



Performance Report
January – June 2014

Prepared by:
Division of Management Services
Bureau of Performance Management



Wisconsin Department of Children and Families Values

Wisconsin Department of Children and Families will:

- Make decisions and act based on the best interests of children and their families because Wisconsin's future is dependent upon their success today.
- Partner with the people of Wisconsin to keep children safe, promote economic stability and ensure the success of children and families, because it is our shared responsibility.
- Share information, seek input and explain our actions, because we value transparency and accountability.
- Treat everyone with dignity and respect, because we believe in everyone's inherent value.
- Manage our resources efficiently, because we value good stewardship.
- Support, develop and hold accountable our employees and contractors, because their performance is vital to our success.
- Keep learning about and applying what works, because we want to continually improve what we do.

Protecting Children. Strengthening Families. Building Communities.



Performance Report January – June 2014 Data Contents

Each KidStat Performance Report captures data for the Real Results and performance measures that were discussed in KidStat meetings during the covered time period. For most Real Results, we track and report on performance measures in the same way over time. In a few cases, we have made modifications to measures for reasons such as:

- A change in data source (from a hand count to an automated count, for example);
- An updated measure (we developed a more accurate way to measure progress); and
- An eliminated or added measure (due to a shift in focus or because an old measure was no longer useful).

As well, each Real Result is reported for different time periods based on the availability of data from the different sources used.

Real Result	Timeframe
Children are safe from abuse and neglect - Statewide	July 2013 – June 2014
Children are safe from abuse and neglect - BMCW	July 2013 – June 2014
Children achieve permanency - Statewide	July 2013 – June 2014
Children achieve permanency - BMCW	July 2013 – June 2014
Families increase income - W-2 program	Jan 2014 – June 2014
Families increase income - Child Support program	Jan 2014- June 2014
Children attend high quality child care and early education programs	Jan 2014 – May 2014
Child care funds are well spent and fraud is minimized	Jan 2012 – March 2014
Customers receive quality service	May 2013 – May 2014

Real Result (What we work to achieve)	Output (How we measure it)	Pg #
Children are safe from abuse and neglect	Initial contacts with the child victim are made in a timely manner.	8
	Initial assessments are completed in a timely manner.	9
	Monthly face-to-face contacts are made in a timely manner.	10
	Decrease the number of children who are victims of maltreatment in OHC.	11
	Increase number of children who are NOT repeat victims of maltreatment.	12
	Reduce the number of days to complete critical incident reviews.	13
Children achieve permanency	Children spend minimal time in out of home care.	14-16
	Children gain permanency before they age out of care.	17
	Children experience stability in their out of home placement.	18
	Once children exit out of home care, they do not re-enter.	19
Families increase income	Access to the W-2 program among Food Share recipients increases.	22
	Expenditures per W-2 case decreases.	23



Real Result (What we work to achieve)	Output (How we measure it)	Pg #
Families increase Income	W-2 participants participate in required activities.	24
	W-2 participants get jobs.	25
	W-2 participants get part-time jobs.	26
	Long term W-2 participants get jobs.	27
	W-2 participants retain their jobs.	28
	Parents are supported in their application for Supplemental Security Income/Social Security Disability Insurance.	29
	Court orders are established.	30
	Children have legal fathers.	31
	Child support is a stable, reliable source of income for families.	32
	Unpaid child support debt balances are collected.	33
	DCF effectively and efficiently uses federal child support resources.	34



Real Result (What we work to achieve)	Output (How we measure it)	Pg #
Children attend high quality child care and early education programs	Wisconsin Shares children increase access to high quality early education programs.	37
Child care funds are well spent and fraud is minimized	Client overpayments are established.	38
	Provider and client investigations are completed in a timely manner.	39-40
Customers Receive Quality Service	Call center calls are answered in a timely manner.	41-42



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Wisconsin Department of Children and Families Performance Measures
Children are safe from abuse and neglect.

Performance Measure: INITIAL ASSESSMENT TIMELINESS

Objective: Increase the timely completion of initial assessments (IAs).

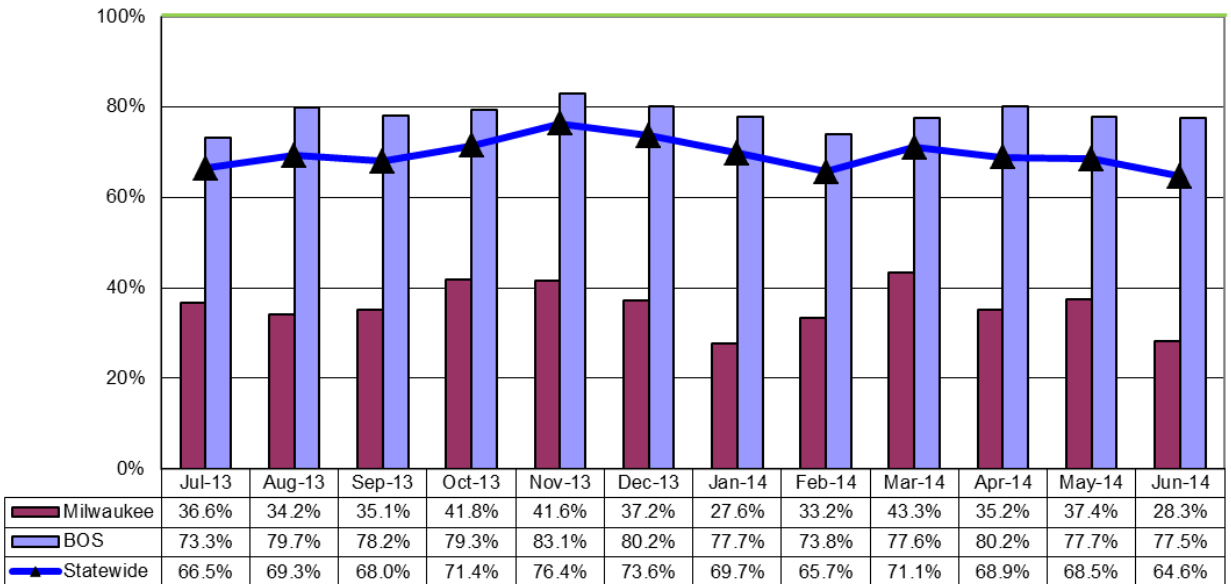
Significance: Counties are expected to conduct a comprehensive assessment to assess, analyze and, when necessary, control for threats to child safety, determine need for protective or ongoing services, determine whether maltreatment occurred, and assist families in identifying community resources.

Target: Complete 100% of initial investigations within 60 days.

Measurement Method:	Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all investigations completed for the reporting period. Numerator is all investigations completed within 60 days of assignment for the reporting period.
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Owner: Fredi Bove, Division Administrator

Progress: Statewide performance declined from 66.5% in July 2013 to 64.6% in June 2014 and is below the standard of 100%.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children are safe from abuse and neglect.

Performance Measure: CASEWORKER CONTACT TIMELINESS

Objective: Increase the timeliness of monthly caseworker contacts.

Significance: County caseworkers are required to have face-to-face contact with each child on their caseload once a month.

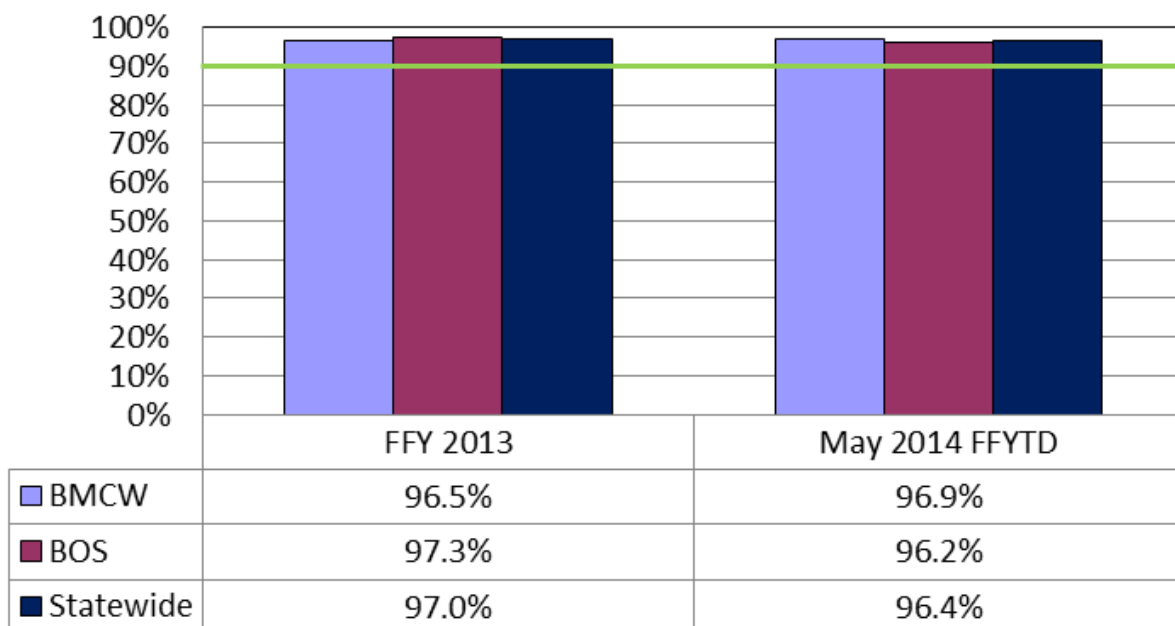
Target: See 90% of children in the out-of-home care (OHC) caseload each month. Target is represented by the green line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Of all children in OHC, how many are seen each month. This is a cumulative measure based on the federal fiscal year.

Owner: Fredi Bove, Division Administrator

Progress: Wisconsin performance exceeded the federal standard of 90% for all twelve months of FFY 2013 and FFYTD 2014.

Percentage of Timely Caseworker Contacts



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children are safe from abuse and neglect.

Performance Measure: OUT OF HOME CARE MALTREATMENT

Objective: Decrease the number of children who are victims of maltreatment while in out-of-home care (OHC).

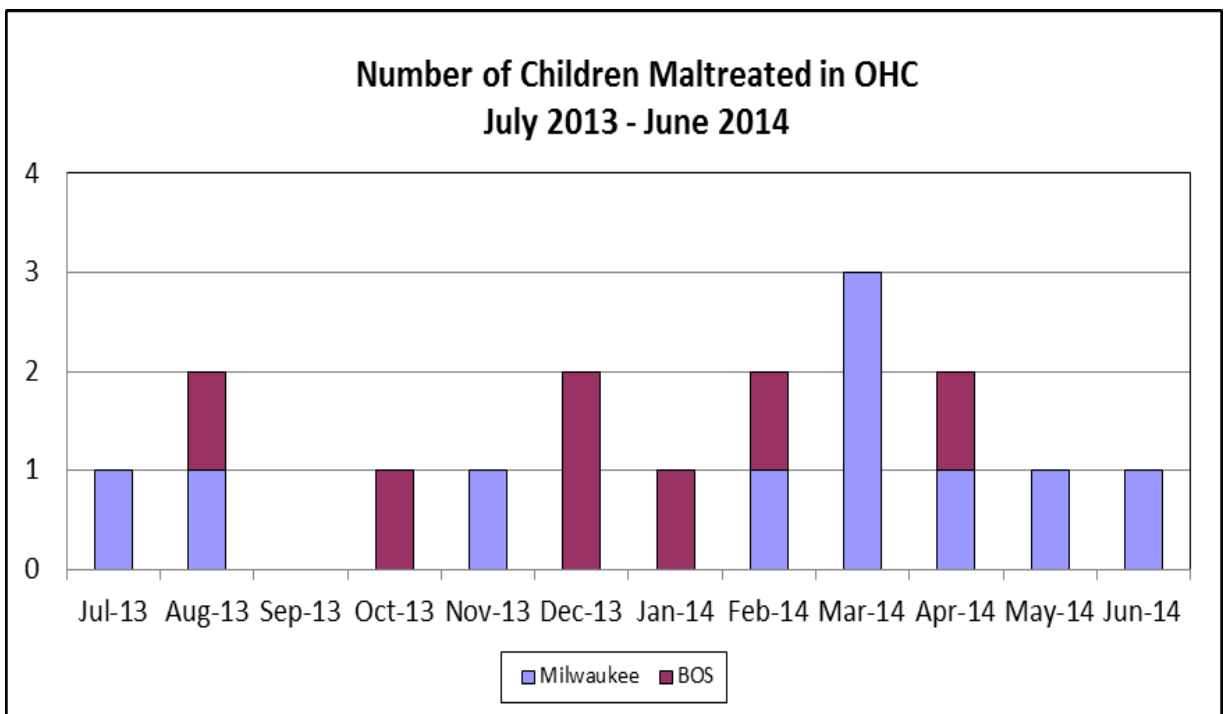
Significance: Counties are expected to protect the well-being and safety of children while in their custody.

Target: Wisconsin performance should not fall below the 75th percentile that less than 0.4% of all children in OHC are maltreated.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC during the reporting period. Count is the number of children who were maltreated in OHC in a given month.

Owner: Fredi Bove, Division Administrator

Progress: Met performance standard 11 of the 12 individual months between July 2013 and June 2014. Seventeen children were maltreated in OHC in this time period. Seven between July 2013 and December 2013 and 10 between January 2014 and June 2014. This is an decline overall from 2013 when 15 children were maltreated in OHC.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures
Children are safe from abuse and neglect.

Performance Measure: RECURRENCE OF MALTREATMENT

Objective: Increase the number of children who are NOT repeat victims of maltreatment within six months of the initial maltreatment substantiation.

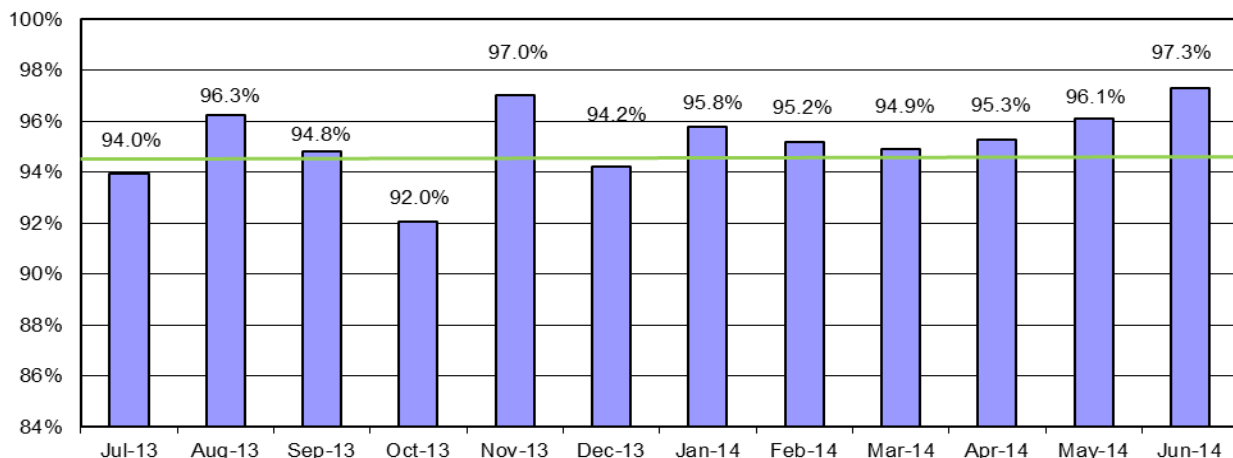
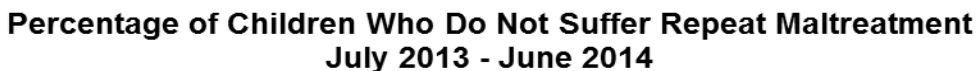
Significance: Counties are expected to identify permanency solutions that reduce the likelihood of repeat maltreatment.

Target: Wisconsin performance should not fall below the 75th percentile that 94.6% of children are not repeat victims of maltreatment within 6 months prior to the substantiation. Target represented by the green line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is all children who were maltreated. Numerator is all children without a recurring maltreatment within 6 months of initial substantiation.

Owner: Fredi Bove, Division Administrator

Progress: Between July 2013 – June 2014, 234 children experienced a recurrence of maltreatment. This is a decrease from the 253 children who experienced a recurrence of maltreatment in 2013. The state met the federal target in 9 of 12 months.



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Children achieve permanency.

Performance Measure: CRITICAL INCIDENTS

Objective: Reduce the number of days to complete a critical incident review.

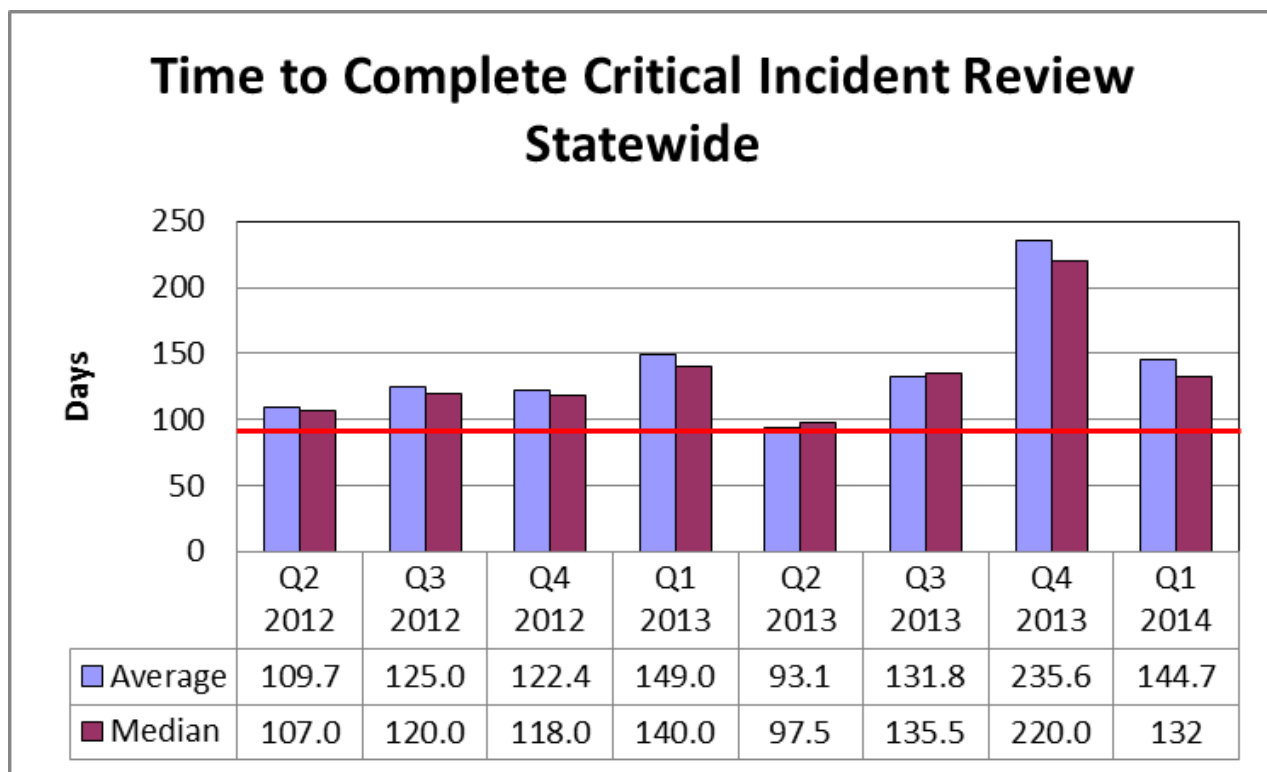
Significance: According to Wisconsin State statute, critical incidents must be reviewed and posted on a public website within 90 days.

Target: Wisconsin performance must ensure the average number of days to complete a critical incident review is within 90 days. Target represented by the red line in the below graph.

Measurement Method:	Data is collected manually by the Bureau of Safety and Well Being including the time to complete each of the eight steps in the review process.
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Owner: Fredi Bove, Division Administrator

Progress: Statewide performance did not meet the target:
- 0 of 8 quarters met the target.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: REUNIFICATION WITHIN 12 MONTHS

Objective: Increase the number of children who are reunified with parents or caretakers within 12 months.

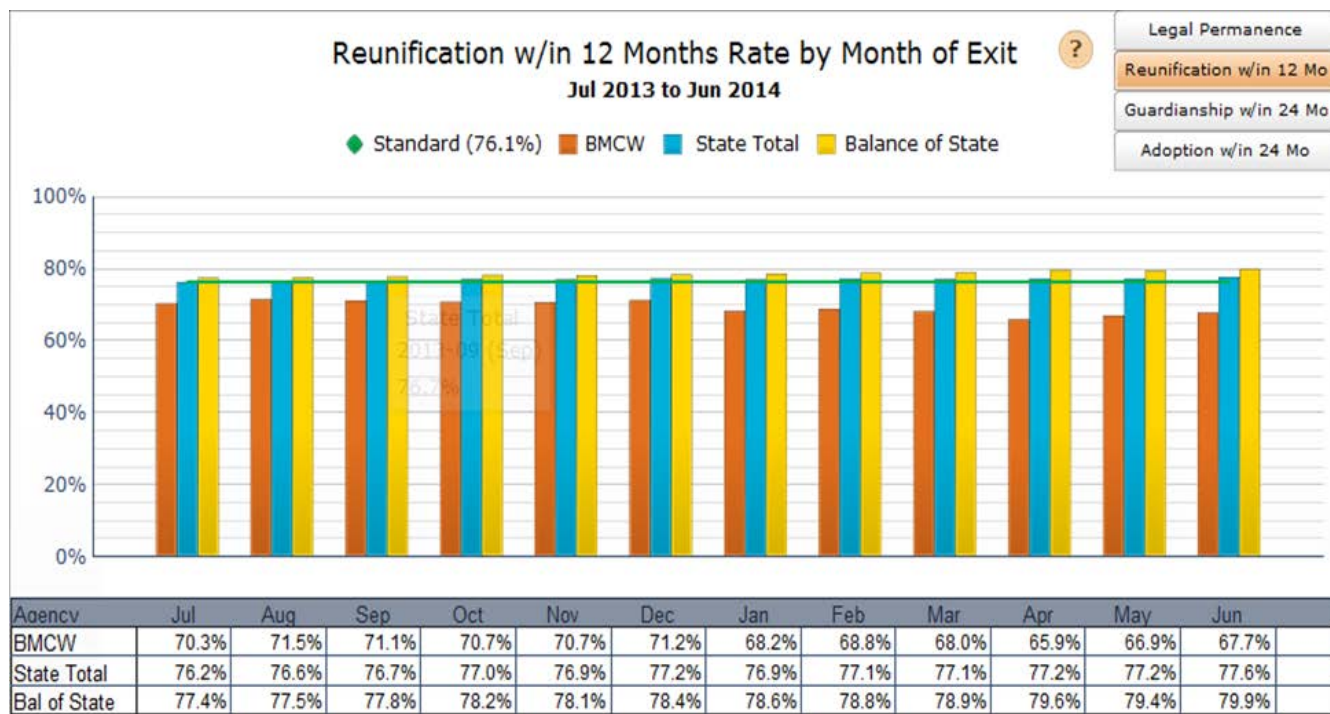
Significance: Counties are expected to work with families to determine whether reunification is an appropriate permanency solution once a child is removed from the home.

Target: Wisconsin performance must ensure at least 76.1% of children are reunified within 12 months. Target is represented by the green line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children reunified within the reporting period. Numerator equals the number of children reunified within 0 to 12 months from the time of the latest removal from home.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance improved slightly from 76.2% in July 2013 to 77.6% in June 2014 (blue bar).



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: ADOPTION WITHIN 24 MONTHS

Objective: Increase the number of children who are adopted within 24 months.

Significance: Counties are expected to identify and pursue adoption as a permanency solution, when appropriate, as quickly as possible once a child is removed from the home.

Target: Wisconsin performance must ensure at least 36.6% of children are adopted within 24 months. Target is represented by the green line in the below graph.

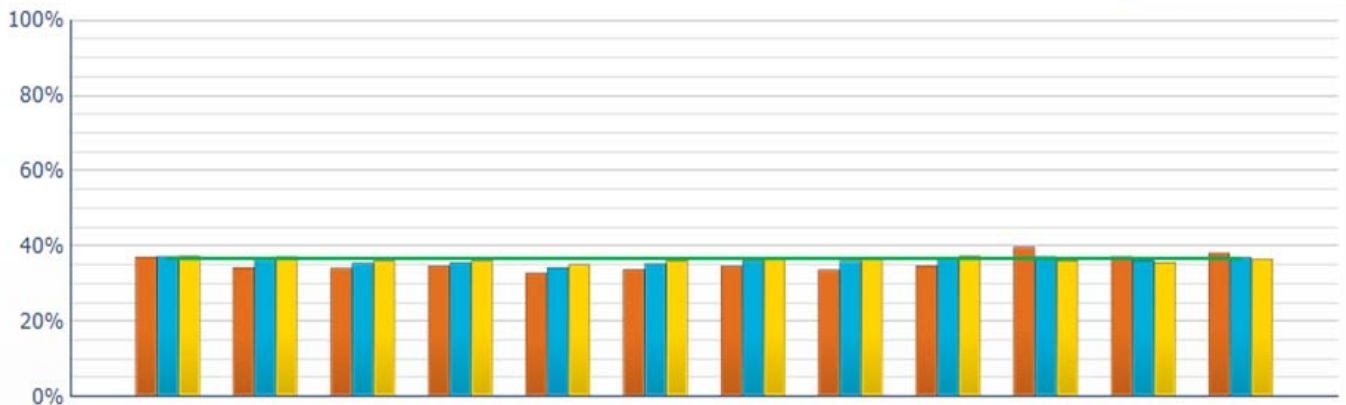
Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children who are adopted within the reporting period. Numerator equals the number of children who are adopted within 0 to 24 months from the time of the latest removal from home.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance on this measure met the target in June 2014. Performance declined slightly from 37.2% in July 2013 to 37.0% in July 2014.

Adoption w/in 24 Months Rate by Month of Exit
Jul 2013 to Jun 2014

◆ Standard (36.6%) ■ BMCW ■ State Total ■ Balance of State



Legal Permanence
Reunification w/in 12 Mo
Guardianship w/in 24 Mo
Adoption w/in 24 Mo

Target Direction:



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Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: **YOUTH AGING OUT**

Objective: Reduce the number of children in out-of-home care (OHC) who age out of care.

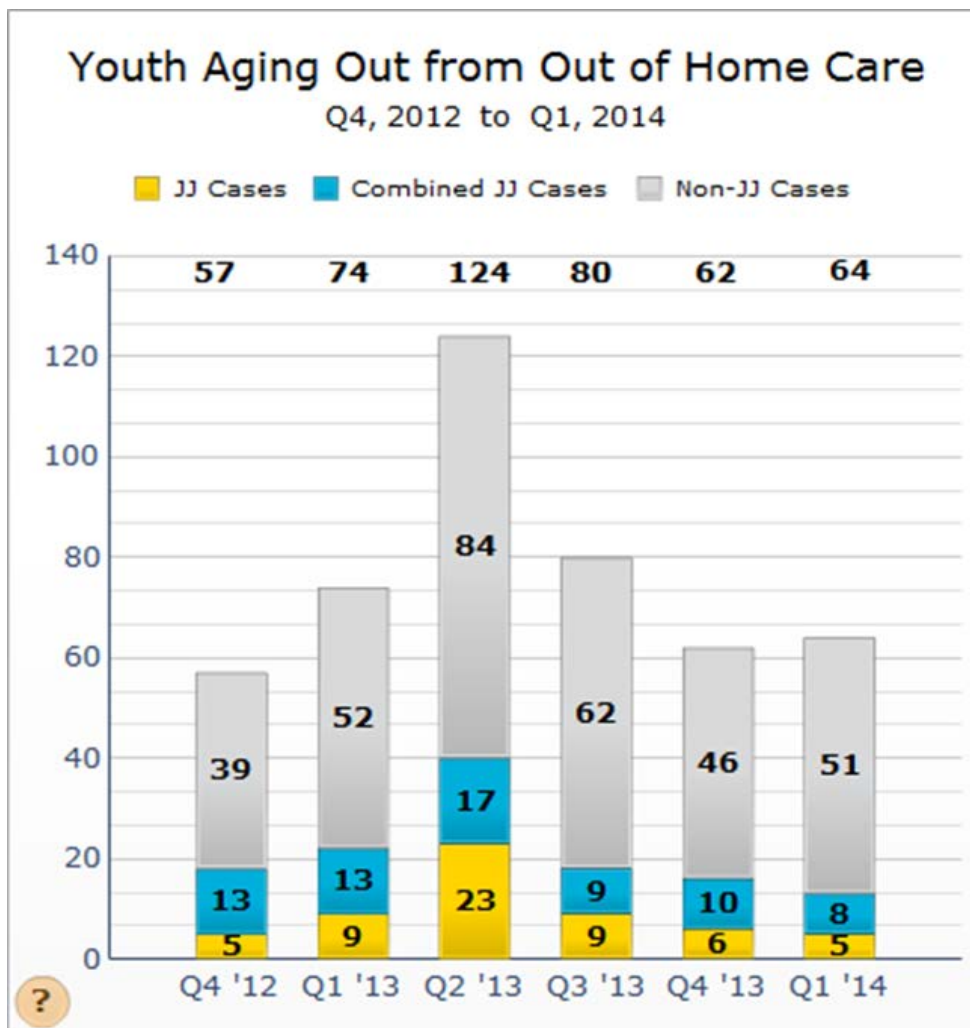
Significance: Counties are expected to work towards a permanent placement for children removed from their families.

Target: There is no target set for this measure.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Information is broken out by Juvenile Justice (JJ) cases, combined JJ cases and non-JJ cases.

Owner: Fredi Bove, Division Administrator

Progress: Year to date, the number of youth who aged out of care decrease from 74 in Q1 2013 to 64 in Q1 2014.



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: **PLACEMENT STABILITY**

Objective: Reduce the number of placements children experience while in out-of-home care (OHC).

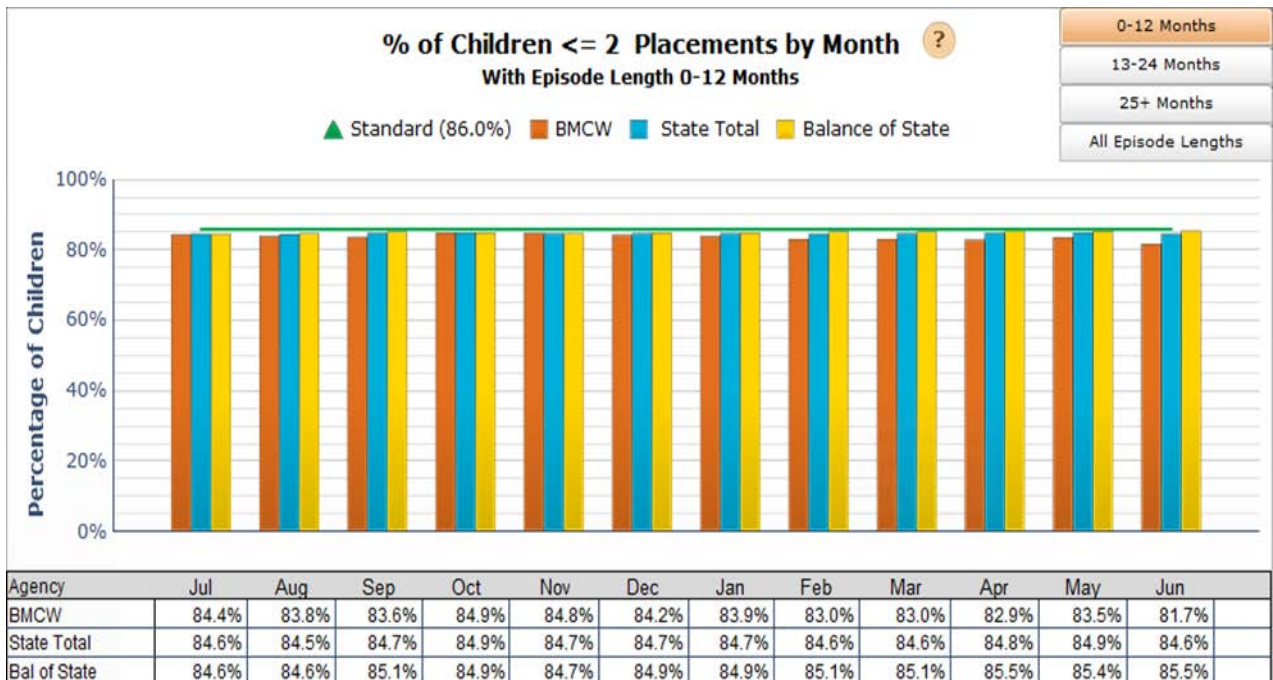
Significance: Counties are expected to minimize the likelihood that the children will move from placement to placement while in OHC.

Target: Wisconsin performance should fall below the 75th percentile that 86% of children in care less than twelve months have two or fewer placements. Target is represented by the green line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC for the relevant time period. Numerator equals all children in OHC for the relevant time period with one or two placement settings.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance stayed the same at 84.6% for July 2013 and June 2014 (blue bar).



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: RE-ENTRY WITHIN 12 MONTHS

Objective: Reduce the number of children who re-enter out-of-home (OHC), within 12 months of a previous episode.

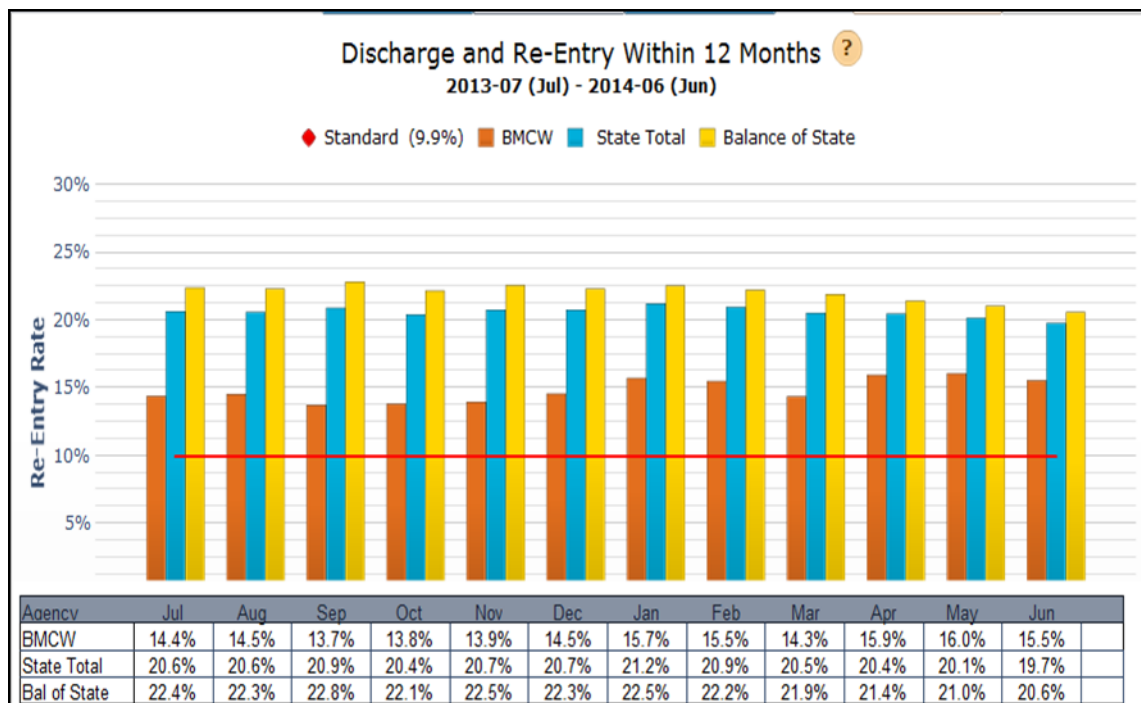
Significance: Counties are expected to identify and pursue permanency solutions for children in order to minimize the likelihood that the children will subsequently return to OHC.

Target: Wisconsin performance must ensure that of all the children who are discharged to reunification, 9.9% or fewer re-enter within 12 months. Target is represented by the red line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is the number of children discharged to reunification during the reporting period. Numerator is all children entering care within 0 to 12 months of a previous discharge to reunification.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance on this measure did not meet the target in June 2014. Performance improved slightly from 20.6% in July 2013 to 19.7% in June 2014 (blue bar).



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

W-2 Scale of Operations

Wisconsin Works (W-2) Scale of Operations

	Wisconsin			Milwaukee County	Balance of State
Month	Placements	Placements	Total	Placements	Placements
Jun-14	15,487	4,909	20,396	8,328	7,159
May-14	15,372	4,885	20,257	8,300	7,072
Apr-14	15,551	4,773	20,324	8,459	7,092
Jun-13	15,689	3,610	19,299	9,331	6,358

W-2 service delivery structure in Balance of State

- W-2 contract agencies deliver a full range of W-2 services organized into four areas across the 71 Balance of State (BOS) counties:
 - Workforce Resources, Inc. (Northwest Area)
 - Workforce Connections (Western Area)
 - Forward Service Corp. (Northeast Area, North Central Area, Southwest Area)
 - ResCare, Inc. (Southeast Area)

W-2 service delivery structure in Milwaukee County

- W-2 contract agencies deliver a full range of W-2 services to four areas within Milwaukee county:
 - Ross Innovative Employment Solutions (Northern Milwaukee Area)
 - Maximus (West Central Milwaukee Area)
 - America Works of Wisconsin, Inc. (East Central Milwaukee Area)
 - UMOS (Southern Milwaukee Area)



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **MARKET PENETRATION**

Objective: Increase access to the W-2 program.

Significance: This measure shows a regional comparison of access to the W-2 program using Food Share assistance groups as the target.

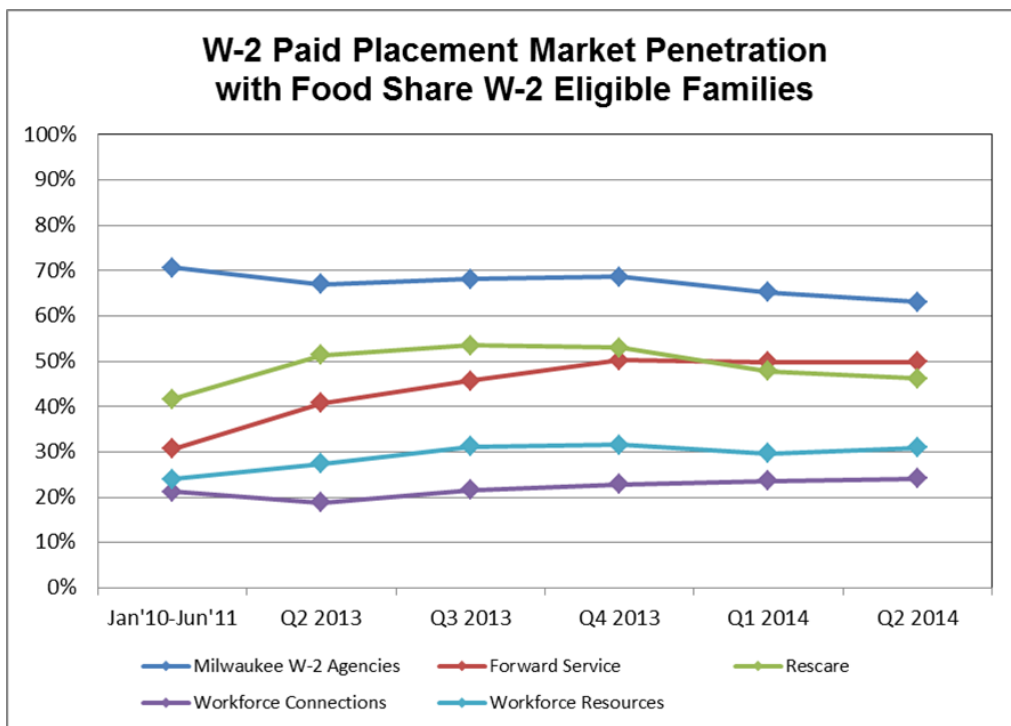
Target: There is no target for this measure but the graph below compares the market penetration in 2014 to a baseline established using the January 2010 – June 2011 caseload.

Measurement Method: Data is collected from the statewide automated case management database, CARES. Numerator equals the total W-2 caseload. Denominator equals the number of Food Share assistance groups with zero income and minor children.

Owner: Kris Randal, Division Administrator

Progress: From Q1 2014 to Q2 2014, all agencies decreased their market penetration with the exception of Workforce Resources:

- Milwaukee ↓3.0 percentage points;
- Forward Service ↓1.0 percentage points;
- ResCare ↓2.8 percentage points;
- Workforce Connections ↓0.2 percentage points; and
- Workforce Resources ↑0.6 percentage points.



Wisconsin Department of Children and Families Performance Measures
Families increase income.

Performance Measure: EXPENDITURE PER CASE

Objective: To reduce the expenditure per case.

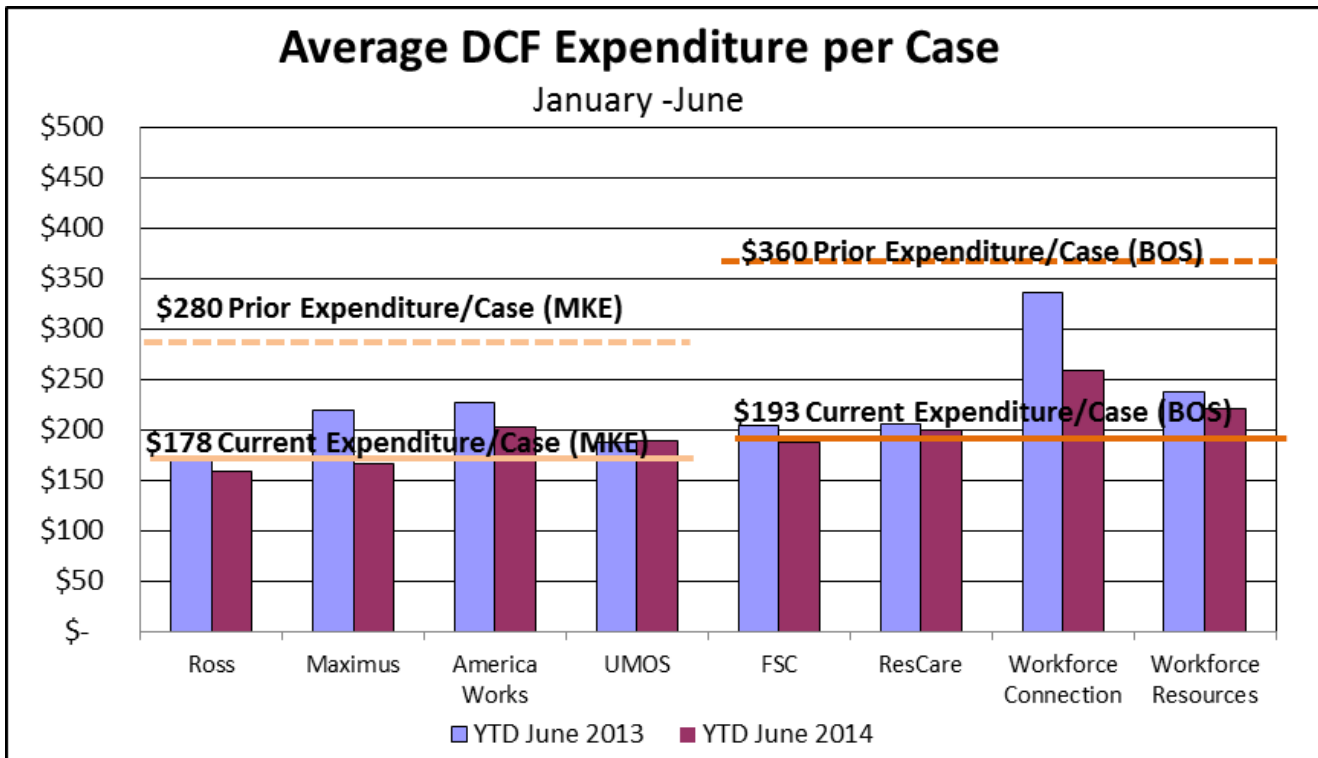
Significance: Agencies are expected to provide high quality services as efficiently as possible.

Target: There is no target for this measure, but the graph below compares the current contract expenditures (solid lines) to prior expenditures per case in last contract (dotted lines).

Measurement Method: The prior expenditure per case uses an 18 month average (January 2010 – June 2011) to establish a baseline (dotted line). This is compared to the current expenditure per case (solid line). For both time periods, the total expenditures are divided by the unduplicated cases served for the time period.

Owner: Kris Randal, Division Administrator

Progress: Compared to the same period last year (YTD Jan –June), expenditures per case decreased by 17.2% in Milwaukee (\$215 to \$178) and by 22% in the Balance of State (\$248 to \$193).



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **ALL FAMILY WORK PARTICIPATION RATES**

Objective: Increase the number of adults in paid W-2 placements who are participating in approved TANF work activities.

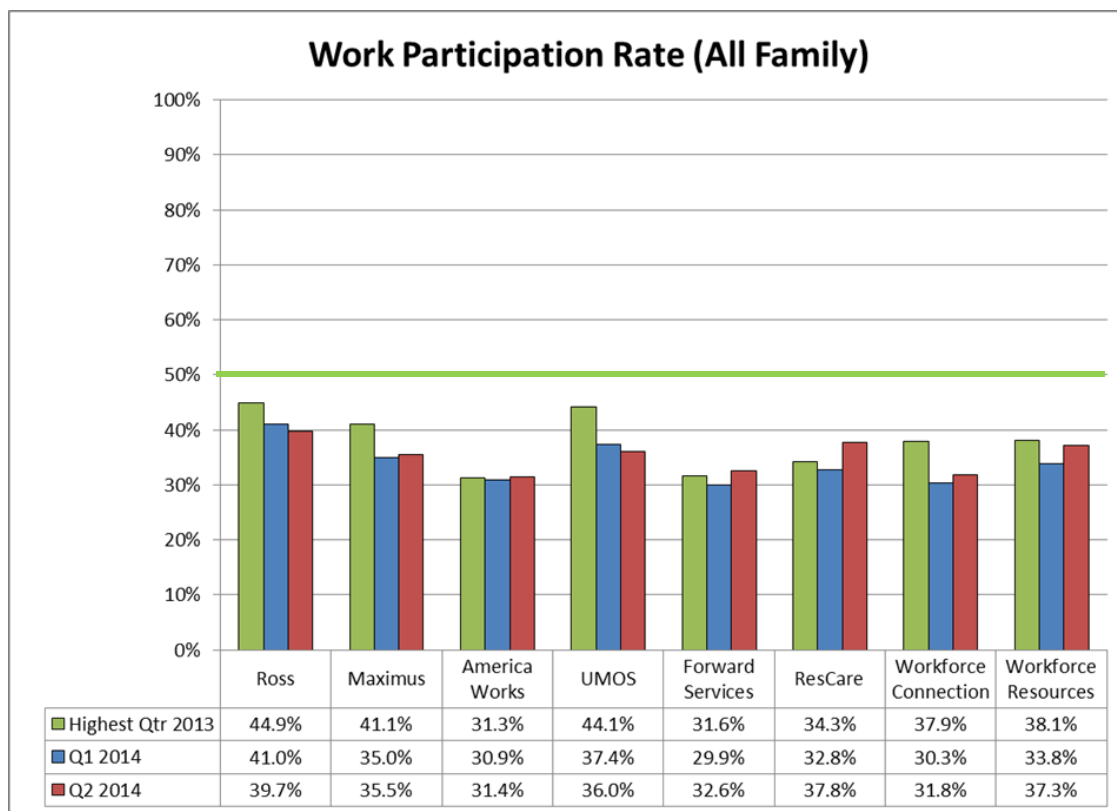
Significance: Wisconsin is required by Federal law to meet an All-Family Work Participation Rate or face a penalty.

Target: 50% of adults in families receiving TANF cash assistance participate in approved work activities. Target represented by the green line in below graph.

Measurement Method: Data is collected from the statewide automated case management database, CARES. Denominator equals the number of adults in families receiving TANF cash assistance. Numerator equals the number of adults in families receiving TANF cash assistance who participate in work activities. These results are compared quarterly.

Owner: Kris Randal, Division Administrator

Progress: 6 of 8 agencies improved their Federal TANF All-Family Work Participation Rate from Q1 2014 to Q2 2014 but none are achieving the benchmark.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **JOB ATTAINMENT RATE**

Objective: Increase the number of individuals placed in a job that lasts 31+ days and meets hour or wage criteria.

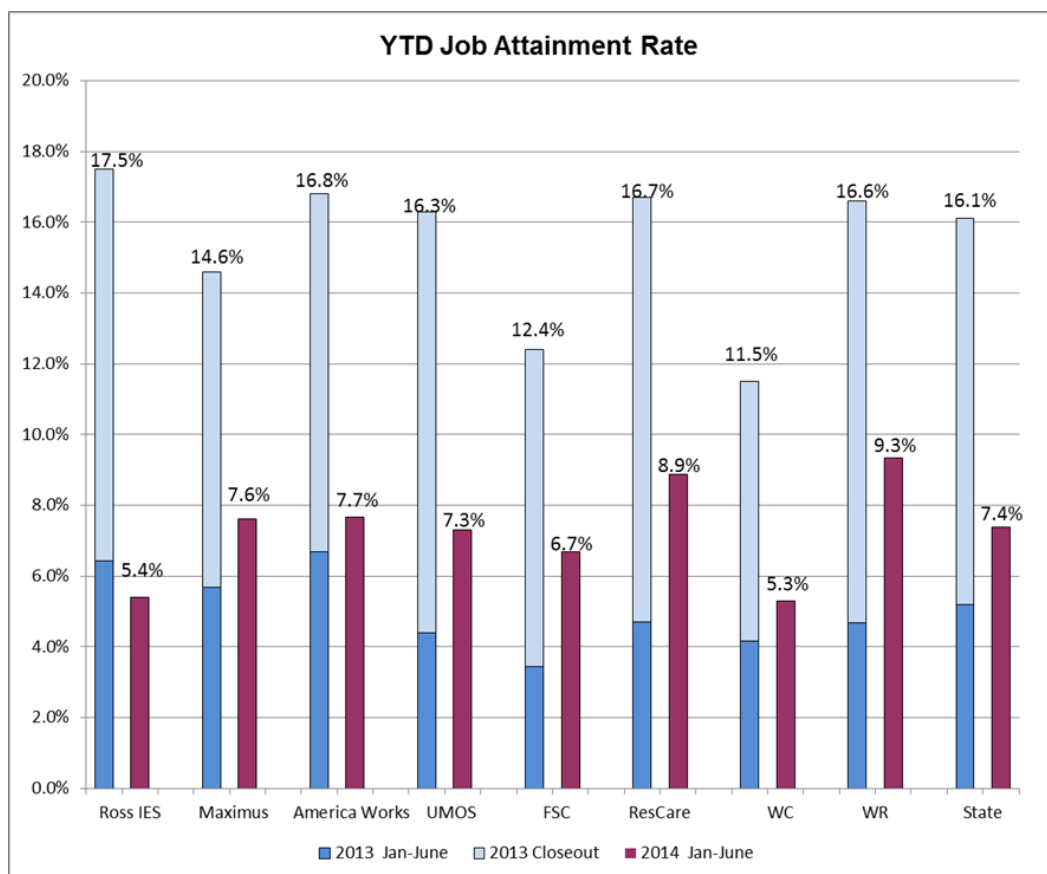
Significance: The primary goal of the W-2 program is to help W-2 participants find employment. This rate estimates the likelihood that a parent served by an agency will be placed in a job that meets the above criteria.

Target: There is no target for this measure.

Measurement Method: Data is collected from the statewide automated case management system, CARES. Denominator equals the number of unduplicated case count total (CCT) served by the agency. Numerator equals the number of year to date (YTD) claims for job attainment established by the agency.

Owner: Kris Randal, Division Administrator

Progress: Statewide, the job attainment rate increased by 2.2 percentage points from 5.2% to 7.4% compared to the same period last year (Jan-June 2013).



Wisconsin Department of Children and Families Performance Measures
Families increase income.

Performance Measure: **PART-TIME JOB ATTAINMENT RATE**

Objective: Increase the number of individuals placed in a part-time job defined as meeting the requirement for a ½ Community Service Job (15 hrs/week).

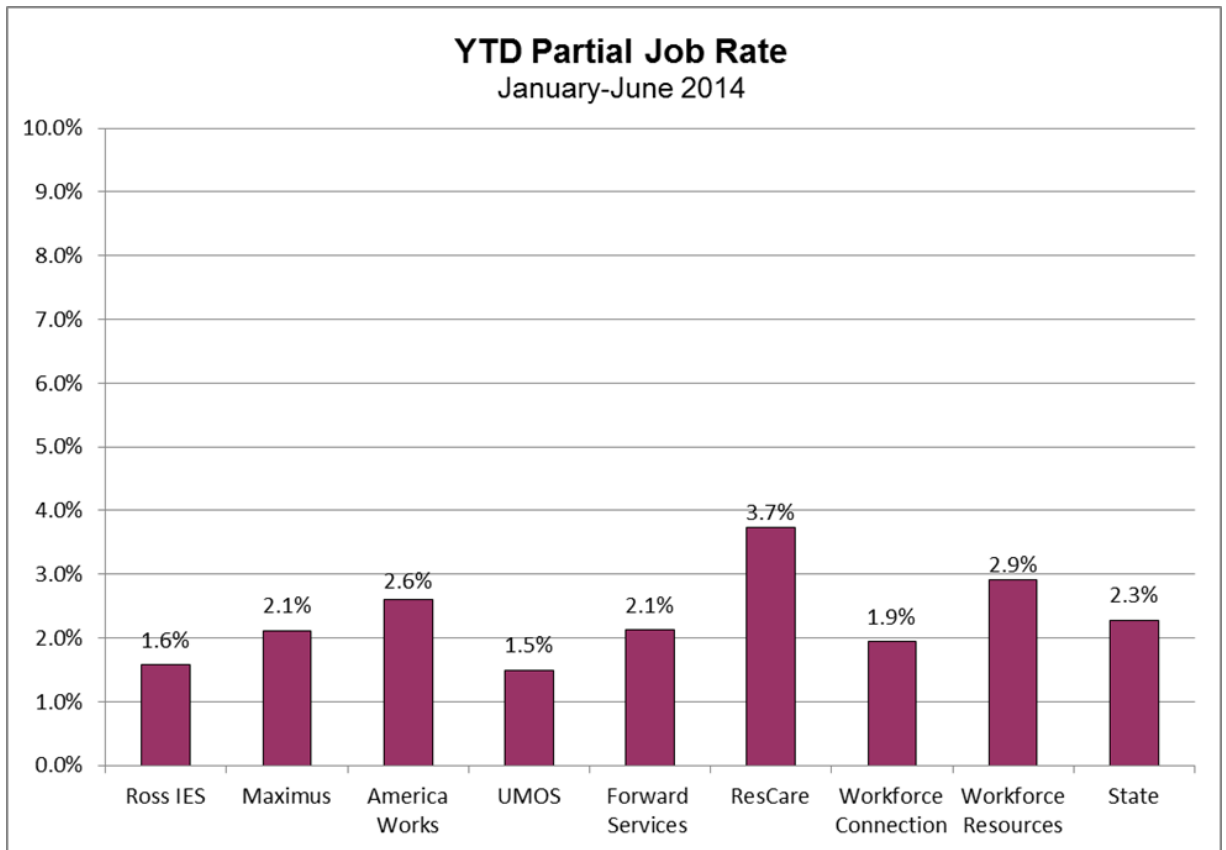
Significance: The primary goal of the W-2 program is to help W-2 participants find employment. This rate estimates the likelihood that a parent served by an agency will be placed in a part-time job that meets the above criteria.

Target: There is no target for this measure.

Measurement Method:	Data is collected from the statewide automated case management system, CARES. Denominator equals the number of unduplicated CCT served by the agency. Numerator equals the number of year to date (YTD) claims for part-time job attainments.
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Owner: Kris Randal, Division Administrator

Progress: This is a new measure for 2014. The percent of part-time job attainments is 2.3%.



Wisconsin Department of Children and Families Performance Measures
Families increase income.

Performance Measure: **JOB RETENTION RATE**

Objective: Increase the number of W-2 participants who retain a job that meets hour or wage criteria and lasts 31+ days.

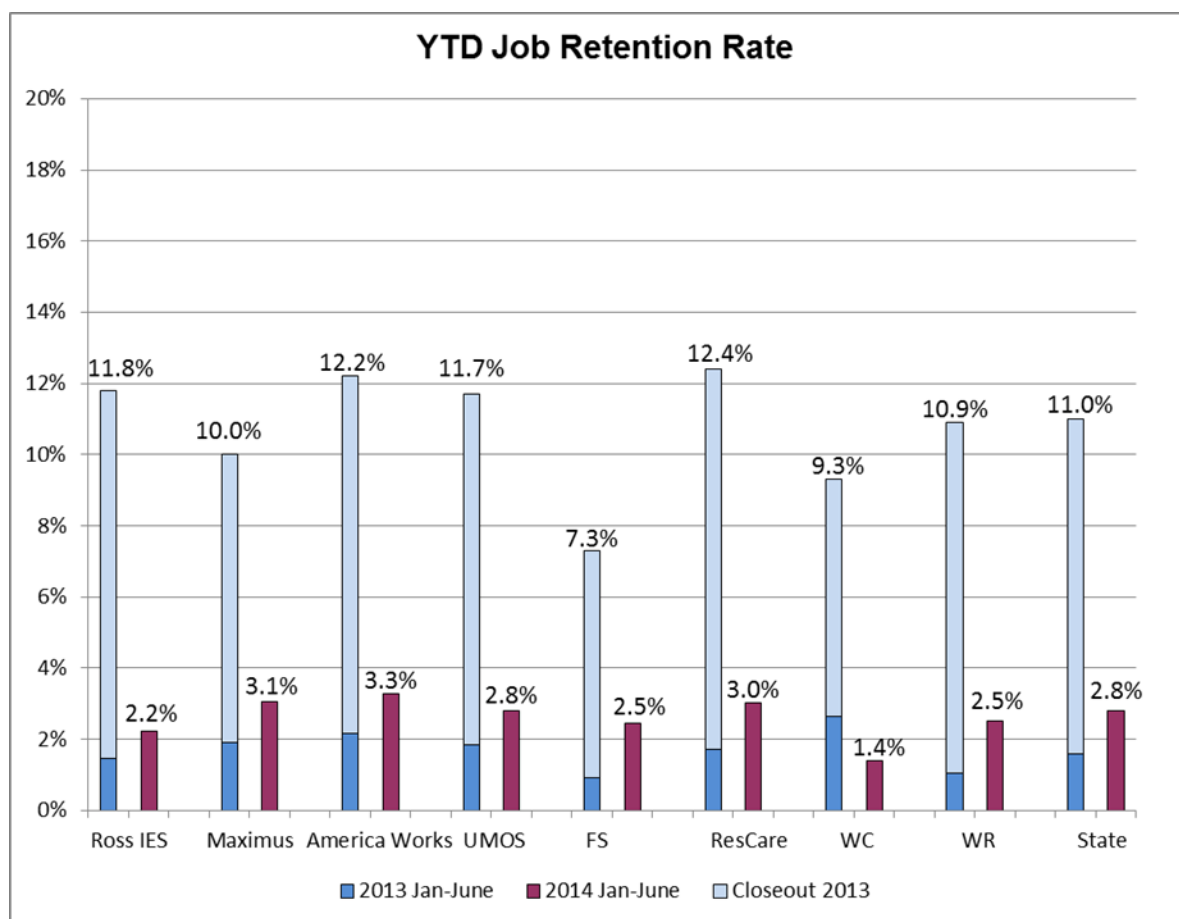
Significance: W-2 participants who find employment need to be able to retain employment over time. Economic security depends on maintaining a sufficient level of income over time. This rate estimates the likelihood that a parent served by an agency will remain in a non-temporary job meeting hour or wage criteria.

Target: There is no target for this measure.

Measurement Method:	Data is collected from the statewide automated case management system, CARES. Denominator equals the number of W-2 unduplicated case count total (CCT) served by the agency. Numerator equals the number of year to date (YTD) claims for high wage job attainments.
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Owner: Kris Randal, Division Administrator

Progress: Statewide, the job retention rate increased by 2.2 percentage points from 1.6% to 2.8% compared to the same period last year (Jan-June 2013).



Progress: Performance below reflects Federal Fiscal Year (FFY) 2014 to date (October 1, 2013 – June 30, 2014). In FFY 2014, Wisconsin established court orders for 86.6% of all child support cases, a 0.3 percentage point decline from the same time period in FFY 2013.

Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **PATERNITY ESTABLISHMENT**

Objective: Increase the number of children for whom paternity has been established.

Significance: Paternity establishment provides the father with legal rights to the child, and provides the child with rights to child support, inheritance, etc.

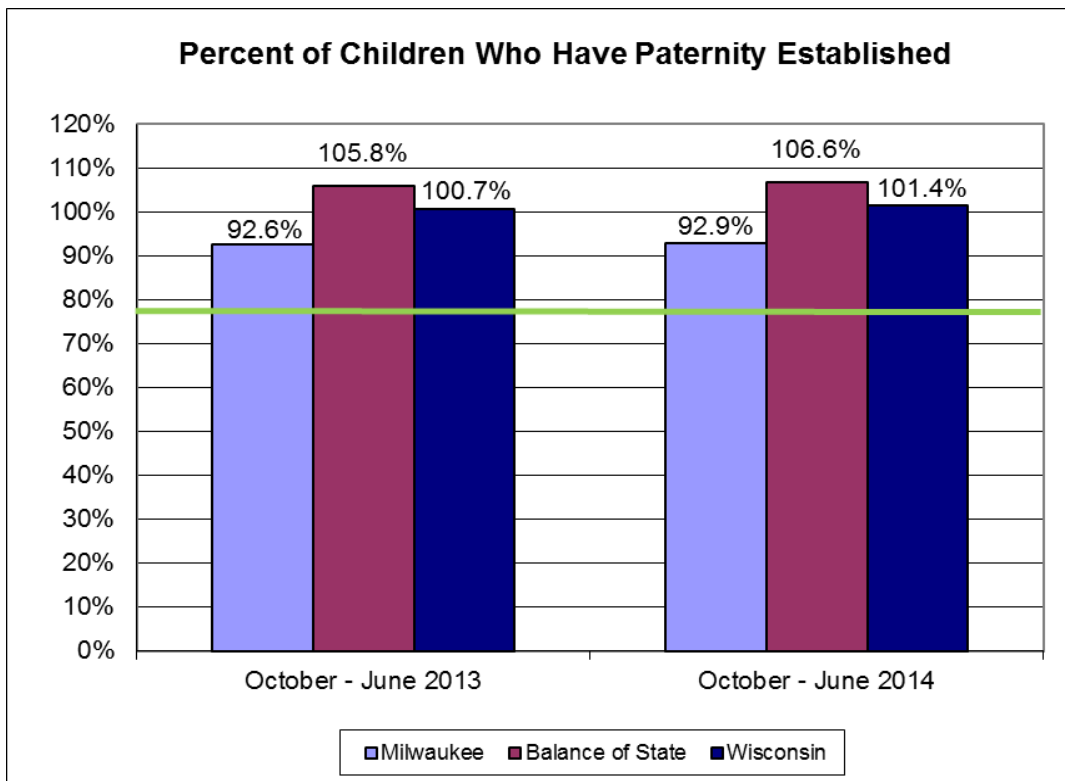
Target: 80% is the Federal standard. Target represented by the green line in below graph.

Measurement Method: Data is collected from the statewide database, KIDS. Denominator equals the number of the children born out of wedlock and present in the caseload at any time during the year. Numerator equals the number of those children for whom paternity was established.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2014 to date (October 1, 2013 – June 30, 2014).

Performance across Wisconsin counties currently exceeds the standard. To date, Wisconsin established paternity for 101.4% of children, a 0.7 percentage point improvement from the same time period last year.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **TIMELY COLLECTION OF CHILD SUPPORT**

Objective: Increase the collection of child support in the month that it is due.

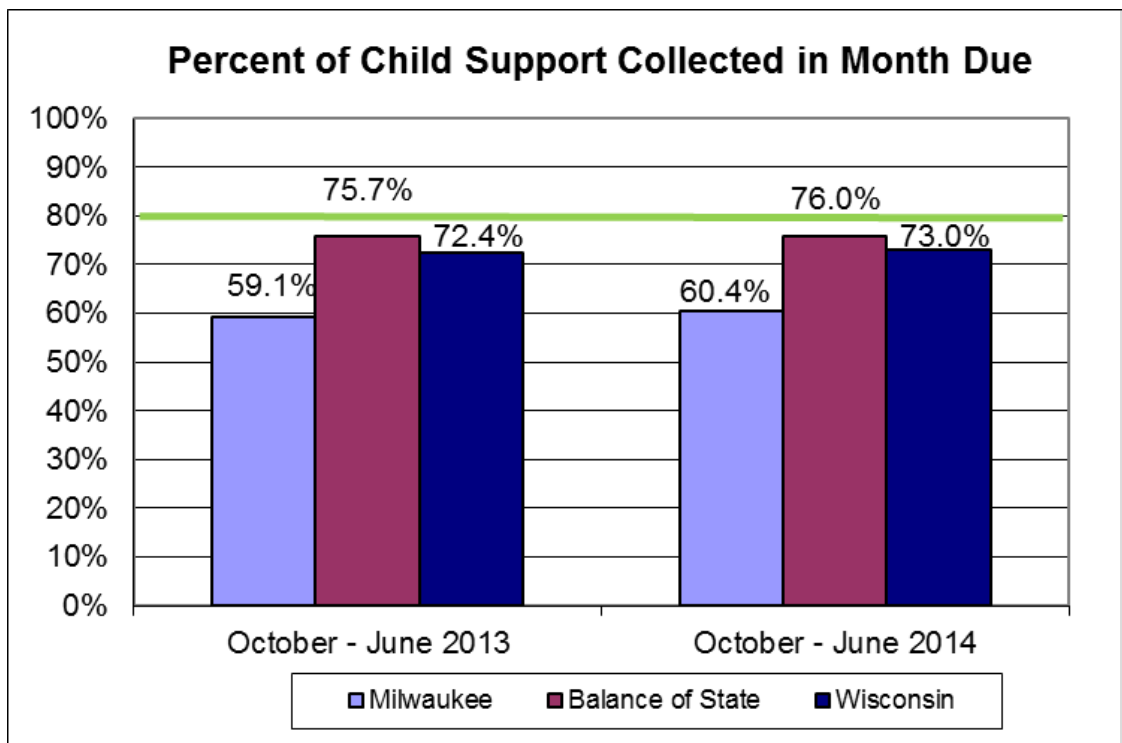
Significance: Child support should be a reliable source of income for families.

Target: 80% is the Federal standard. Target represented by the green line in below graph.

Measurement Method: Data is collected from the statewide automated case management database, KIDS. Denominator equals the total amount of child support due for the period. Numerator equals the total amount that is actually paid during the month that it is due.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2014 to date (October 1, 2013 – June 30, 2014). Performance across Wisconsin counties has not met the 80% standard in FFY 2014. In FFY 2014, Wisconsin collected 73.0% of child support payments in the month due, which is a 0.6% increase from the same time period last year.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **ARREARAGE COLLECTIONS**

Objective: Increase the collection of at least one payment on child support cases with arrears.

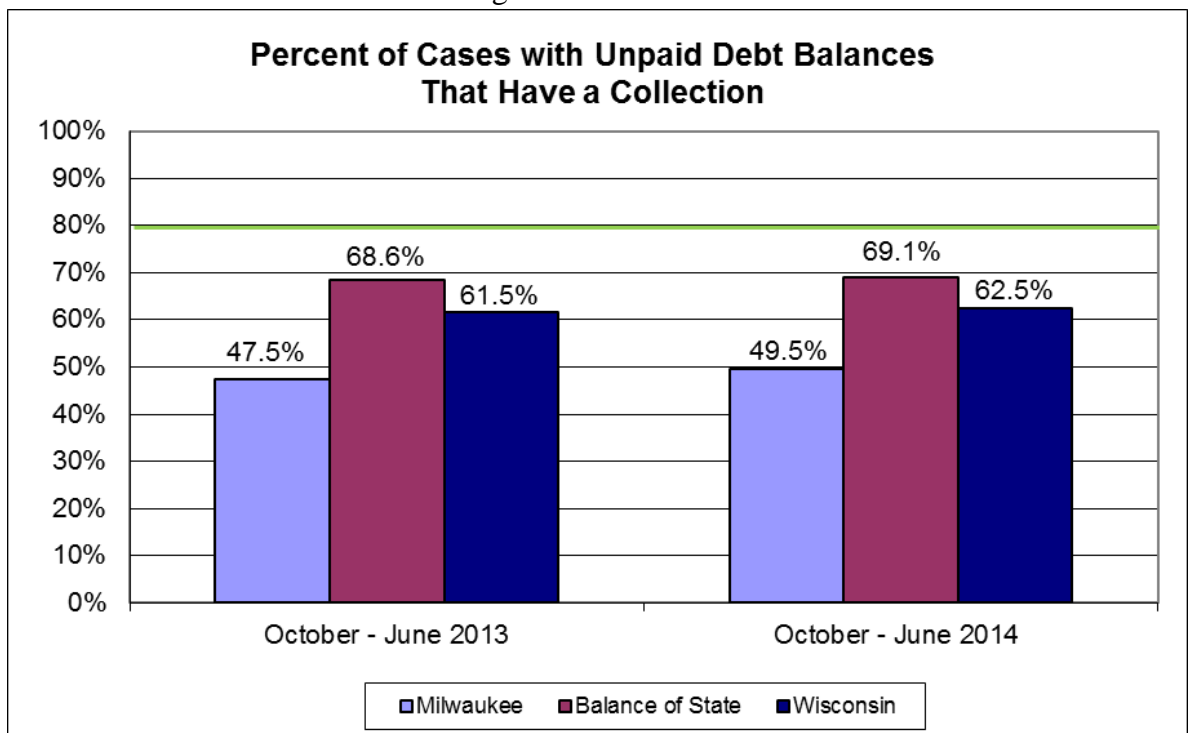
Significance: Any child support that is not paid when it is due becomes an unpaid amount (arrears). The child support mission is to enforce child support orders and collect unpaid amounts.

Target: 80% is the Federal standard. Target represented by the green line in below graph.

Measurement Method: Data is collected from the statewide database, KIDS. Denominator equals the number of cases that had an arrearage during the period. Numerator equals the number of cases where a payment was made on arrears.

Owner: Kris Randal, Division Administrator

Progress: Performance below reflects Federal Fiscal Year (FFY) 2014 to date (October 1, 2013 – June 30, 2014). Performance across Wisconsin counties has not met the 80% standard in FFY 2014, but performance has improved slightly compared to June 2013 (1.0 percentage points). Through June of FFY 2014, Wisconsin received at least one payment from 62.5% of cases with an arrearage.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **COST-EFFECTIVENESS**

Objective: To collect as much money as possible for every dollar spent on the program.

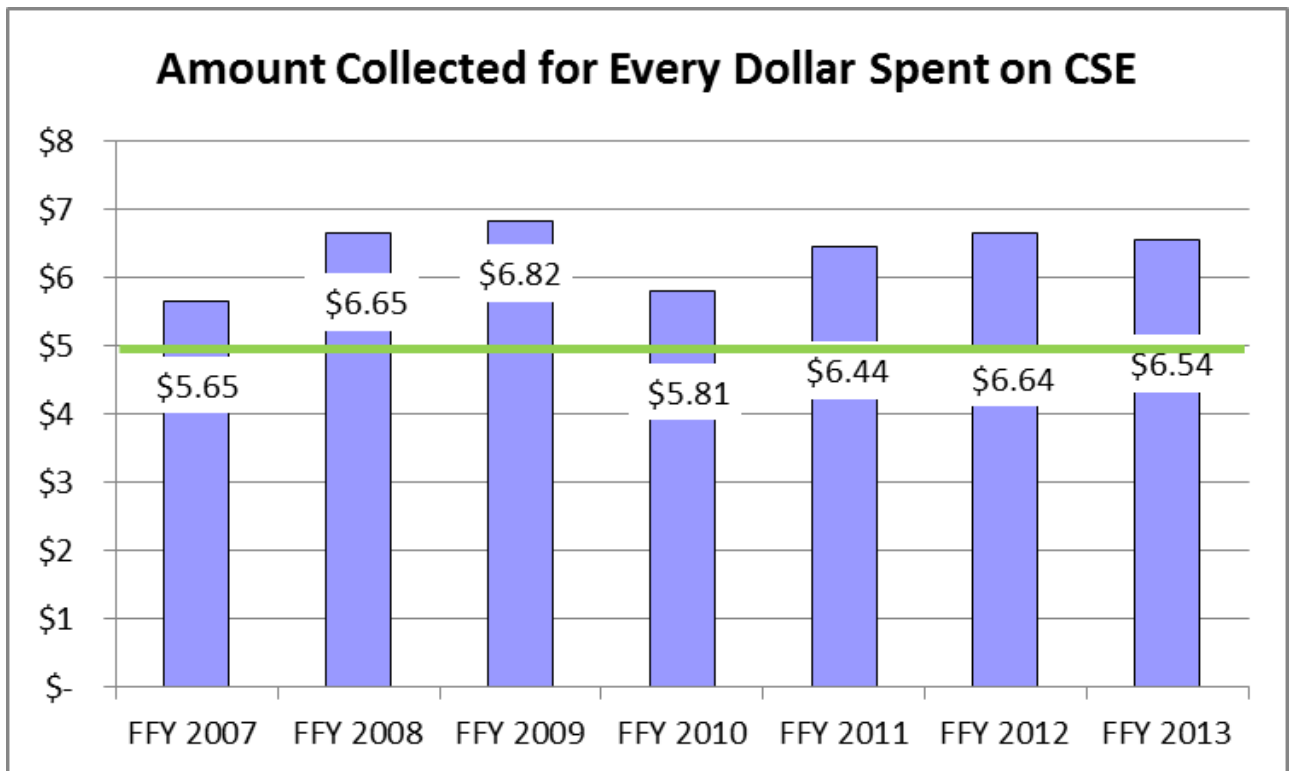
Significance: The Bureau of Child Support is expected to administer the child support program as cost effectively as possible.

Target: Collect \$5.00 for every \$1.00 spent on child support enforcement activities. Target represented by the green line in below graph.

Measurement Method: Numerator equals the amount of money collected in child support during the course of the federal fiscal year. Denominator equals the amount of money spent on child support enforcement activities over the course of the federal fiscal year. Data comes from the Federal Office of Child Support Enforcement.

Owner: Kris Randal, Division Administrator

Progress: Performance across Wisconsin counties exceeded the \$5.00 standard in Federal Fiscal Years 2007 - 2013.



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

Child Care Scale of Operations

Child Care Services in Wisconsin Scale of Operations							
	Wisconsin Providers			WI Shares Children Served		WI Shares Parents Served	
Month	Total Regulated Providers	Providers Participating in YoungStar	Providers Currently Serving WI Shares	Milwaukee	Balance of State	Milwaukee	Balance of State
May-14	5,694	4,516	3,531	23,595	23,617	13,252	15,040
Apr-14	5,739	4,538	3,490	22,168	22,725	12,554	14,486
Mar-14	5,862	4,562	3,589	22,327	22,966	13,404	16,514
May-13	6,046	4,732	3,750	23,223	24,139	13,167	15,676

Child care licensing and certification regulate providers caring for more than three children under the age of three at a given time. Providers choose to participate in YoungStar, the quality rating and improvement system, and are required to participate if caring for children in the Wisconsin Shares program. Statewide, the number of regulated providers continues to decline.

Breakdown of Total Regulated Providers

As of May 2014

- Licensed group (2,376)
- Licensed family (1,946)
- Licensed camp (76)
- Regularly certified (985)
- Provisionally certified (283)
- In-home provisional [provisional provider doing care in the child's home] (23)
- In-home regular [regular provider doing care in the child's home] (8)
- Certified school age program (8)

Driver Counties

Driver counties are identified as Brown, Dane, Kenosha, Milwaukee Racine, Rock, Waukesha and Winnebago.



Wisconsin Department of Children and Families Performance Measures

Children attend high quality child care and early education programs.

Performance Measure: **WISCONSIN SHARES CHILDREN BY STAR LEVEL**

Objective: To ensure children in the Wisconsin Shares child care subsidy program have access to high quality early education programs.

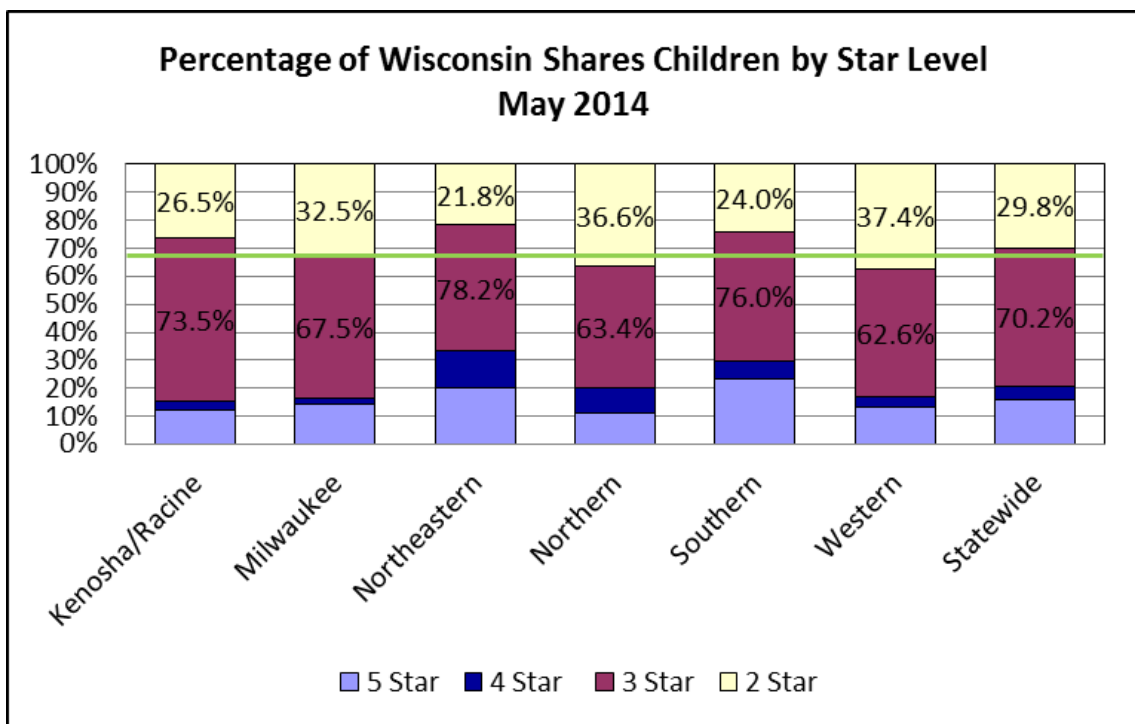
Significance: Research has shown that low-income children who attend high quality care have improved short and long term outcomes. For this measure, high quality providers are defined as those that have 3, 4 or 5 Stars.

Target: 69% of children in the Wisconsin Shares program will attend high quality centers by the end of 2013. Target represented by the green line in below graph.

Measurement Method: Data is collected through the YoungStar data system. Denominator equals the total number of children in Wisconsin Shares. Numerator equals the number of Wisconsin Shares children at each star level.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: As of May 2014, 70.2% of children statewide attend high quality child care centers. Four of the six YoungStar regions met the standard.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **CLIENT OVERPAYMENTS**

Objective: To ensure client overpayments are found.

Significance: Wisconsin state statute requires that local agencies recover overpayments found in the program. Overpayments occur due to fraud, client errors or errors made by the administrative agency.

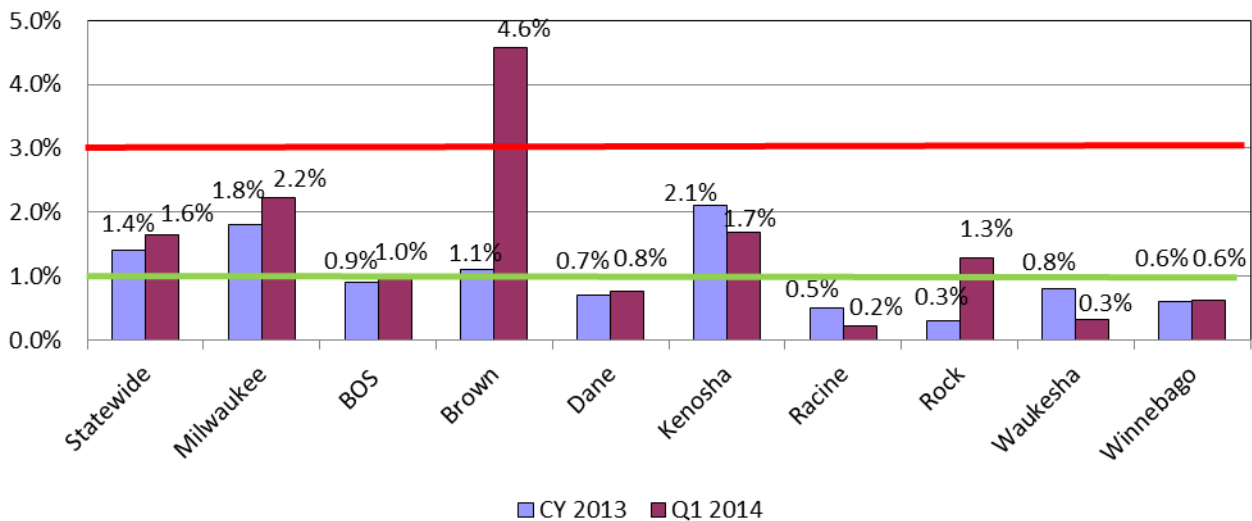
Target: Local agencies will establish overpayments at a rate of 1% - 3% of total dollars administered in the county for subsidy administration. Target represented by the area between red and green lines in below graph.

Measurement Method: Data gathered from the Child Care Statewide Administration on the Web (CSAW) system. Denominator equals the YTD dollars administered by Wisconsin Shares. Numerator equals the total dollars YTD established as client overpayments.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Year to date (YTD) through Q1 2014, 352 overpayment claims were established for \$837,054 dollars statewide. This is 1.6% of total subsidy dollars administered statewide YTD through Q1 of 2014, which meets the established target.

**Client Overpayments
CY 2013 and Q1 2014**



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **PROVIDER INVESTIGATION TIMELINESS**

Objective: To ensure investigations into provider issues are completed in a timely manner.

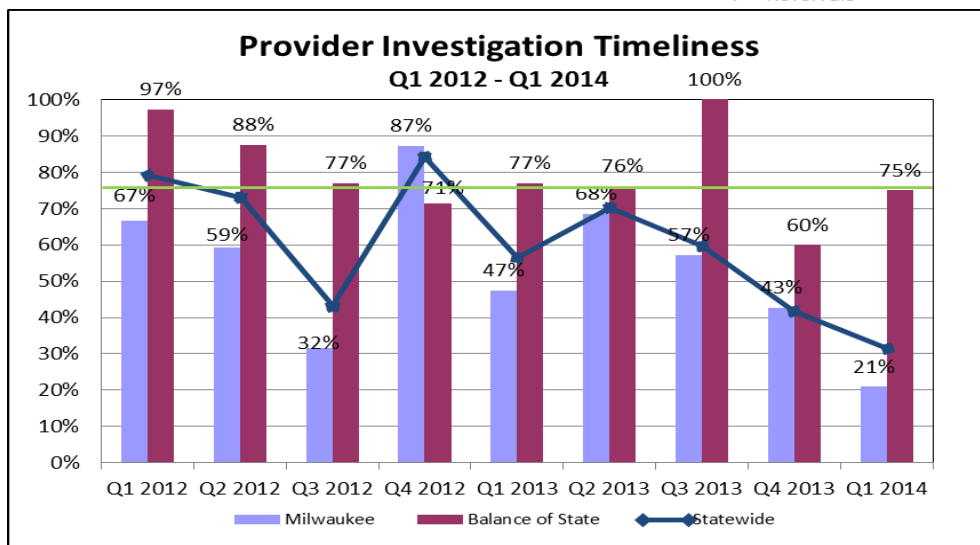
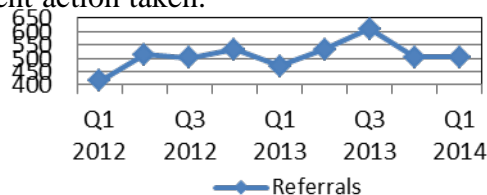
Significance: It is the responsibility of the Department to follow up on referrals made regarding business practices by child care providers that may contradict program policies.

Target: 75% of investigations are completed within 120 days. Target represented by the green line in below graph.

Measurement Method: Data gathered through provider investigation compares state statute and program policy to provider business practices, including billing for attendance on behalf of children in the Wisconsin Shares program. Data is collected administratively in the Program Integrity Unit. Denominator equals the total number of provider investigations completed in each quarter. Numerator equals the number of provider investigations completed within 120 days in each quarter.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: DECE investigated 101 providers Year to Date (YTD) in 2014. Over the course of the first quarter, 32.0% of investigations were completed on time. This does meet the target of 75%. Provider investigations through Q1 2014 resulted in 67 overpayments due to the Department, 16 termination of ability to care for children in Wisconsin Shares and 18 no enforcement action taken.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **CLIENT INVESTIGATION TIMELINESS**

Objective: To ensure investigations into client issues are completed in a timely manner.

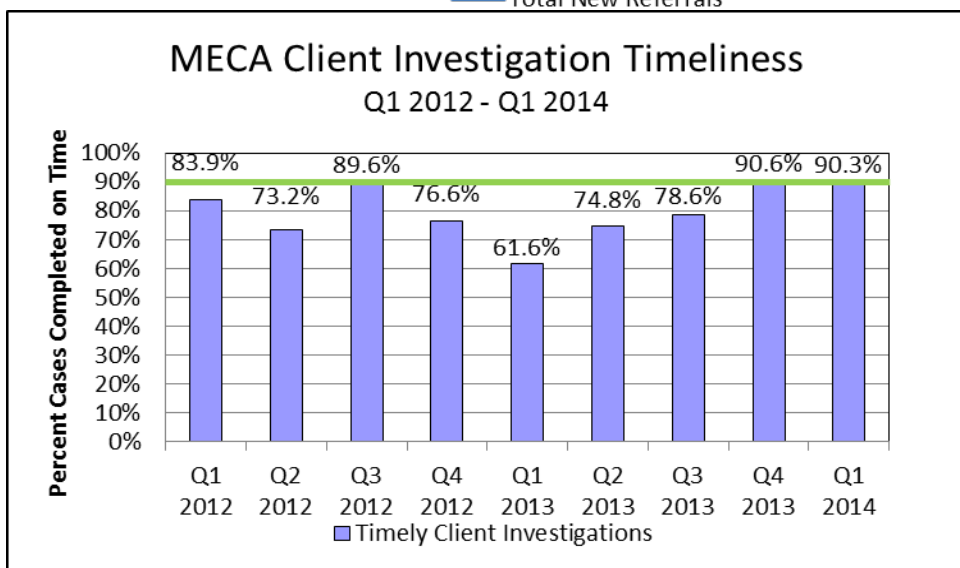
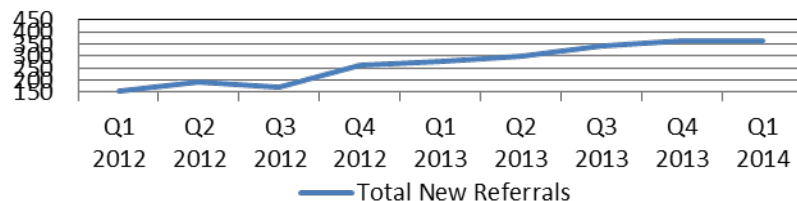
Significance: MECA must follow up on referrals made regarding child care program recipients that may contradict program policies.

Target: 90% of investigations are completed within 30 days. Target represented by the green line in below graph.

Measurement Method: Data gathered through provider investigation compares state statute and program policy to provider business practices, including billing for attendance on behalf of children in the Wisconsin Shares program. Data is collected administratively through the Milwaukee Early Care Administration (MECA). Denominator equals the number of client investigations completed in each quarter. Numerator equals the number of client investigations completed within 30 days in each quarter.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: MECA investigated 372 clients YTD 2014 (through Q1). Over the course of those three months, 90.3% of investigations were completed timely. This is greater than the 90% benchmark. Referrals to conduct investigations ranged from 278 to 360.



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Customers receive quality service.

Performance Measure: **CALL RESPONSE TIMELINESS**

Objective: To ensure that families receiving Wisconsin Shares subsidies receive quality customer service.

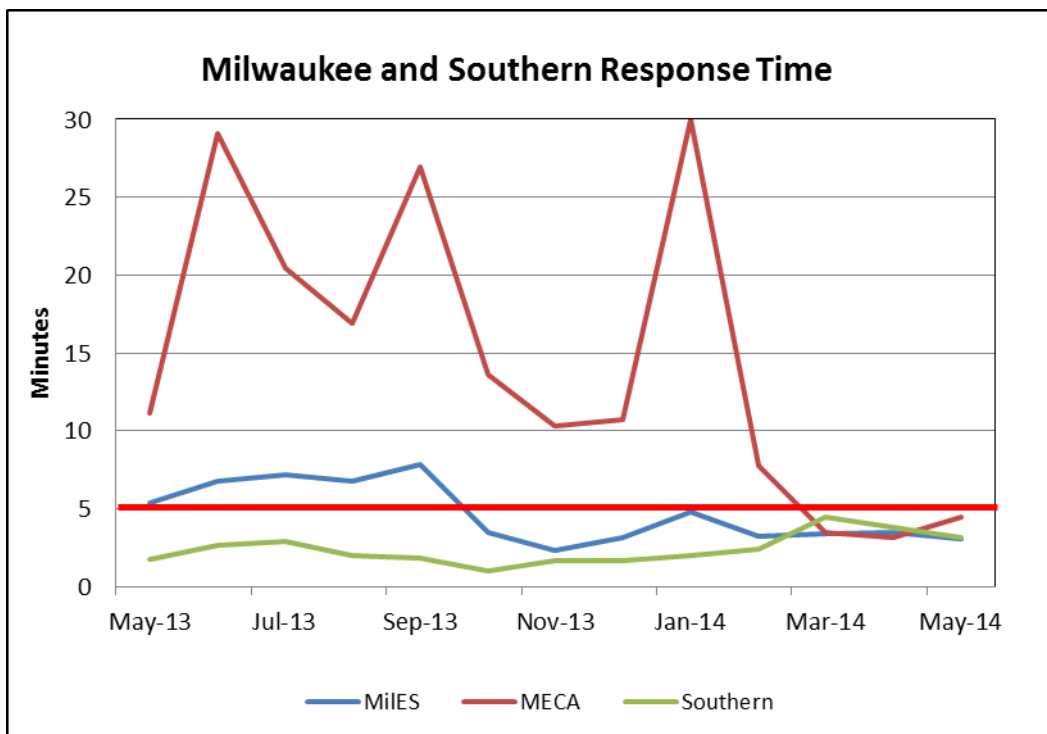
Significance: As the administrator of the Wisconsin Shares program in Milwaukee County and the contract administrator for the program in the balance of state, MECA, MiES and the child care consortiums must offer timely and appropriate customer service to customers with questions or individuals seeking benefits.

Target: An average time-to-answer of five minutes or fewer. Target represented by the red line in below graph.

Measurement Method: Data is collected in a centralized data system.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Statewide average time-to-answer in May 2014 was 3.4 minutes. All consortia met the five minute target in May 2014. After high wait times in 2013, MECA decreased their response time in 2014 and is meeting the standard.

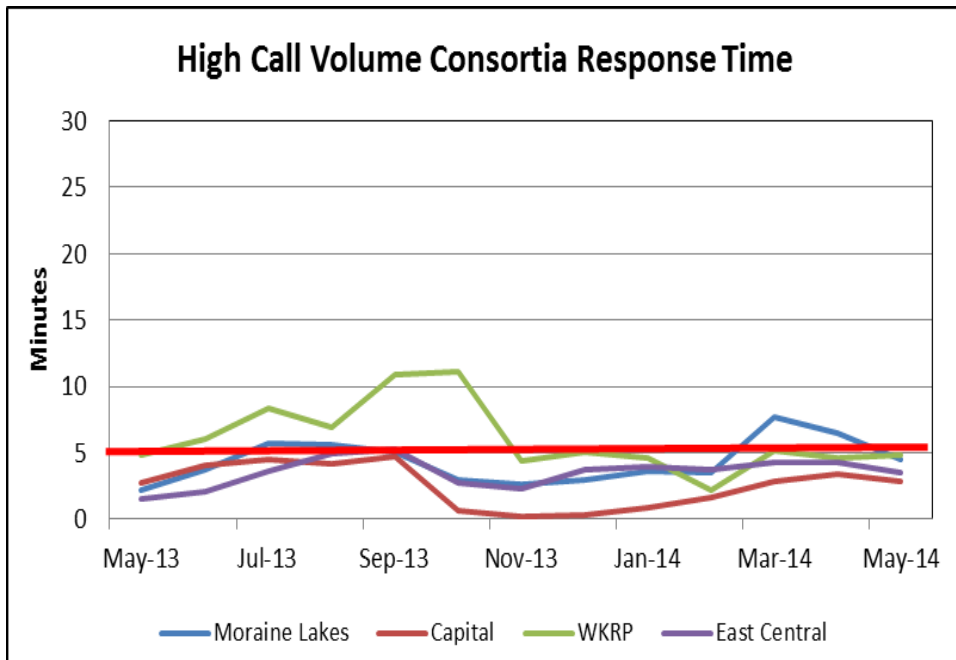
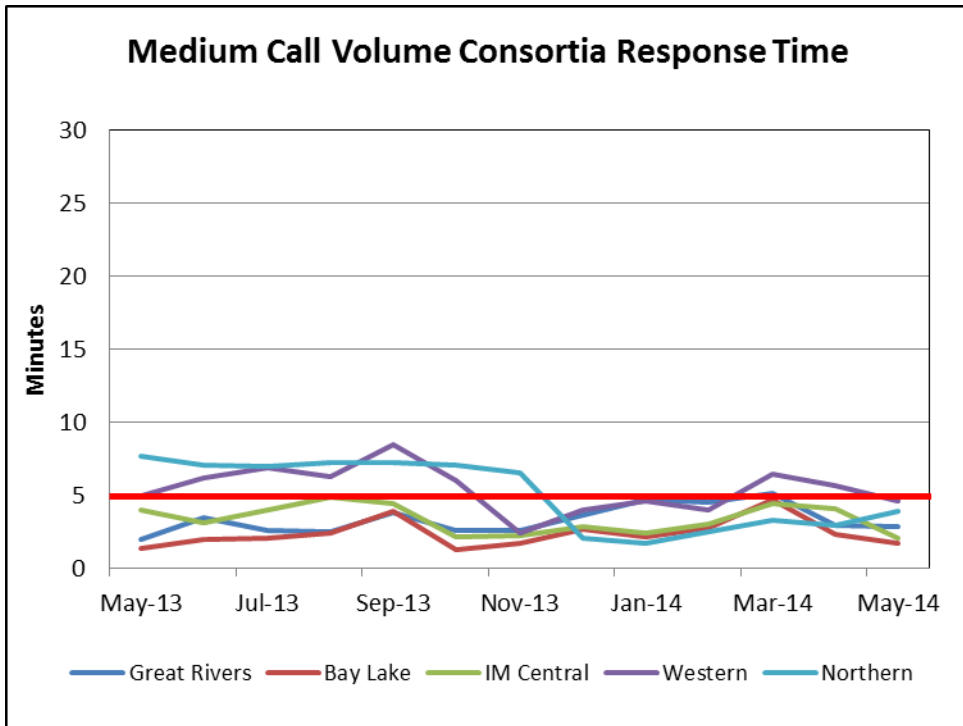


Target Direction:



Wisconsin Department of Children and Families Performance Measures

Customers receive quality service.



Target Direction:



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