1 |
| New referrals | 4 | 9 | 8 | 10 | 7 | 12 |
| | | | | | | |
| Meeting Participants: | | | | | | |
| Fathers | 5 | 4 | 7 | 7 | 6 | 7 |
| Mothers | 14 | 21 | 25 | 21 | 25 | 31 |
| Children | | | | | | |
| Mediation/other | | | | | | |
| | | | | | | |
| Voluntary TPRs: | | | | | | |
| Fathers | 0 | 0 | 3 | 0 | 1 | 2 |
| Mothers | 5 | 3 | 6 | 2 | 3 | 1 |

Voluntary TPRs January – June 2006

- Total number of children = 39
- Jury Trials = 16
- No Attorney = 4
- Mothers = 20
- Fathers = 6

Analysis of trends in adoptions

The out-of-home care population in Milwaukee County has declined and is currently stabilizing. In 2005, there was a 53.5% reduction in the number of children in out-of-home care since 1998 with the number hovering just below 3,000 children. For three consecutive years, one-third of the children in out-of-home care have achieved permanency through reunification, guardianship, or adoption. There has also been a 45.4% decrease in the number of families entering out-of-home care since 1999.

When the BMCW assumed responsibility for the child welfare system in Milwaukee County there was a backlog of children who had spent many years in an out of home placement. Many children who were adopted during the 2000-2005 time period were children who had lingered in out-of-home care placement for many years. As these children were adopted the reported length-of-stay for these children was impacted.

The Milwaukee County Children's Court Center (CCC) was insufficiently staffed to handle the number of Termination of Parental Right hearings. Through Title IV-E money, the BMCW funded three additional district attorney positions to assist in moving cases through the court. The BMCW also supported the addition of a permanency counselor at the court to address voluntary termination of parental rights. Information on this service is detailed above.

For three consecutive years, the timeliness of adoption within 24 months has improved from 14.4% to 21.7%. There is a heightened awareness for permanency as the ASFA guidelines were implemented in the BMCW by 2000.

Well-Being

Placement stability – children with three or fewer placements in out-of-home care

I.D.9. At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

Period 3 90% (or above)

Actual Performance YTD January – June 2006: 73%

| Placements | Jan. | Feb. | Mar. | Apr. | May | June |
|---------------------------|-------|-------|-------|-------|-------|-------|
| Three or Fewer (N) | 1,758 | 1,734 | 1,773 | 1,742 | 1,725 | 1,697 |
| Percentage | 71.7% | 72.8% | 72.8% | 72.5% | 72.6% | 72.8% |
| Four or More (N) | 692 | 647 | 660 | 658 | 648 | 633 |
| Percentage | 28.3% | 27.2% | 27.2% | 27.5% | 27.4% | 27.2% |
| YTD Percentage | 71.7% | 72.2% | 72.4% | 72.5% | 72.5% | 72.5% |

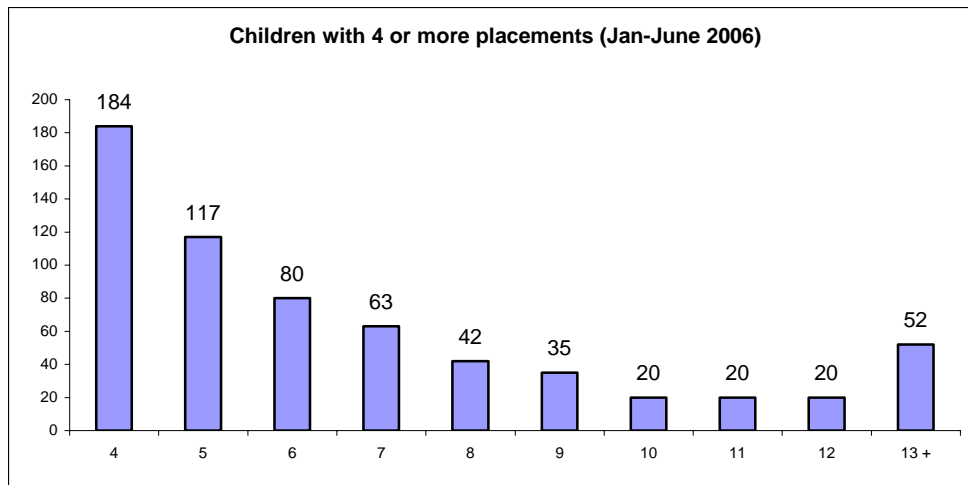
The table above provides, on a month-by-month basis, the number of children who have three or fewer placements. The 2006 average for three or fewer placements is 73%. The BMCW did not meet the expected performance standard during the first six months of 2006.

The table below summarizes the semi-annual changes in the percentage of children with three or fewer placements and compares the first six months and last six months of 2003, 2004, 2005, and the first six months of 2006 (excluding all children currently in Wraparound services).

Semi-annual and annual performance CY 2003 to YTD 2006 (January to June)

| | January - June | July - December | YTD |
|--|----------------|-----------------|-----|
| BMCW Period 1 2003 Performance expectations 80% or above | 75% | 77% | 76% |
| BMCW Period 2 2004 Performance expectations 82% or above | 71% | 73% | 72% |
| BMCW Period 3 2005 Performance expectations 90% or above | 71% | 72% | 72% |
| BMCW CY 2006 (YTD) | 73% | | |

The table below provides insight into the distribution of 633 children with four or more placements as of June 30, 2006.



The data suggest that the majority of children (70%) with four or more placements have experienced between four and seven placements; 22% experienced between eight and 12 placements, and 52 children had 13 or more placements. This accounts for 8% of the children with four or more placements.

The following table provides descriptive information about groups of children with four or more placements.

| Children with Four or More Placements | | | | | | | | | |
|---------------------------------------|-------|-------------|--------|-------------------------|--------|------------------------------|--------|----------------------|--------|
| N= 633 | | Current Age | | Length of Stay (months) | | Length of Placement (months) | | Number of Placements | |
| Age Range | | Mean | Median | Mean | Median | Mean | Median | Mean | Median |
| 0 to 4 | n=49 | 3 | 3 | 18.8 | 16.8 | 5.2 | 3.9 | 4 | 4 |
| 5 to 11 | n=156 | 9.1 | 9.4 | 44 | 32.3 | 11.4 | 7.9 | 5 | 5 |
| 12 to 15 | n=211 | 14.4 | 14.5 | 60.4 | 49.1 | 10.7 | 6.2 | 7 | 7 |
| 16 + | n=217 | 17.2 | 17.2 | 82 | 75 | 10.7 | 6.1 | 9 | 7 |

When we compare the above table to the same information for CY 2005, several changes in the data are observed:

- The *average age* of children with four or more placements increased in each age range in June 2006 compared to December 2005.
- The median age increased in three of the four age groups, with no change in the children four and under years old in June 2006 compared to December 2005.
- The average length of stay in out-of-home-care decreased for children in all four age groups in June 2006 compared to December 2005.

- While the median length-of-stay decreased in three of the four age groups, with a slight increase for children 16 and older, the median length-of-stay increased in all four categories. Although the average decreased, the mid-point increased.
- The average number of placements per age range also decreased in three of the four groupings (16 + remained the same), where the median number of placements had no changes.

The information in the tables above and below suggest that in June 2006, the percentage of all children 11 years or younger with four or more placements increased by a combined four percent when compared to December 2005. However, it appears that the movement of all children falling in the group with four or more placements has been more stable even though the average and median length-of-stay and the average number of placements for all four age groups decreased during this time period. The data continues to imply that children between the ages of five to sixteen are more likely to experience on average or more placements the longer they remain in out of home care.

In a previous report, it was observed that children between the ages of 0 and 4 were not immune to multiple placement changes. Children in this age group had experienced changes in placement as indicated by the number of placements within 19 months of their placement in out-of-home care. Currently, children who are in the same age group (0 to 4 years old), have been in out-of-home-care on average one month less compared to children in December 2005, and represent a larger percentage of children with four or more placements when compared to December 2005. The increasing percentage of children 11 and younger who moved into their fourth placement may need continued monitoring to ascertain the reasons some of the younger children are not in a stable placement, and what can be done to stabilize their placements.

| Four or More Placements by Age Group | | |
|---|---------------------------|---------------------------|
| Age Range | 2005 Jan - Dec | 2006 Jan - Jun |
| 0 to 4 N=49 | 4.7% | 7.7% |
| 5 to 11 N=156 | 23.6% | 24.6% |
| 12 to 15 N=211 | 36.5% | 33.3% |
| 16 + N=217 | 35.2% | 34.4% |

The data in the next table show a breakout of the number of children with four or more placements, and further defines the length-of-stay in out-of-home-care for children with four or more placements. The vast majority of children (441 or 70%), have been in out-of-home-care for 24 or more months. The other 30% have been in out-of-home-care 24 or fewer months, of which 12% of the children have been in out-of-home-care 12 or fewer months.

| Four of More Placements and Length-of-Stay | | |
|---|----------------------|----------|
| LOS 4+ Placements | # Of Children | % |
| 0 to 6 months LOS | 14 | 12% |
| 7 to 12 months LOS | 61 | |
| 13 to 18 months LOS | 57 | 18% |
| 19 to 24 months LOS | 60 | |
| 24 or more months LOS | 441 | 70% |
| Grand Total | 633 | |

When we look at all of the children in out-of-home care 24 or fewer months, with four or more placements, we see that children between the ages of 12 to 15 years old comprise 33% of group.

| 24 or fewer months in out-of-home-care | | |
|---|------------|----------|
| Age Range | (N) | % |
| 0 to 4 yrs old | 37 | 19.2% |
| 5 to 11 yrs old | 51 | 26.6% |
| 12 to 15 yrs old | 63 | 32.8% |
| 16 + yrs old | 41 | 21.4% |

Additionally, in 2006, the distribution of families and children show that there were 456 families with a total of 633 children with four or more placements:

- 336 of the families had one child in out-of-home-care
- 82 of the families had two children in out-of-home-care
- 25 of the families had three children in out-of-home-care
- 8 of the families had four children in out-of-home-care
- 4 of the families had five children in out-of-home-care
- 1 family had six children in out-of-home-care

53% of the children with four or more placements account for 74% of the families with one child who has experienced four or more placements, compared to 26% of the families with two or more children.

On average, between CY 2003 and June 30, 2006, 22% of the families who entered ongoing services had three or more children enter an out-of-home-care placement. Yet, on June 30, 2006, only 8% of the families had three or more children with four or more placements in out-of-home-care. This may require additional exploration to determine what influence siblings groups in placement have on overall placement stability.

In June 2006, there were 158 children who were placed with a relative. The table below shows that for children with four or more placements, children who reside with a relative tend to have a more

stable placement (average length of placement 13.2 vs. 9.5 months) and a lower average number of placements. Following up from a previous review, placement with a relative appears to lessen placement movement.

| Length of Placement (current) | |
|--------------------------------------|-------------|
| Avg. LOP with relative | 13.2 months |
| Avg. LOP w/o relative | 9.5 months |

| Number of placements | |
|-----------------------------|---|
| Avg. # with relative | 6 |
| Avg. # w/o relative | 8 |

The BMCW will continue to review the number of moves associated with children joining a sibling in a placement or to a relative placement.

Additionally, for informational purposes only, the federal government monitors the stability of foster care placements. The State meets the national standard for this indicator if, of all children who have been in foster care less than 12 months from the time of the latest removal, 86.7% or more children had no more than two placement settings.

When using the above measure, the BMCW achieved a performance rate of 82.9% for CY 2005. Although this measure is distinctively different from the performance standard in this section, it shows that for most children who entered out-of-home-care, the pace of placement changes in the first year appears to show stronger stability in placements within the first year of out-of-home-care, compared to 27% overall with four or more placements.

Strategies to address placement stability

- **Expanded Recruitment Efforts.** The BMCW, working with First Choice for Children, has intensified recruiting efforts to increase the pool of quality foster families to meet the diverse needs of children who require out-of-home placements. Efforts include:
 - Targeting efforts in areas adjacent to neighborhoods with high incidences of child removals in order to place children in their own neighborhood.
 - Use Foster Parent Ambassadors to assist with community recruitment forums targeting health care providers and stay-at-home parents capable of caring for the higher need youth and sibling groups.
 - Increase the frequency of foster parent orientation sessions from four to five per month to accommodate increased demand for weekend sessions.
 - In conjunction with the counties that make up the Southeastern Region of Wisconsin, a major radio campaign focused on the need for homes that will care for teens and sibling groups.
 - Time Warner Cable ads (30 second commercials during regular programming and 2 minute commercials on Channel 1400) focusing on the need for homes that will care for teens and sibling groups.
 - A partnership between Milwaukee Public Schools, First Choice for Children, and Children’s Service Society of Wisconsin to recruit for foster and adoptive homes.

In addition, the BMCW is working with faith-based groups to develop new, culturally competent strategies for outreach, recruitment, and support of successful foster families.

- Focus on Assessment Homes First Choice for Children has reduced the caseload size for licensing specialists assigned to assessment homes so that they are more available for in-home support and training. The licensing specialists are also required to visit the assessment homes twice monthly.
- Expanded Training Options As previously discussed, First Choice for Children has continued to expand training available to both staff and foster parents, and has provided full sponsorship to local conferences for interested foster families in order to encourage maximum participation in the training. Please refer to section §I.C.1 Substantiated maltreatment of children in out-of-home care for additional details.
- MUTT Expansion – As previously discussed in section §I.C.1 Substantiated maltreatment of children in out-of-home care, DHFS worked with the Milwaukee County Human Services Behavioral Health Division to expand its crisis intervention services for foster families provided by their Mobile Urgent Treatment Team (MUTT). Intervention services are also directed at minimizing movement of children and mitigating potential disruptions.
- Implemented Stabilization Meetings. Within the first week of a new placement, ongoing case managers and licensing specialists conduct a joint home visit (initial stabilization meeting) with the foster family to identify potential behaviors or issues that may stress the family's capacity to nurture the child and maintain the placement. The licensing specialist, ongoing case manager, and foster parent also discuss and develop a plan that will allow the child to transition as smoothly as possible to their new home. For the first half of 2006, approximately 239 initial stabilization meetings were held. In addition, First Choice for Children has implemented quarterly stabilization meetings focusing on the strength and stability of the placement and to assess any services or supports that may be necessary. These meetings are held in the foster family's home with ongoing, licensing, and adoption staff participating. First Choice for Children has incorporated these meetings into practice and conducted approximately 875 meetings in the first half of 2006.
- Enhanced Placement Matching In the second quarter of 2006, First Choice for Children Placement Referral Specialists began conducting face-to-face visits with children and foster parents as a way to gather as much information as possible to enhance the process of placement matching. The information gathered from youth has become critical to understanding what they believe their needs are and what type of family would best engage them to stabilize and succeed in a placement. Meeting with foster parents at the time of initial licensing and at re-licensure gives the placement staff an opportunity to discuss parenting strengths and preferences.
- Increased use of Corpcare Lutheran Social Services (LSS) continues to offer Corpcare, a free clothing bank, to assist licensed foster parents. This resource is particularly crucial for emergency placements and has been used increasingly by the First Choice for Children Assessment Homes. During the second half of 2006, LSS will explore the expansion of Corpcare to be available to Kinship care providers.

Named Plaintiffs

Requirement: *BMCW will supply Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody. The parties will engage in monthly good faith discussions concerning the appropriateness of the care and treatment of the named plaintiffs until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody, except that defendants agree to the post-adoption services described below.*

During calendar year 2006 (YTD), the BMCW has continued to maintain open and regular communication with Children's Rights, Inc. Monthly good-faith discussions were scheduled and held between the BMCW Director, Chief Legal Counsel for the Wisconsin Department of Health and Family Services, and the Children's Rights lead attorney to discuss the remaining named plaintiff child, including the appropriateness of the care received, treatment needs, barriers and progress to permanency being achieved. Additional discussions were held, usually by telephone, to discuss individual situations that occurred between the scheduled monthly conference calls to ensure plaintiffs' counsel has current information.

At the beginning of 2006, one of the five named plaintiff children was in an out-of-home care placement and remains in an out-of-home care placement. The other four named plaintiffs have been successfully adopted.

Corey H.

The BMCW continues to pursue permanency for Corey H.

Corey is 14 years old and legally free for adoption following a termination of parental rights in 2004. The BMCW continues to explore potential adoptive families for Corey H. that can meet his individual needs. All necessary services identified by BMCW will be provided to continue to support his current placement stability. Additionally, BMCW will ensure that he remains eligible for Title XIX medical coverage post-adoption through an adoption subsidy agreement.

Corey resides in a treatment foster home and is currently receiving weekly individual therapy and monthly home visits. Corey also attends church with his foster mother and is involved with the Boys and Girls Club where he does well assisting children with recreational activities. Corey's treatment foster home placement is new and is being stabilized; his foster mother is dedicated to making the placement last and has indicated that she wants Corey to develop into an outstanding person. The foster mother is receiving support working with Corey to help her understand his needs for structure, academic skills, and someone to be supportive of him.

Corey is in the eighth grade and will be transferring to a middle school this year.