



Performance Report
July – December 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 July – December 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 | Nov 2013 – Oct 2014 |
| Children are safe from abuse and neglect - BMCW | Nov 2013 – Oct 2014 |
| Children achieve permanency - Statewide | Nov 2013 – Oct 2014 |
| Children achieve permanency - BMCW | Nov 2013 – Oct 2014 |
| Families increase income - W-2 program | Jan 2014 – Dec 2014 |
| Families increase income - Child Support program | Oct 2014 – Dec 2014 |
| Children attend high quality child care and early education programs | Sept 2014 |
| Child care funds are well spent and fraud is minimized | Jan 2014 – Sept 2014 |
| Customers receive quality service | Sept 2013 – Sept 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 |



| 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 |
| | Wisconsin Shares children with barriers increase access to high quality early education programs. | 38 |
| Child care funds are well spent and fraud is minimized | Authorizations are optimally utilized. | 39 |
| | Client overpayments are established. | 40 |
| | Provider and client investigations are completed in a timely manner. | 41-42 |
| Customers Receive Quality Service | Call center calls are answered in a timely manner. | 43-44 |



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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.

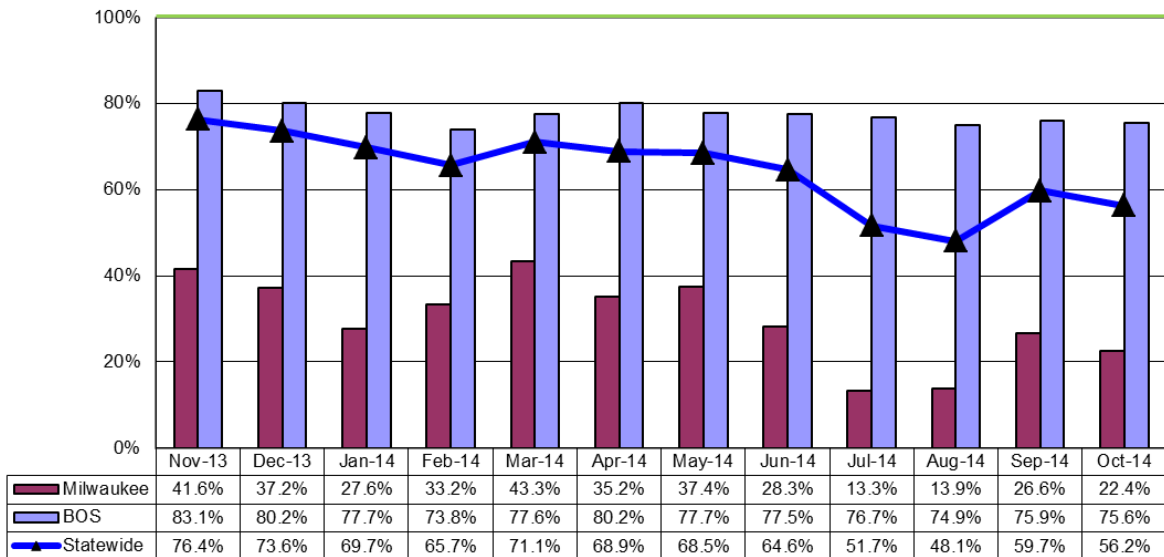
Target: Complete 100% of initial investigations within 60 days.

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.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance declined from 76.4% in November 2013 to 56.2% in October 2014 and is below the standard of 100%.

Timeliness of Initial Assessments



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.

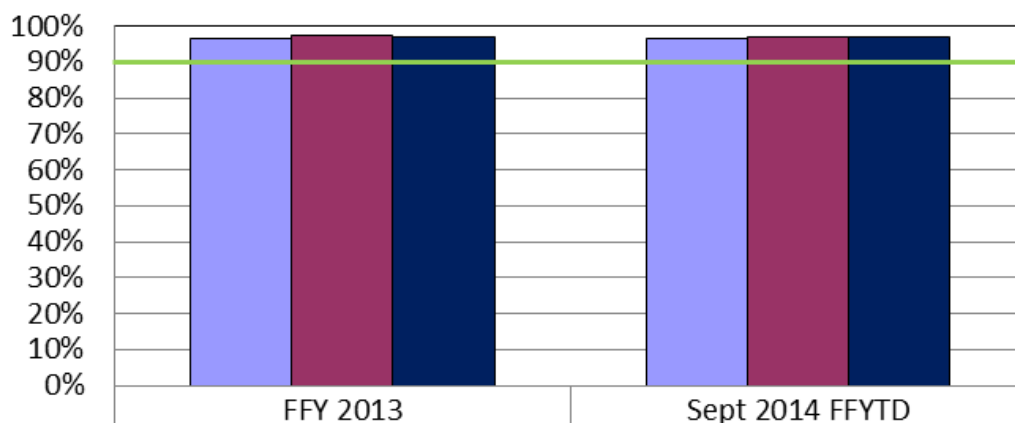
Target: See 90% of children in the out-of-home care (OHC) caseload each month. Target is represented by the green line in the below graph.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals the number of children in OHC. Numerator equals the number of children in OHC who 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).

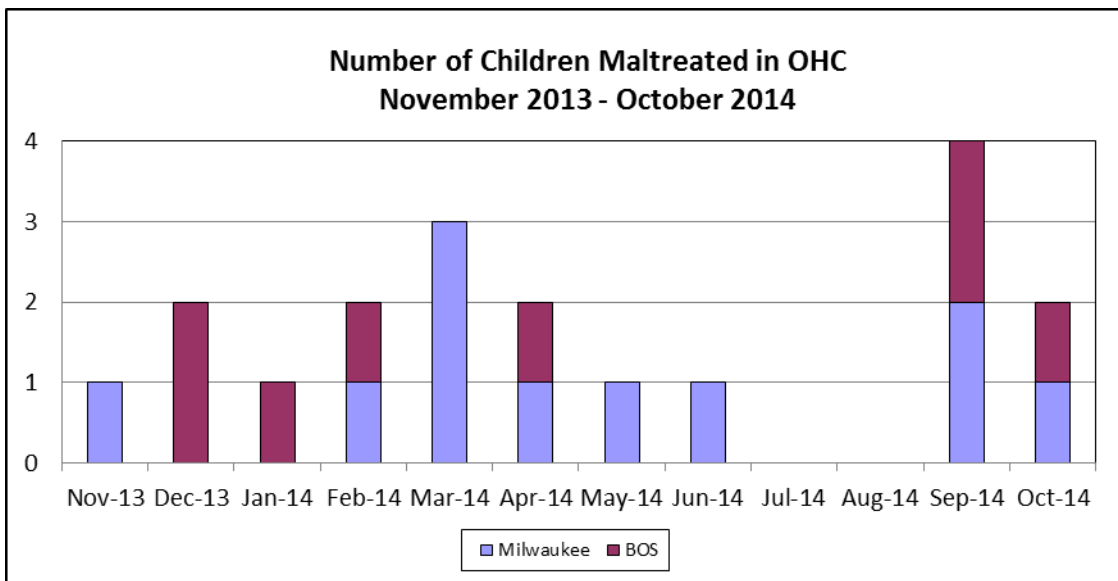
Significance: Counties are expected to protect the well-being and safety of children while in their custody.

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. Count is the number of children who were maltreated in OHC in a given month.

Owner: Fredi Bove, Division Administrator

Progress: Wisconsin met the performance standard 10 of the 12 individual months between November 2013 and October 2014. Nineteen children were maltreated in OHC in this time period. Eleven between November 2013 and April 2014 and eight between May 2014 and October 2014. This is an increase overall from the same time period last year when fifteen 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.

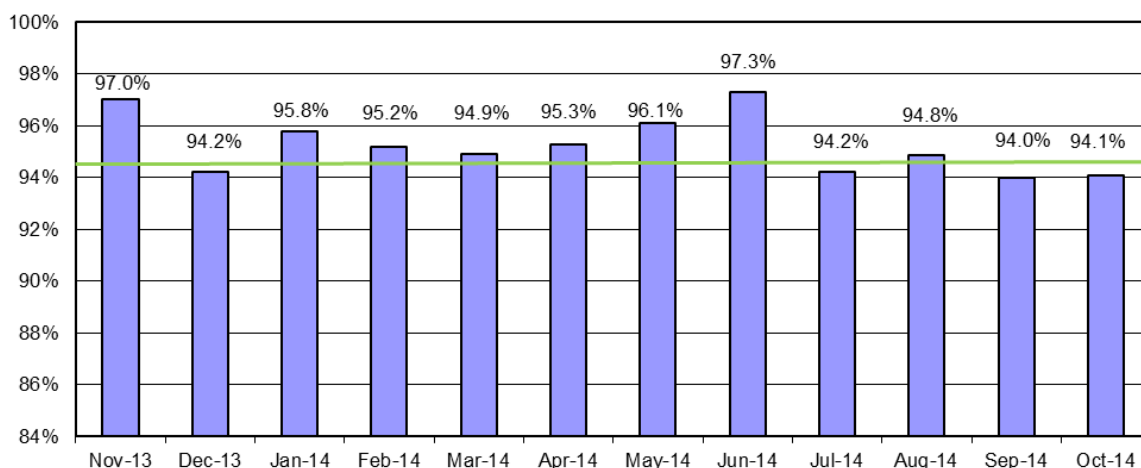
Target: Wisconsin performance should not fall below the 75th percentile that 94.6% of children are not repeat victims of maltreatment within 6 months prior to the substantiation. Target represented by the green line in the below graph.

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 November 2013 – October 2014, 241 children experienced a recurrence of maltreatment. This is a decrease from the 268 children who experienced a recurrence of maltreatment in the same time period last year. The state met the federal target in 8 of 12 months.

**Percentage of Children Who Do Not Suffer Repeat Maltreatment
November 2013 - October 2014**



Target Direction:



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

Performance Measure: **ACT 78 CRITICAL INCIDENT SUMMARIES**

Objective: Reduce the number of days to complete a 90 day summary report for Act 78.

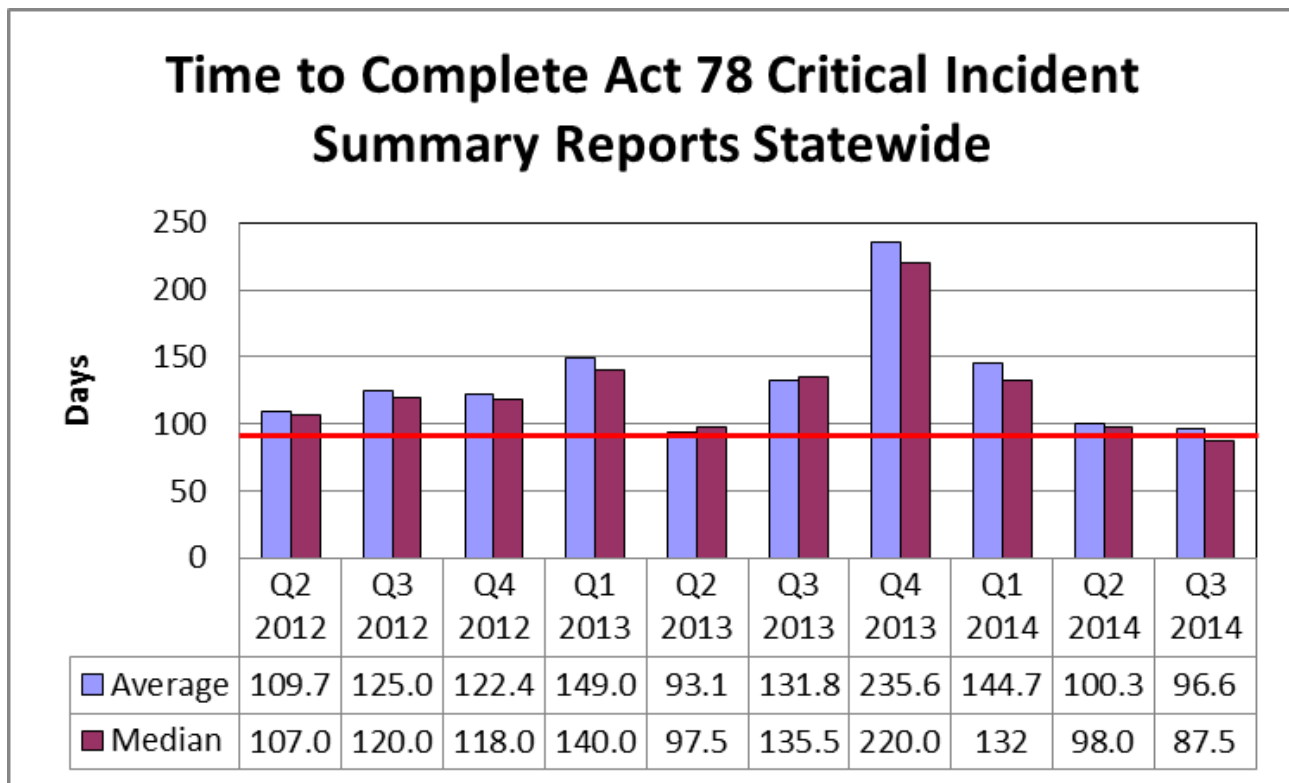
Significance: According to Wisconsin State statute, child deaths, serious injuries and egregious incidents that are the result of maltreatment must be summarized and reported on a public website within 90 days. This report is referred to as the 90 day report.

Target: Wisconsin performance must ensure the average number of days to complete the summary report 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.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance did not meet the target in any of the quarters reviewed. Although, timeliness improved over time.



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.

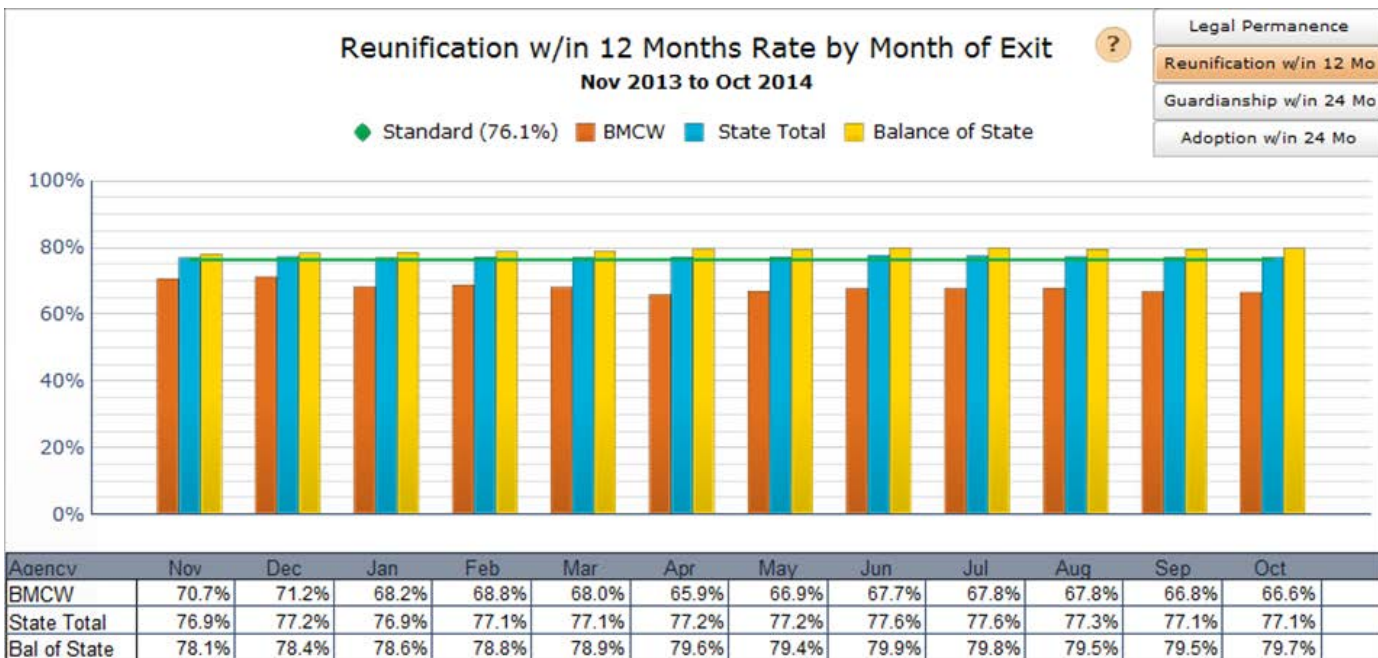
Significance: Counties are expected to work with families to determine whether reunification is an appropriate permanency solution once a child is removed from the home.

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 76.9% in November 2013 to 77.1% in October 2014 (blue bar).



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Children achieve permanency.

Performance Measure: **GUARDIANSHIP WITHIN 15 MONTHS**

Objective: Increase the number of children who reach guardianship within 15 months.

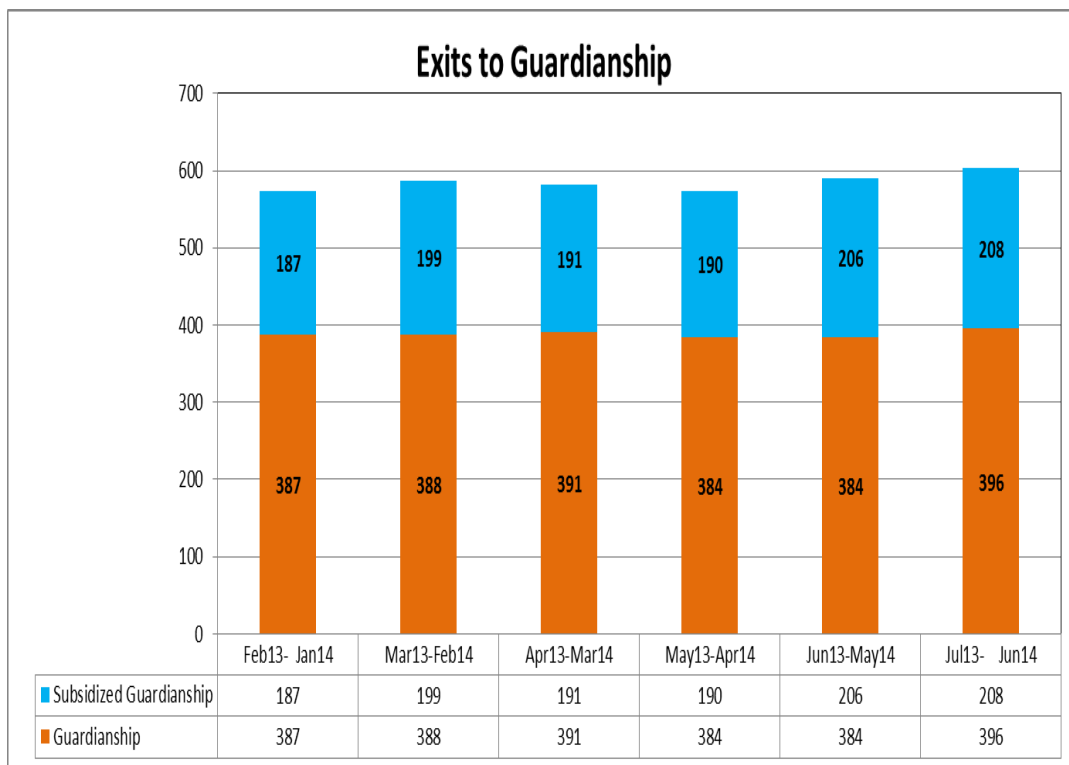
Significance: Counties are expected to work with families to determine whether guardianship is an appropriate permanency solution once a child is removed from the home.

Target: There is no federal standard for this form of permanency.

Measurement Method: Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children who reached guardianship within the reporting period. Numerator equals the number of children who reached guardianship within 0 to 15 months from the time of the latest removal from home.

Owner: Fredi Bove, Division Administrator

Progress: Statewide performance on this measure increased slightly from 574 in the February 2013 – January 2014 period to 604 children in the July 2013 - June 2014 period.



*These data are no longer being shown in KidStat.

Target Direction: 

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.

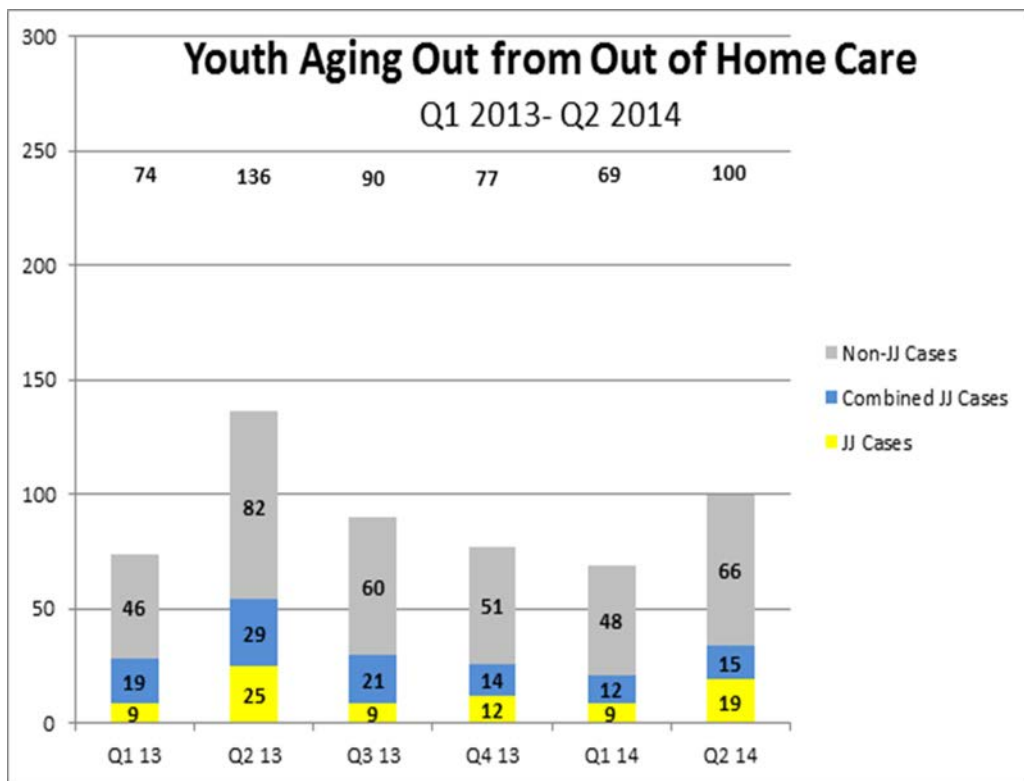
Significance: Counties are expected to work towards a permanent placement for children removed from their families.

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 decreased from 210 in the first 2 quarters of 2013 to 169 in the first 2 quarters of Q2 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).

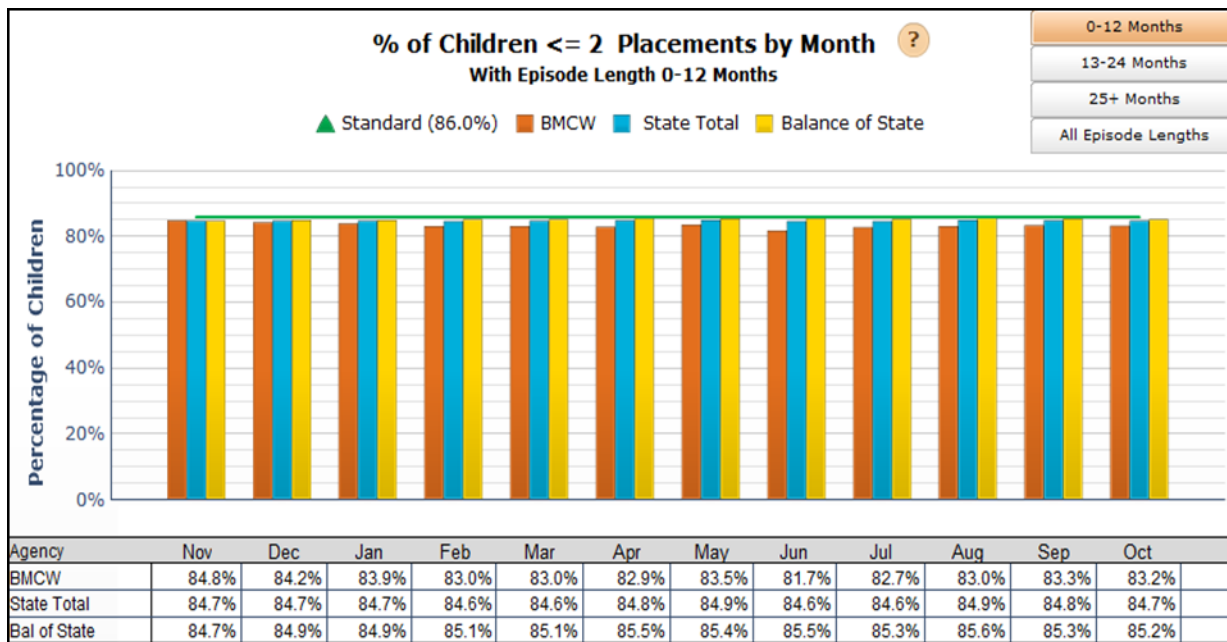
Significance: Counties are expected to minimize the likelihood that the children will move from placement to placement while in OHC.

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 84.7% for November 2013 and October 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.

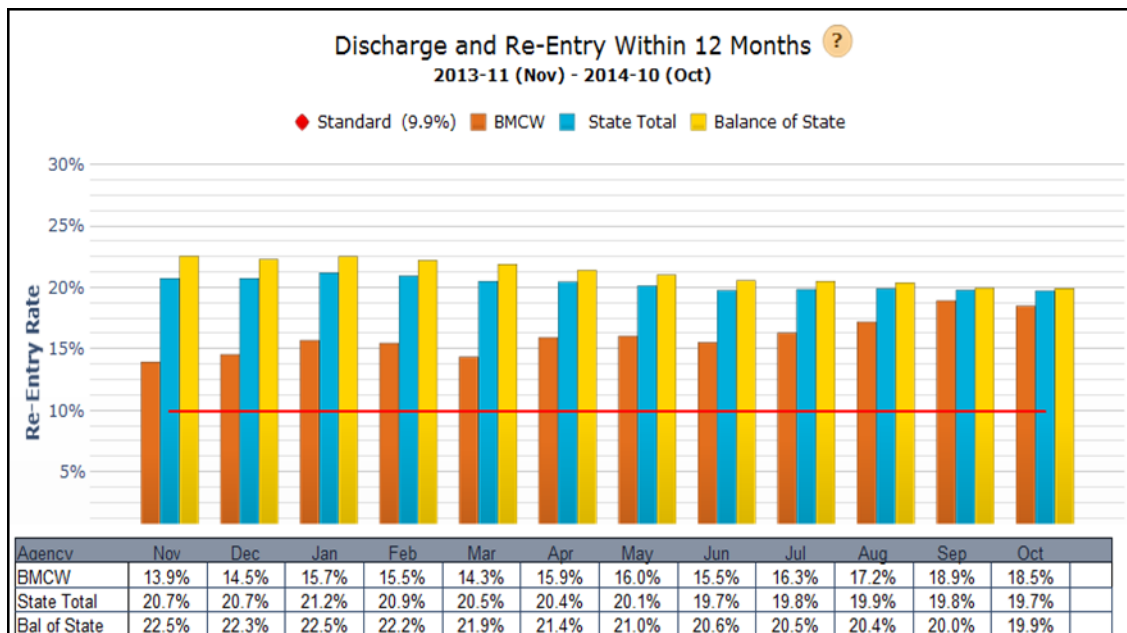
Significance: Counties are expected to identify and pursue permanency solutions for children in order to minimize the likelihood that the children will subsequently return to OHC.

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 October 2014. Performance improved slightly from 20.7% in November 2013 to 19.7% in October 2014 (blue bar).



Target Direction:



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Wisconsin Department of Children and Families Performance Measures

W-2 Scale of Operations

Wisconsin Works Scale of Operations in December 2014 with a Comparison to November 2014 and December 2013.

| Wisconsin | | | | | Milwaukee County | Balance of State |
|-----------|---|-----------------|-------------------|--------|------------------|------------------|
| Month | Paid Caseload Compared to December 2014 | Paid Placements | Unpaid Placements | Total | Paid Placements | Paid Placements |
| Dec-14 | NA | 13,684 | 5,827 | 19,511 | 7,408 | 6,276 |
| Nov-14 | 101.9% | 13,950 | 5,772 | 19,722 | 7,562 | 6,388 |
| Dec-13 | 118.0% | 16,153 | 4,932 | 21,085 | 9,113 | 7,040 |

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.

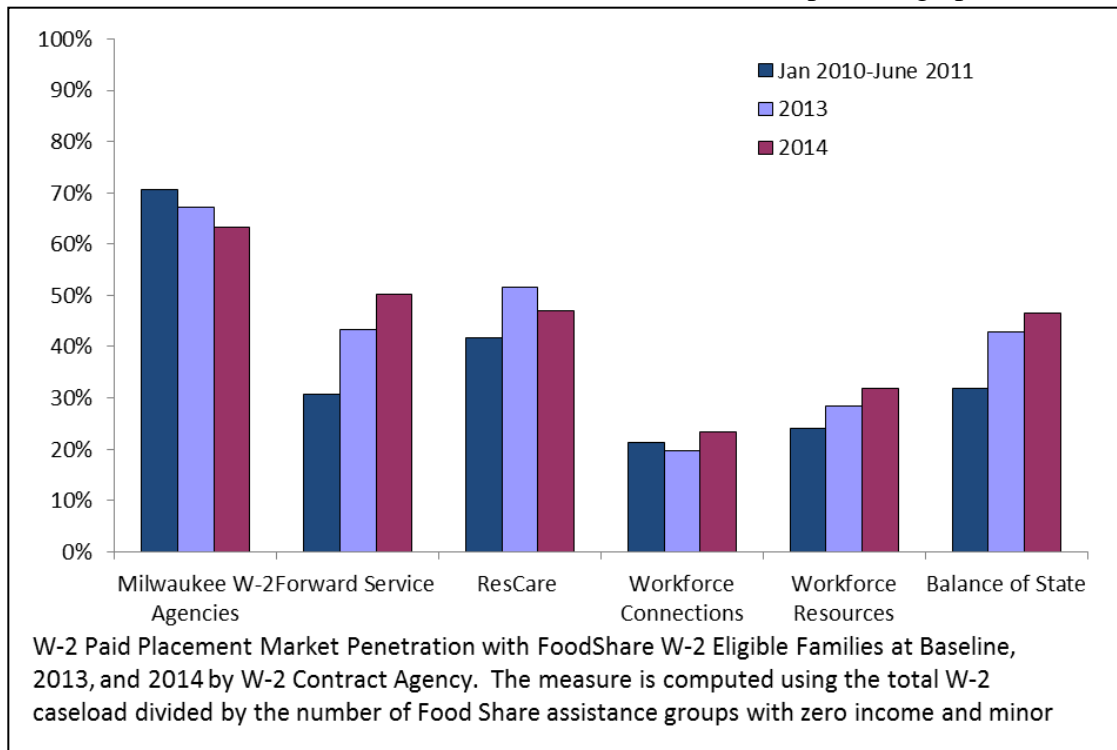
Target: There is no target for this measure but the graph below compares the market penetration in 2013 and 2014 to a baseline established using the January 2010 – June 2011 caseload.

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: In 2014, all agencies except for Milwaukee agencies and ResCare increased their market penetration in 2014 compared to 2013:

- Milwaukee ↓3.9 percentage points;
- Forward Service ↑6.7 percentage points;
- ResCare ↓4.6 percentage points;
- Workforce Connections ↑3.7 percentage points; and
- Workforce Resources ↑3.6 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.

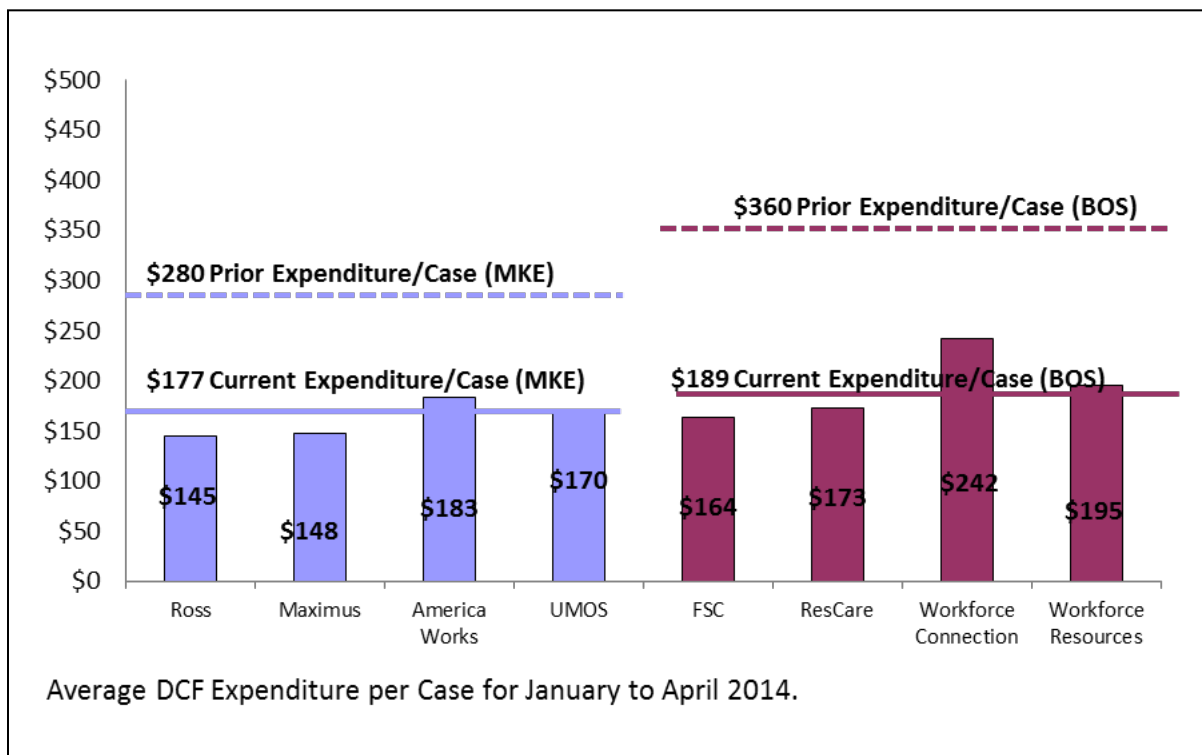
Significance: Agencies are expected to provide high quality services as efficiently as possible.

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) which is for the period January to April 2014. For both time periods, the total expenditures are divided by the unduplicated cases served for the time period.

Owner: Kris Randal, Division Administrator

Progress: Under the new contract structure, current expenditures per case (Jan-April 2014) dropped 17.2% in Milwaukee (\$215 to \$178) and 22.0% in the Balance of State (\$248 to \$193) compared to the same period last year (Jan-April 2013).



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.

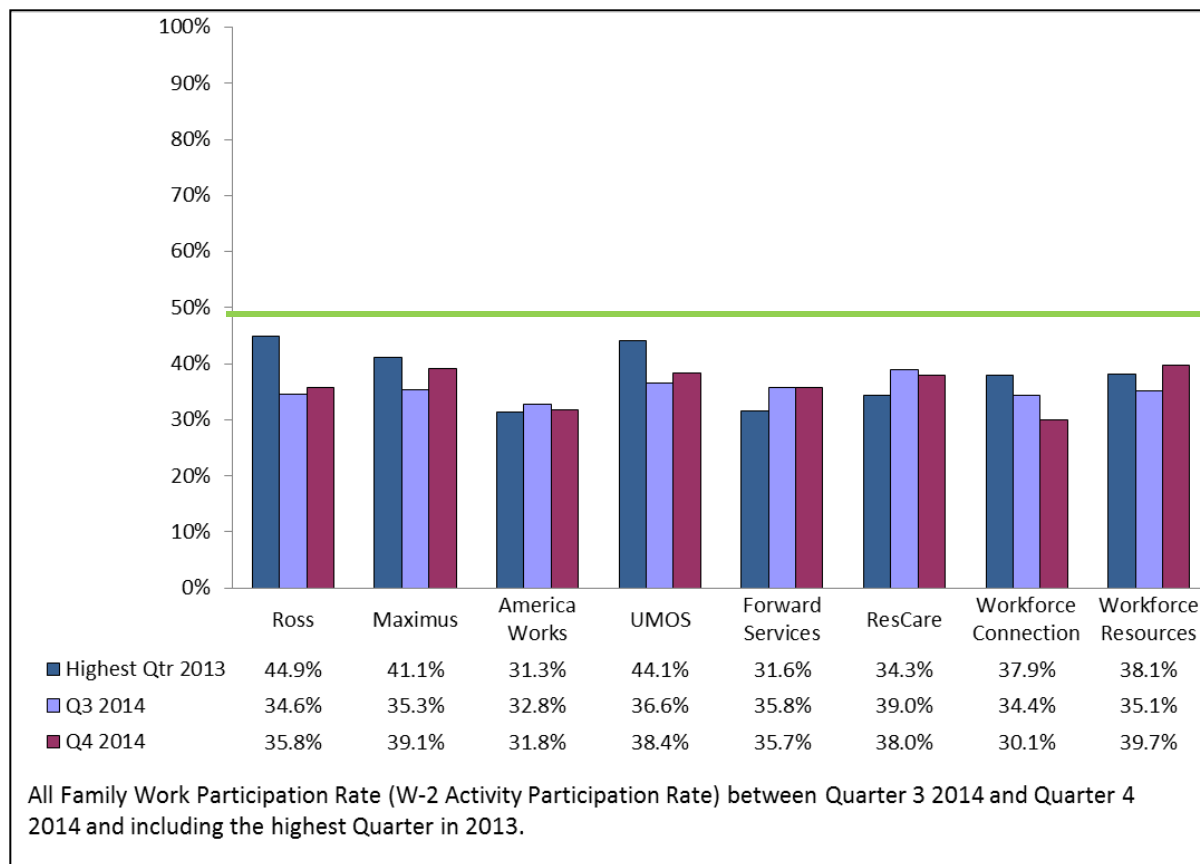
Significance: Wisconsin is required by Federal law to meet an All-Family Work Participation Rate or face a penalty.

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: Only 4 of 8 agencies improved their Federal TANF All-Family Work Participation Rate from Q3 2014 to Q4 2014. 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.

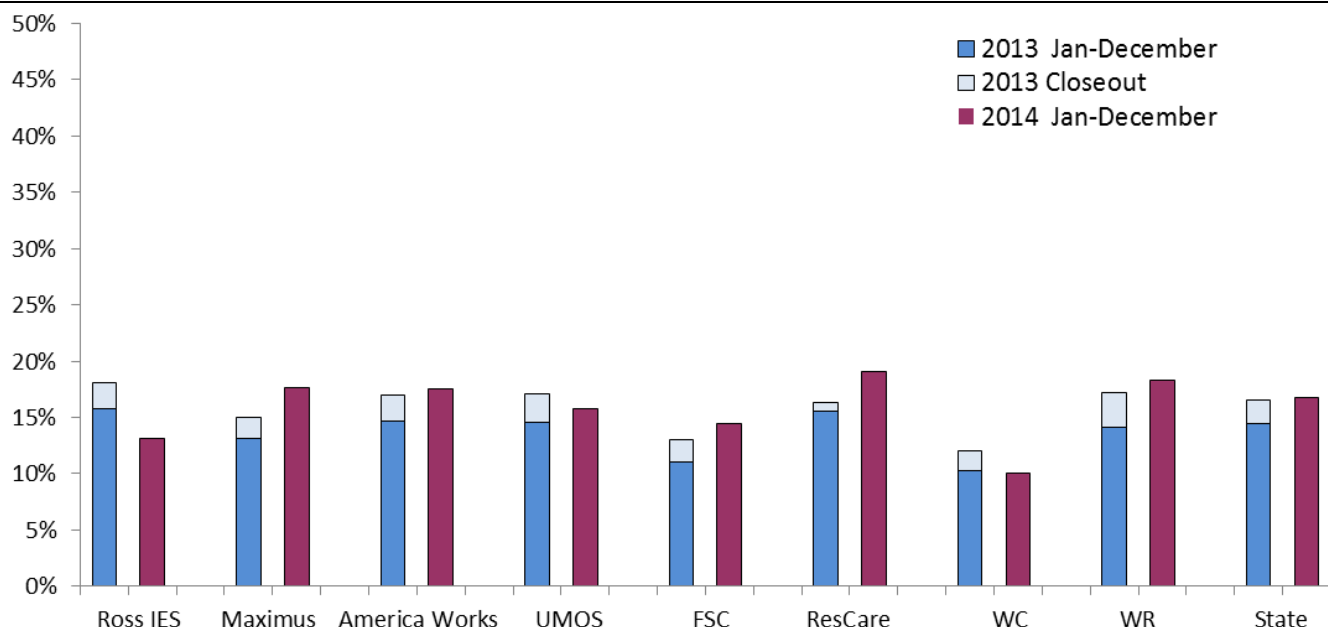
Significance: The primary goal of the W-2 program is to help W-2 participants find employment. This rate estimates the likelihood that a parent served by an agency will be placed in a job that meets the above criteria.

Target: There is no target for this measure.

Measurement Method: Data is collected from the statewide automated case management system, CARES. The table includes each agency's bid for the number (Annual Contract Quantity) and the price (Unit Contract Price) for each attainment.

Owner: Kris Randal, Division Administrator

Progress: The percent of job attainments is 16.8% statewide which is higher than last year (14.4%).



Year-to-date Job Attainments Claim Rate for 2013 and 2014. The rate is determined by YTD job attainment claims divided by the unduplicated case count total.

Characteristics of Current W-2 Contract for Job Attainment Claims as of December 2014.

| | Ross IES | Maximus | America Works | UMOS | Forward Services | ResCare | WC | WR | State |
|---------------------|----------|---------|---------------|-------|------------------|---------|-------|-------|--------|
| Bid Quantity | 972 | 1,074 | 968 | 1,008 | 1,700 | 877 | 57 | 216 | 6,872 |
| Year-to-date Claims | 707 | 810 | 806 | 779 | 1,620 | 717 | 48 | 204 | 5,691 |
| Unduplicated CCT* | 5,387 | 4,605 | 4,612 | 4,923 | 11,210 | 3,750 | 481 | 1,113 | 33,958 |
| Job Attainment Rate | 13.1% | 17.6% | 17.5% | 15.8% | 14.5% | 19.1% | 10.0% | 18.3% | 16.8% |

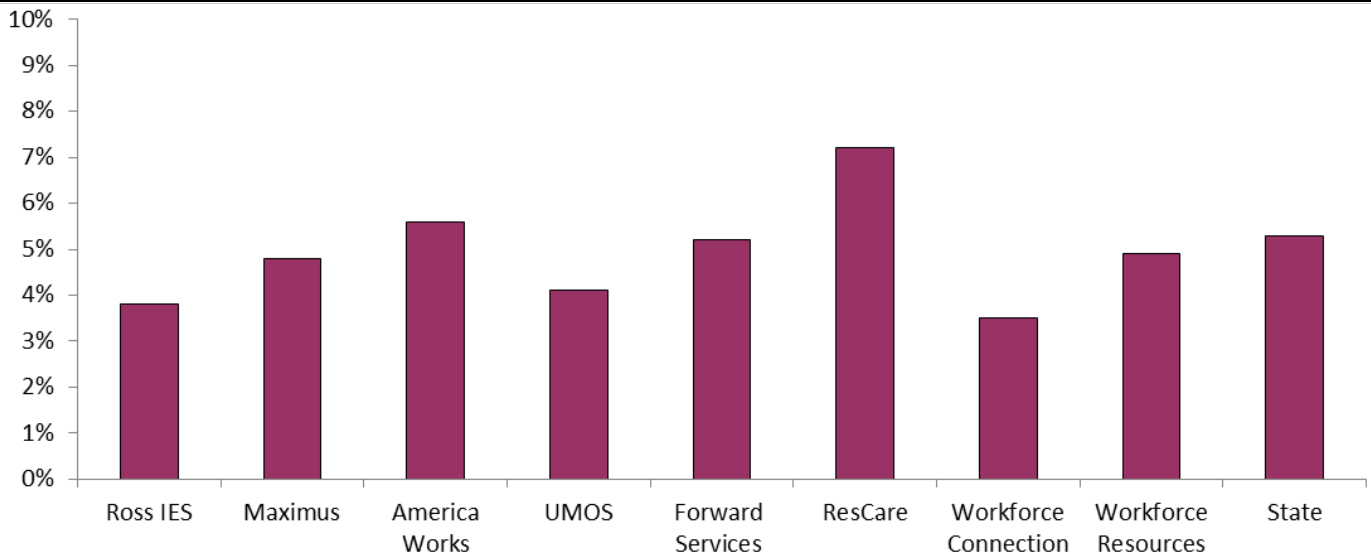
*Case Count Total



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. The table includes each agency's bid for the number (Annual Contract Quantity) and the price (Unit Contract Price) for each attainment. |
| Owner: | Kris Randal, Division Administrator |
| Progress: | This is a new measure for 2014. The percent of partial job attainments statewide is 5.3% agency performance ranges from 3.5% to 7.2%. |



Year-to-date Partial Job Attainment Claims Rate from January 2014 to December 2014. The rate is determined by YTD partial jobs divided by the unduplicated case count total.

Characteristics of Current W-2 Contract for Partial Job Attainment Claims as of December 2014.

| | Ross IES | Maximus | America Works | UMOS | Forward Services | ResCare | WC | WR | State |
|---------------------|----------|---------|---------------|-------|------------------|---------|------|-------|--------|
| Bid Quantity | 612 | 349 | 400 | 400 | 789 | 326 | 32 | 120 | 3,028 |
| Year-to-date Claims | 203 | 221 | 259 | 202 | 588 | 270 | 17 | 54 | 1,814 |
| Unduplicated CCT* | 5,387 | 4,605 | 4,612 | 4,923 | 11,210 | 3,750 | 481 | 1,113 | 33,958 |
| Partial Job Rate | 3.8% | 4.8% | 5.6% | 4.1% | 5.2% | 7.2% | 3.5% | 4.9% | 5.3% |

*Case Count Total

Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **LONG TERM JOB ATTAINMENT RATE**

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

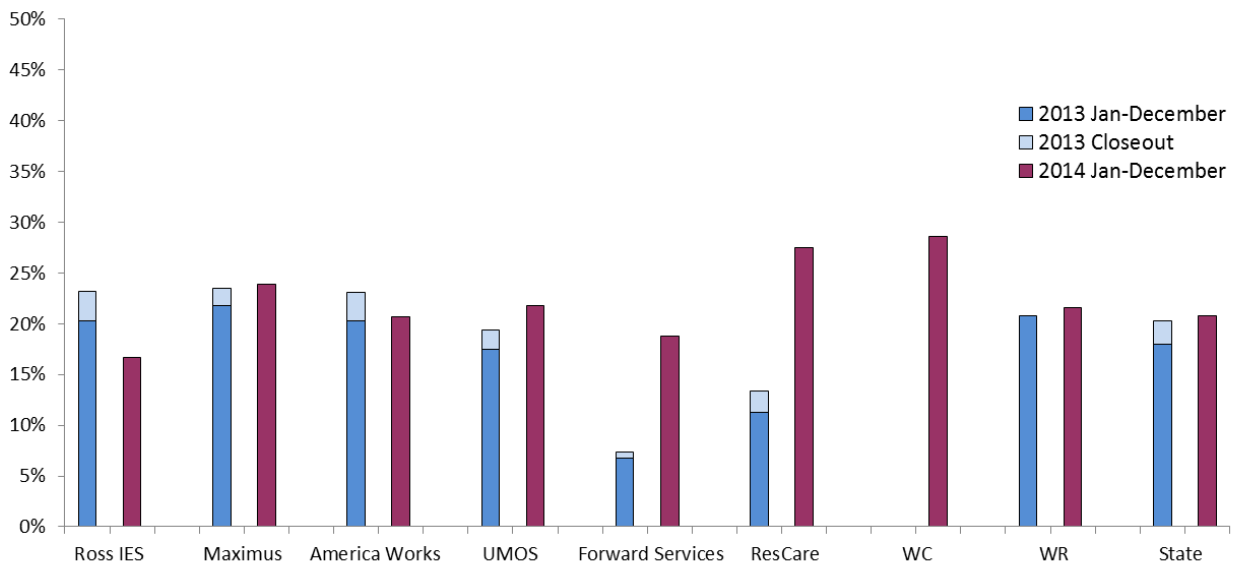
Significance: It is especially important and challenging for long term W-2 participants to find employment. Long term participants can be harder to employ. A long term participant is defined as an individual who has been on the caseload for at least 24 months on January 1, 2014 with at least 6 months in 2013. This rate estimates the likelihood that a long term participant served by an agency will be placed in a job that meets the criteria above.

Target: There is no target for this measure.

Measurement Method: Data is collected from the statewide automated case management system, CARES. The table includes each agency's bid for the number (Annual Contract Quantity) and the price (Unit Contract Price) for each attainment.

Owner: Kris Randal, Division Administrator

Progress: The statewide long term job attainment rate is 20.8%. Agency performance ranges from 16.7% to 28.6%.



Year-to-date Long Term W-2 Participant (LTP) Job Attainment Claims Rate in 2013 and 2014. The rate is determined by year-to-date LTP job attainments divided by the total number of unduplicated potential participants.

Characteristics of Current W-2 Contract for Long Term Participant (LTP) Claims as of December 2014.

| | Ross IES | Maximus | America Works | UMOS | Forward Services | ResCare | WC | WR | State |
|---------------------|----------|---------|---------------|-------|------------------|---------|-------|-------|-------|
| Bid Quantity | 228 | 237 | 228 | 175 | 77 | 29 | 4 | 4 | 982 |
| Year-to-date Claims | 121 | 133 | 205 | 122 | 91 | 66 | 2 | 8 | 748 |
| Unduplicated CCT* | 725 | 556 | 988 | 560 | 485 | 240 | 7 | 37 | 3,598 |
| LTP Rate | 16.7% | 23.9% | 20.7% | 21.8% | 18.8% | 27.5% | 28.6% | 21.6% | 20.8% |

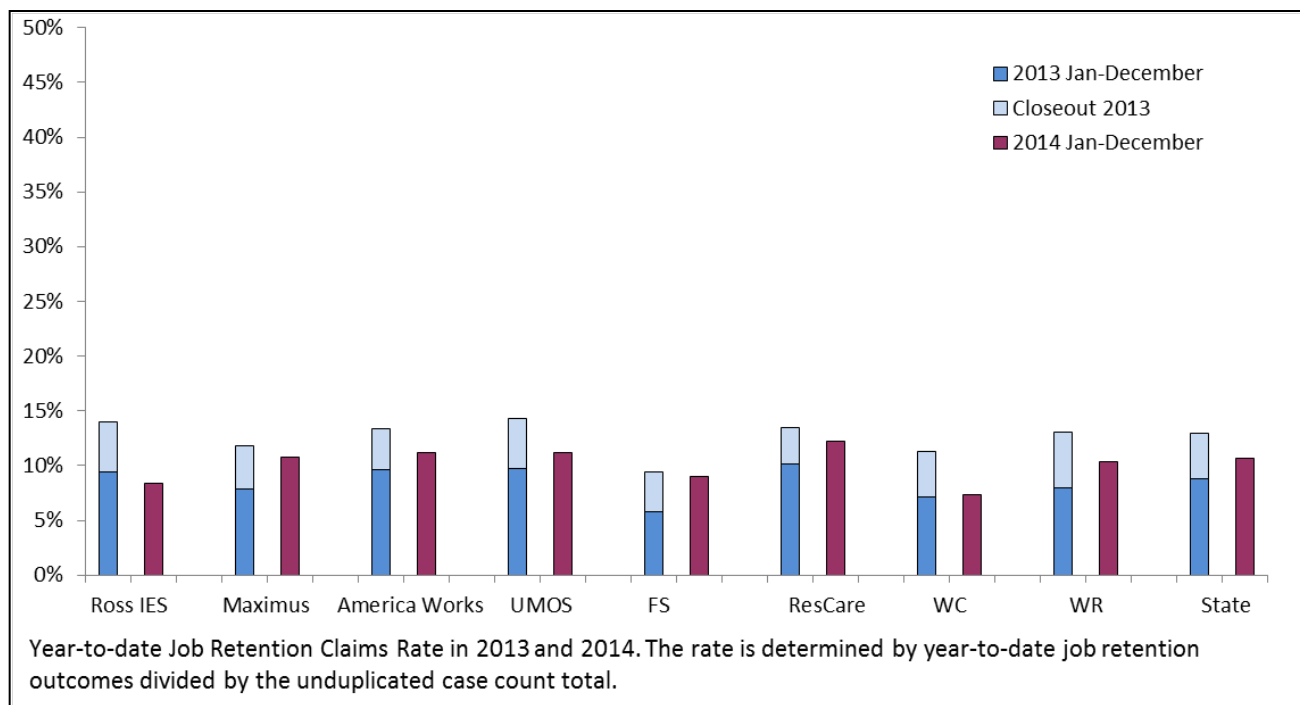
*Case Count Total



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 93+ 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. The table includes each agency's bid for the number (Annual Contract Quantity) and the price (Unit Contract Price) for each attainment. |
| Owner: | Kris Randal, Division Administrator |
| Progress: | Compared to 2013 (Jan-December), Job Retention Rates have increased across all agencies in 2014 with the exception of Ross. The statewide rate increased by 1.9 percentage points from 8.8% to 10.7%. |



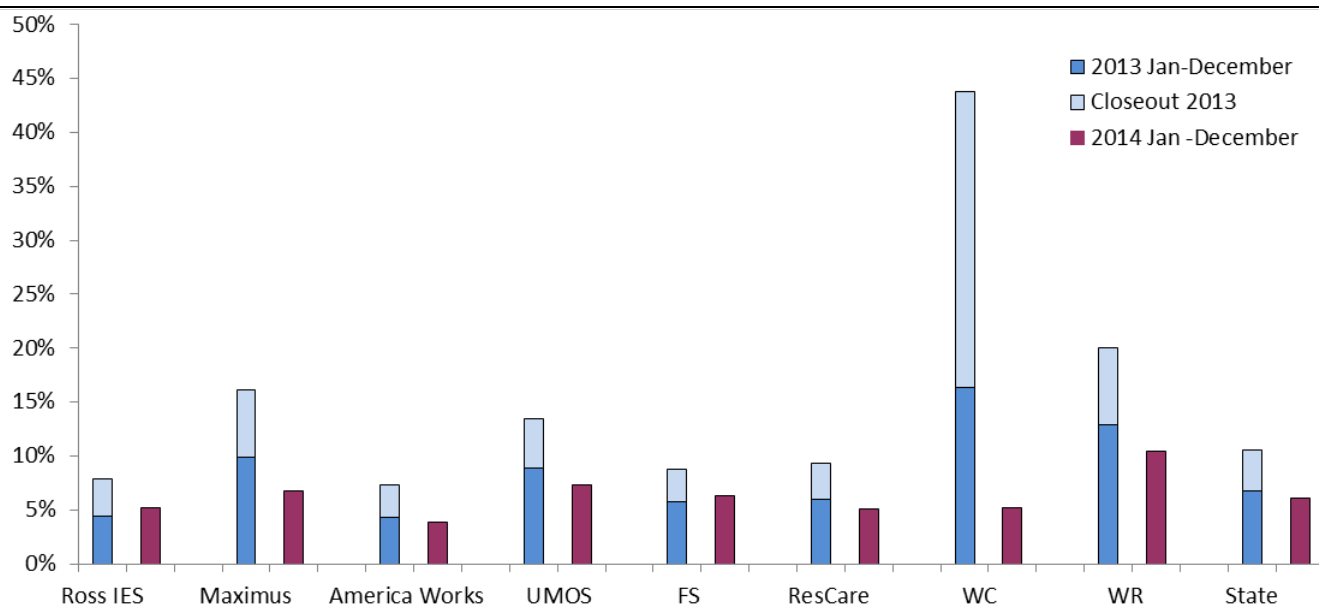
Characteristics of Current W-2 Contract for Job Retention Claims as of December 2014.

| | Ross IES | Maximus | America Works | UMOS | Forward Services | ResCare | WC | WR | State |
|---------------------|----------|---------|---------------|-------|------------------|---------|------|-------|--------|
| Bid Quantity | 700 | 815 | 756 | 800 | 960 | 514 | 49 | 150 | 4,744 |
| Year-to-date Claims | 454 | 498 | 518 | 552 | 1,005 | 456 | 35 | 116 | 3,634 |
| Unduplicated CCT* | 5,387 | 4,605 | 4,612 | 4,923 | 11,210 | 3,750 | 481 | 1,113 | 33,958 |
| Job Retention Rate | 8.4% | 10.8% | 11.2% | 11.2% | 9.0% | 12.2% | 7.3% | 10.4% | 10.7% |

*Case Count Total

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

| | |
|----------------------|---|
| Performance Measure: | SSI/SSDI ATTAINMENT CLAIMS |
| Objective: | Increase the number of W-2 participants who receive SSI/SSDI among those who are appropriate and have applied. |
| Significance: | W-2 agencies are expected to assist participants to determine whether they might be eligible for SSI/SSDI and to complete the application process. |
| Target: | There is no target for this measure. |
| Measurement Method: | Data is collected from the statewide automated case management database, CARES. The table includes each agency's bid for the number (Annual Contract Quantity) and the price (Unit Contract Price) for each attainment. |
| Owner: | Kris Randal, Division Administrator |
| Progress: | In 2014, all agencies with the exception of Ross and Forward Services have decreased their SSI/SSDI Attainment Claims compared to 2013. |



Year-to-date SSI-SSDI Attainment Claims Rate in 2013 and 2014. The rate is determined by year-to-date SSI attainment outcomes (claims) divided by the unduplicated SD participants.

Characteristics of Current W-2 Contract for SSI/SSDI Attainment Rate as of December 2014.

| | Ross IES | Maximus | America Works | UMOS | Forward Services | ResCare | WC | WR | State |
|---------------------|----------|---------|---------------|------|------------------|---------|------|------|-------|
| Bid Quantity | 55 | 84 | 84 | 120 | 100 | 20 | 16 | 18 | 497 |
| Year-to-date Claims | 44 | 41 | 38 | 50 | 99 | 28 | 3 | 11 | 314 |
| # of Participants | 913 | 606 | 1,010 | 770 | 1,631 | 561 | 54 | 148 | 5,475 |
| SSI Attainment Rate | 4.8% | 6.8% | 3.8% | 6.5% | 6.1% | 5.0% | 5.6% | 7.4% | 6.1% |



Wisconsin Department of Children and Families Performance Measures

Families increase income.

Performance Measure: **COURT ORDER ESTABLISHMENT**

Objective: Increase the number of children who have a court order for child support.

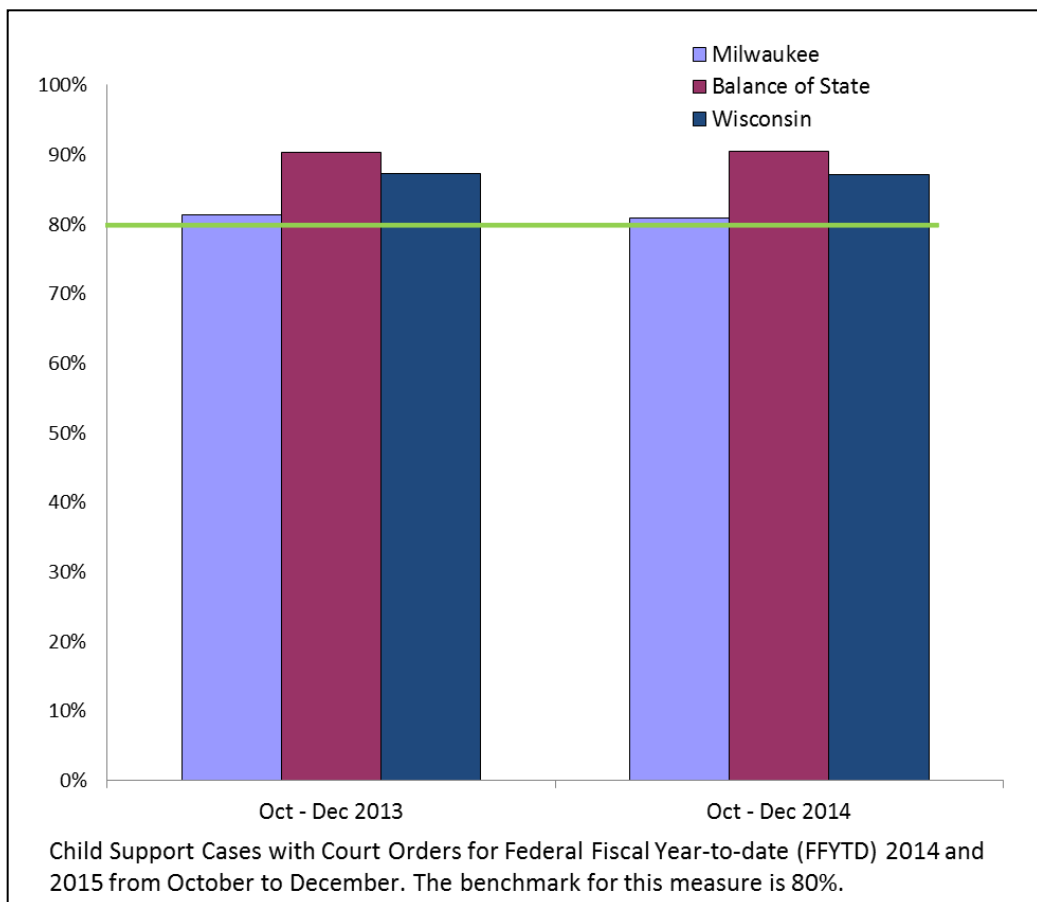
Significance: Child support cannot be collected unless there is a court order for payment.

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

Measurement Method: Data collected from the statewide database, KIDS. Denominator equals the total number of cases as of the last day of the reporting period. Numerator equals to the number of cases with court orders. This is a point in time measure.

Owner: Kris Randal, Division Administrator

Progress: Between Oct-Dec 2014, Wisconsin established court orders for 87.1% of all child support cases, a 0.2 percentage point decline from the same time period in 2013.



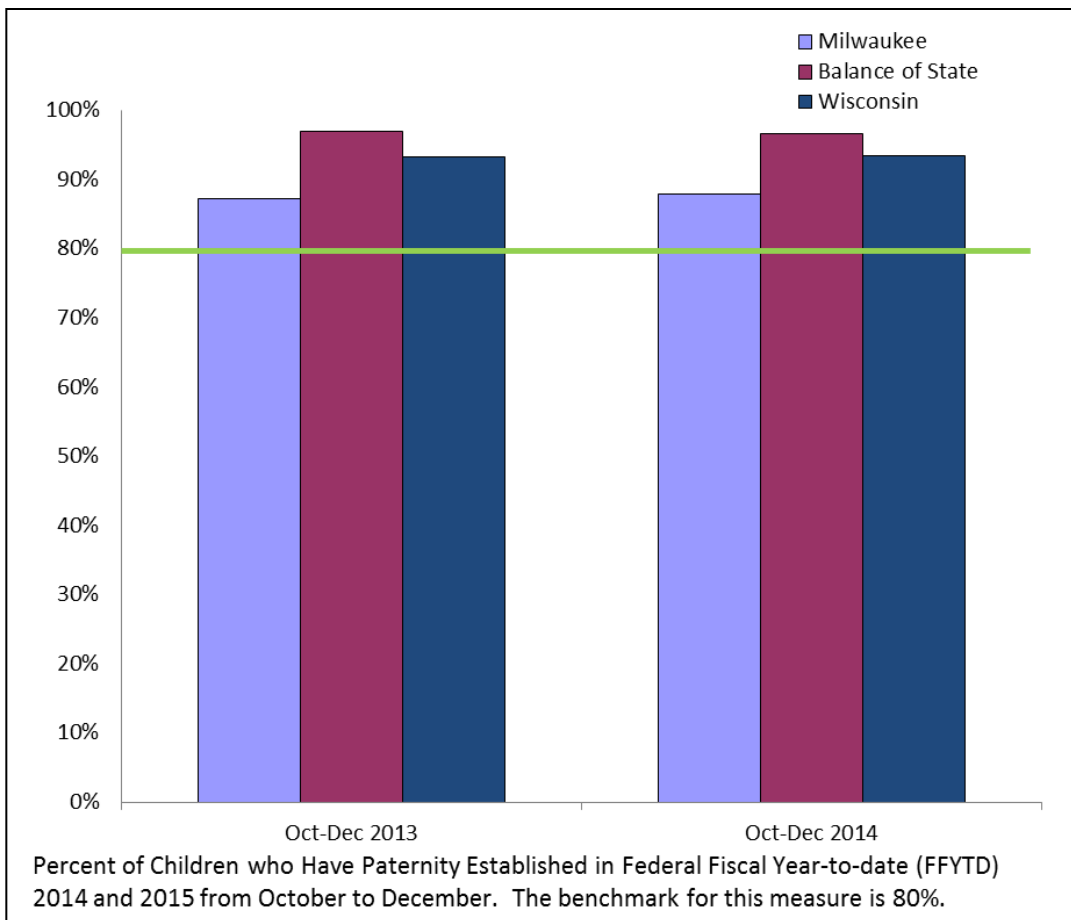
Target Direction:



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 across Wisconsin counties currently exceeds the standard. From Oct-Dec 2014, Wisconsin established 93.4% of children, a 0.1 percentage point improvement from the same time period last year. |



Target Direction:



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.

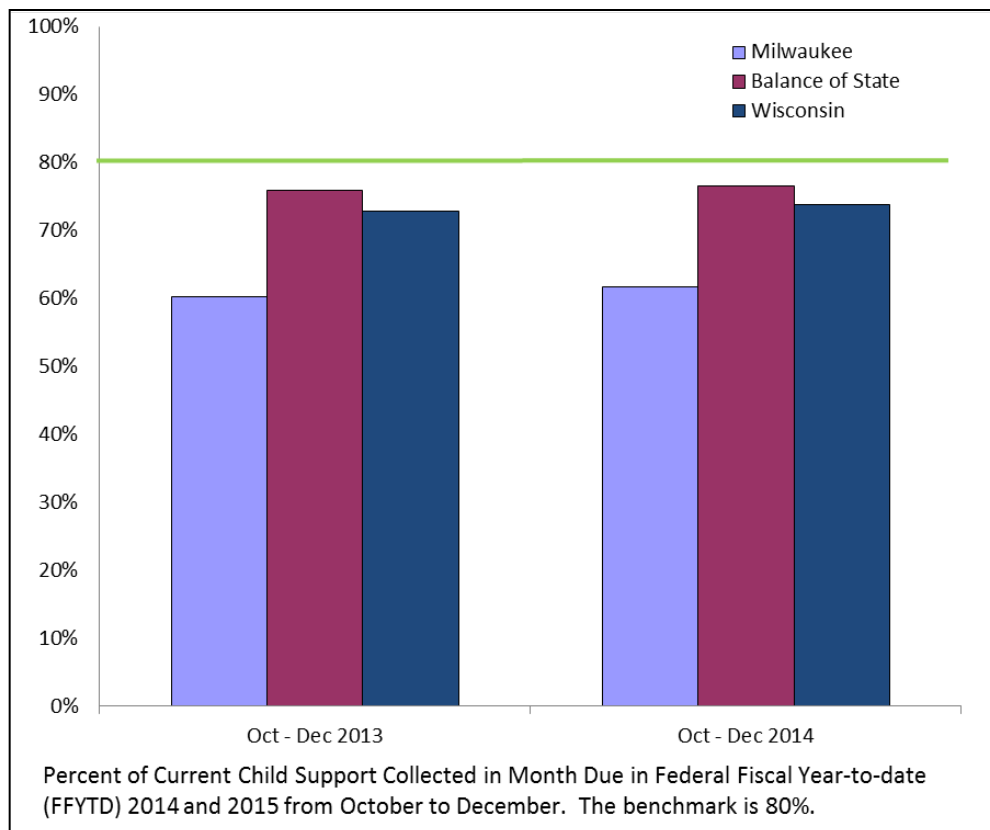
Significance: Child support should be a reliable source of income for families.

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 across Wisconsin counties has not met the 80% benchmark. Between Oct-Dec 2014, Wisconsin collected 73.8% of child support payments in the month due, which is a 0.9% 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.

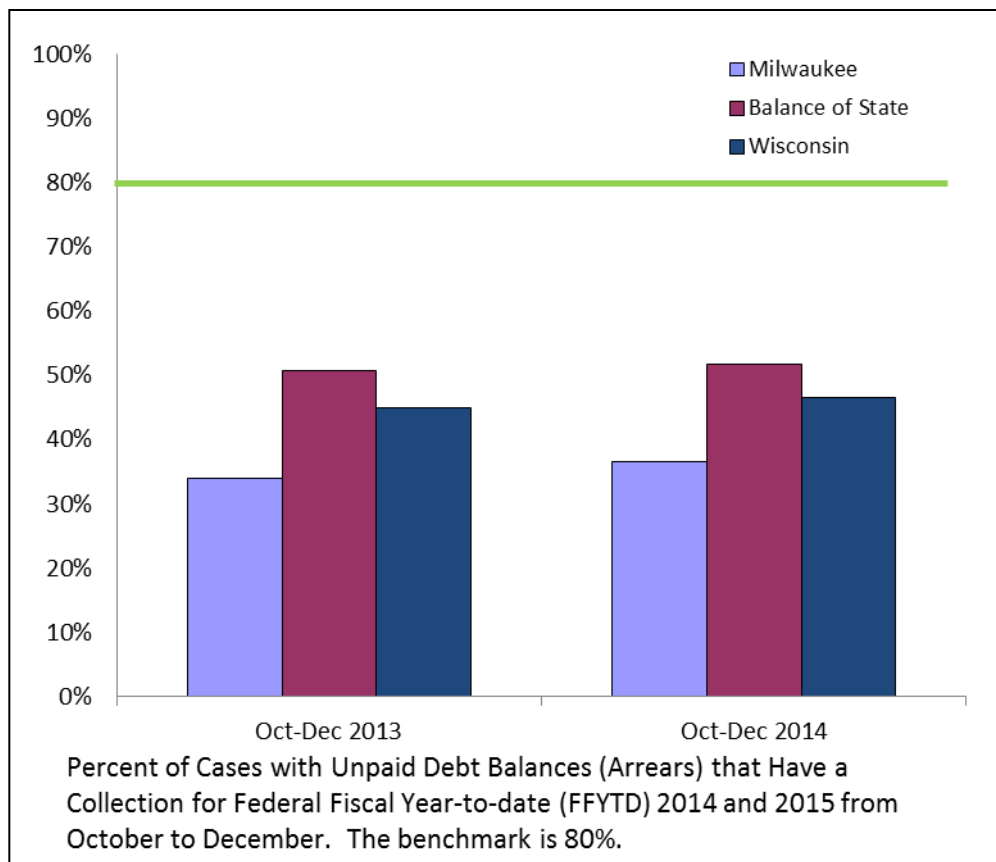
Significance: Any child support that is not paid when it is due becomes an unpaid amount (arrears). The child support mission is to enforce child support orders and collect unpaid amounts.

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 across Wisconsin counties has not met the 80% standard in Oct-Dec 2014, but performance has improved compared to the same period in 2013 (1.4 percentage points).



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 |
| Sep-14 | 5,544 | 4,351 | 3,433 | 24,400 | 24,318 | 13,133 | 14,109 |
| Aug-14 | 5,556 | 4,387 | 3,219 | 24,406 | 23,639 | 13,893 | 15,137 |
| Jul-14 | 5,612 | 4,440 | 3,273 | 23,970 | 22,952 | 13,468 | 14,843 |
| Sep-13 | 5,938 | 4,641 | 3,578 | 23,664 | 25,571 | 12,795 | 14,713 |

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 December 2014

- Licensed group (2,382)
- Licensed family (1,883)
- Licensed camp (77)
- Regularly certified (881)
- Provisionally certified (246)
- In-home provisional [provisional provider doing care in the child's home] (17)
- In-home regular [regular provider doing care in the child's home] (6)
- 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: **PROVIDER INTERVENTIONS**

Objective: To monitor whether professional development in YoungStar rated child care facilities results in increased star level movement.

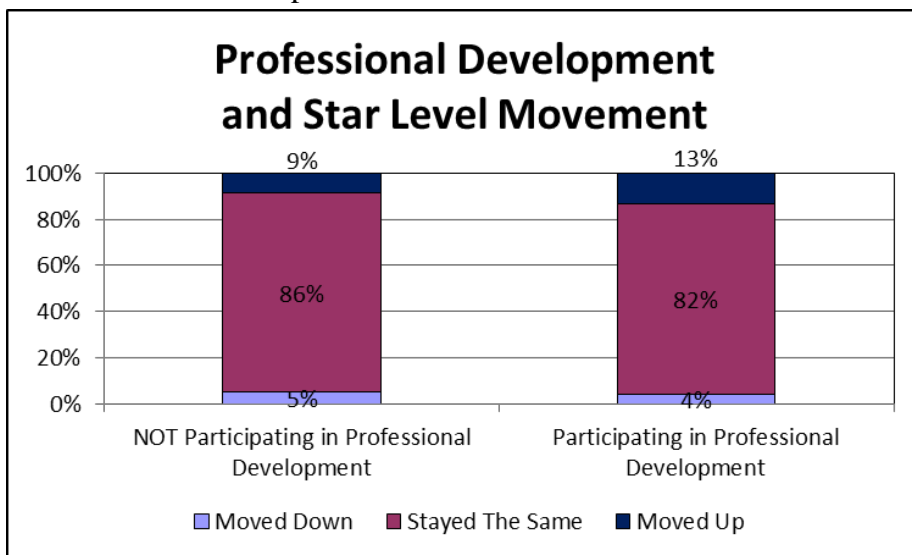
Significance: Research has shown that low-income children who attend high quality care have improved short and long term outcomes. The greater the supply of high quality care, the greater the likelihood children can access high quality care.

Target: There is no target at this time.

Measurement Method: Data is collected through the YoungStar data system. Denominator equals the total number providers who are participating in professional development or not participating in professional development. Numerator equals the number of centers that moved up, stayed the same or moved down.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: Of the 2,503 providers represented in this time period, 1,782 (71.2%) participated in professional development. 13% moved up star level.



| Movement | Without PD | With PD |
|-----------------|------------|-------------|
| Moved Up | 63 (9%) | 237 (13%) |
| Stayed the Same | 622 (86%) | 1,468 (82%) |
| Moved Down | 36 (5%) | 77 (4%) |

Target Direction:



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**

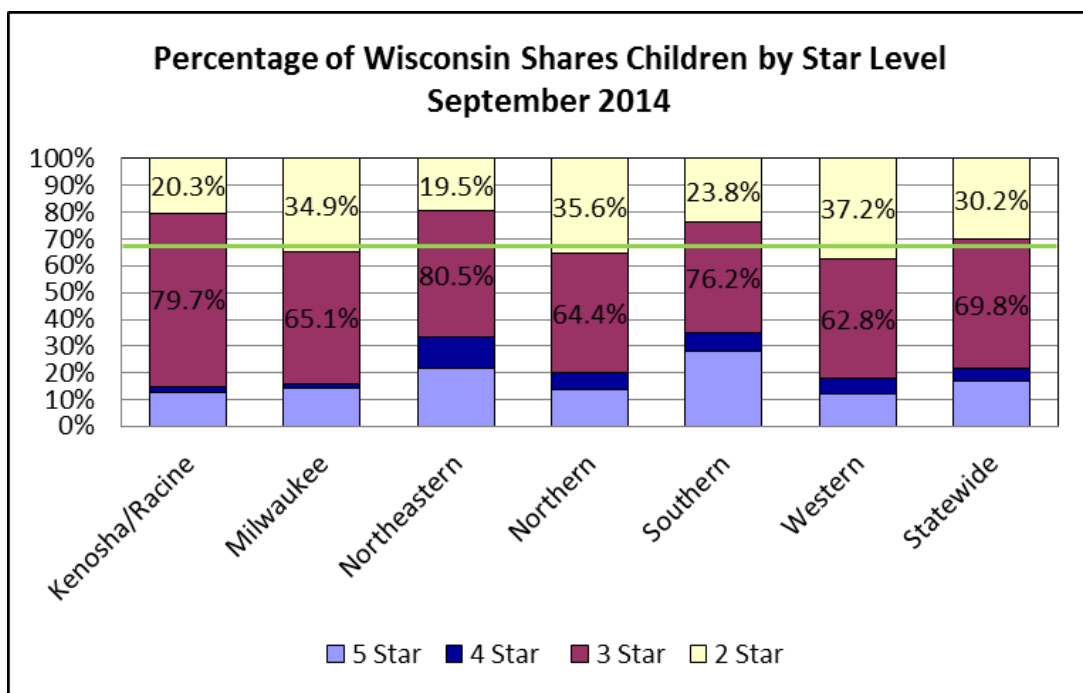
Objective: To ensure children in the Wisconsin Shares child care subsidy program have access to high quality early education programs.

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 2014. 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 September 2014, 69.8% of children statewide attend high quality child care centers. Three of the six YoungStar regions met the standard.



Target Direction:



Wisconsin Department of Children and Families Performance Measures
Children attend high quality child care and early education programs.

Performance Measure: **WISCONSIN SHARES CHILDREN WITH BARRIERS**

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

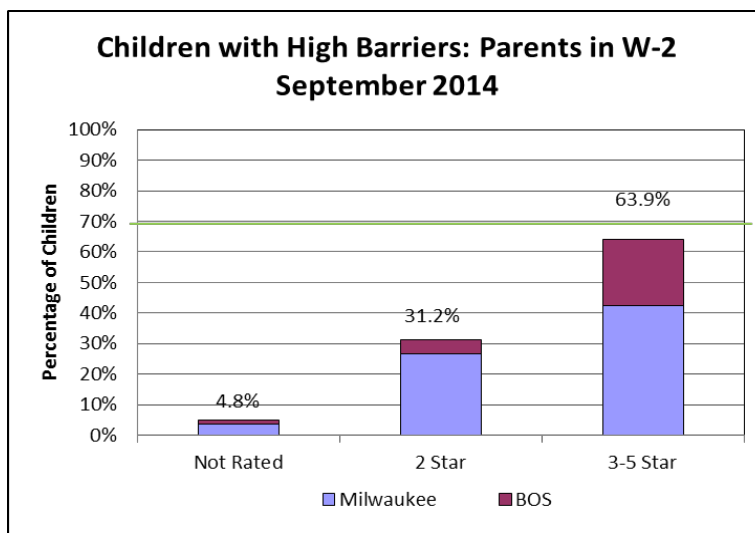
Significance: Research has shown that low-income children who attend high quality care have improved short and long term outcomes. For this measure, high quality providers are defined as those that have 3, 4 or 5 Stars.

Target: 69% of children with barriers 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 with high barriers (parents in W-2 program). Numerator equals the number of Wisconsin Shares children with high barriers (parents in the W-2 program) at each star level.

Owner: Judy Norman-Nunnery, Division Administrator

Progress: As of September 2014, 63.8% of children with high barriers (having parents in the W-2 program) statewide attend high quality child care centers. Three of the six YoungStar regions met the standard.



| Sep-14 | Not Rated | 2 Star | 3 Star | 4 Star | 5 Star | 3-5 Star | Total |
|-----------|-----------|--------|--------|--------|--------|----------|-------|
| Milwaukee | 215 | 1528 | 2008 | 61 | 371 | 2440 | 4183 |
| BOS | 63 | 271 | 867 | 123 | 253 | 1243 | 1577 |
| Statewide | 278 | 1799 | 2875 | 184 | 624 | 3683 | 5760 |

Target Direction:



Wisconsin Department of Children and Families Performance Measures

Child care funds are well spent and fraud is minimized.

Performance Measure: **AUTHORIZATION UTILIZATION**

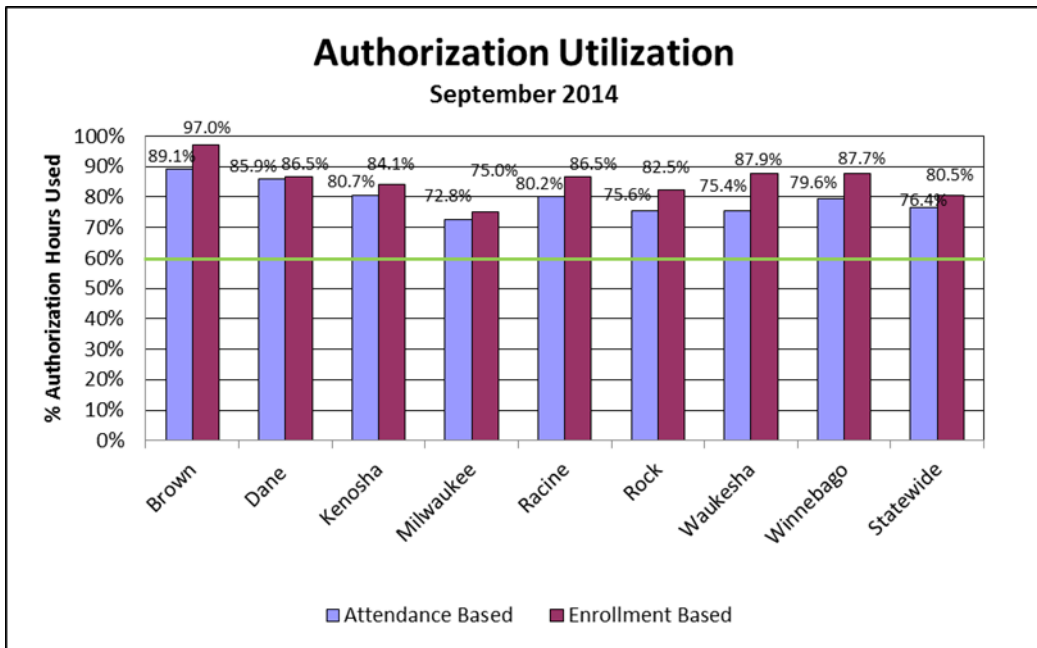
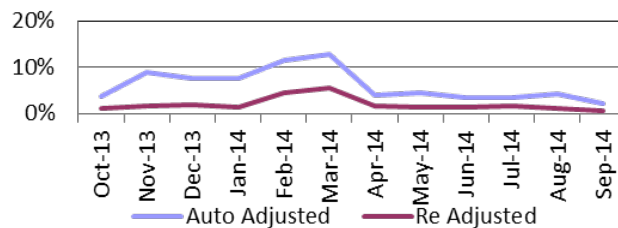
Objective: To ensure authorizations for Wisconsin Shares are optimally utilized.

Significance: Under utilization of authorized hours for a child leaves opportunity for potential overpayment of services.

Target: No less than 60% of authorized hours will be utilized for both enrollment based and attendance based authorizations.

Measurement Method: Data gathered from the Child Care Statewide Administration on the Web (CSAW) system and Child Care Provider Information System (CCPI). Denominator equals the total number of hours authorized for all children in Wisconsin Shares. Numerator equals the total number of hours utilized for children in Wisconsin Shares.

Owner: Judy Norman-Nunnery, Division Administrator
 Progress: Statewide, 76.4% of attendance based authorizations are created appropriately. 80.5% of enrollment based authorizations are created appropriately.



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.

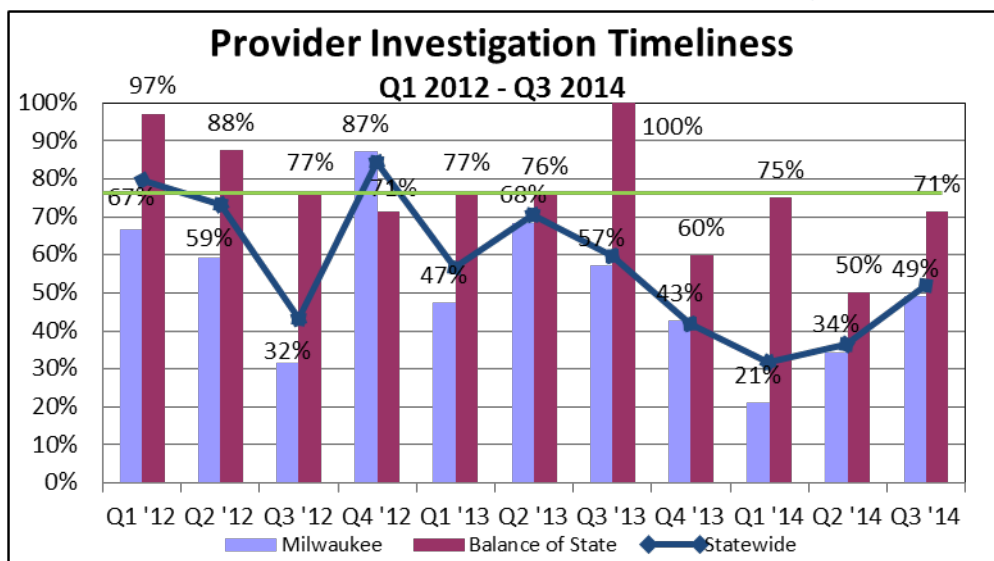
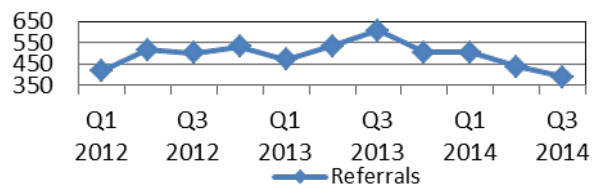
Significance: It is the responsibility of the Department to follow up on referrals made regarding business practices by child care providers that may contradict program policies.

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 199 providers Year to Date (YTD) in 2014. In the third quarter, 51.6% of investigations were completed on time. This does not meet the target of 75%. Provider investigations through Q3 2014 resulted in 134 overpayments owed to the Department, 25 termination of ability to care for children in Wisconsin Shares and 40 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.

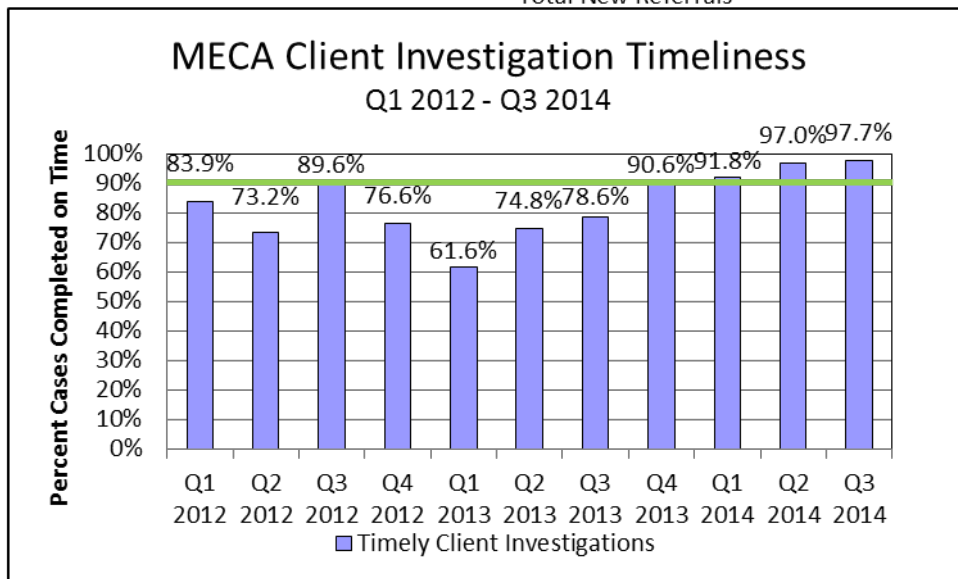
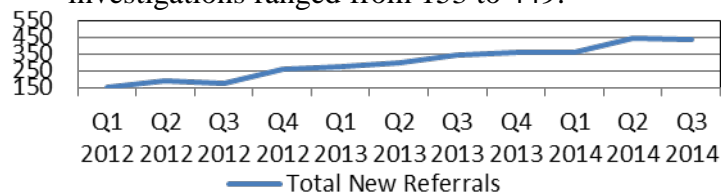
Significance: MECA must follow up on referrals made regarding child care program recipients that may contradict program policies.

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 1,298 clients YTD 2014 (through Q3). In Q3 2014, 97.7% of investigations were completed timely. This is greater than the 90% benchmark. Referrals to conduct investigations ranged from 153 to 449.



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.

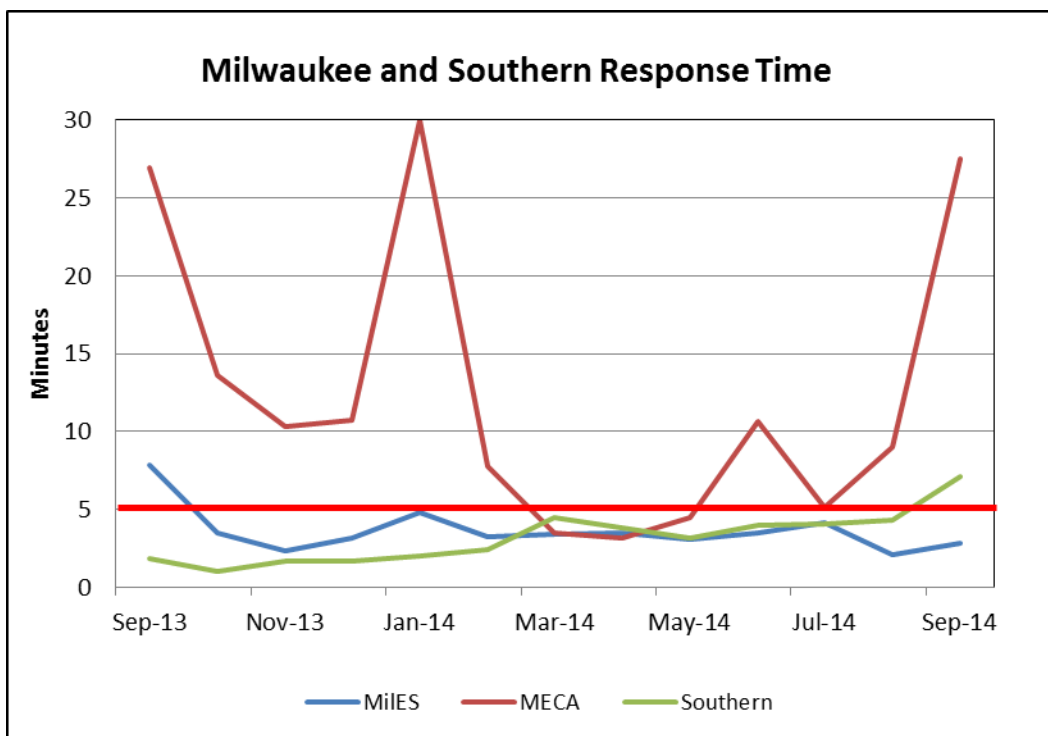
Significance: As the administrator of the Wisconsin Shares program in Milwaukee County and the contract administrator for the program in the balance of state, MECA, MiES and the child care consortiums must offer timely and appropriate customer service to customers with questions or individuals seeking 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 September 2014 was 5.7 minutes, which is higher than the 5 minute benchmark. Seven of the twelve (58%) consortia met the five minute target in September 2014.

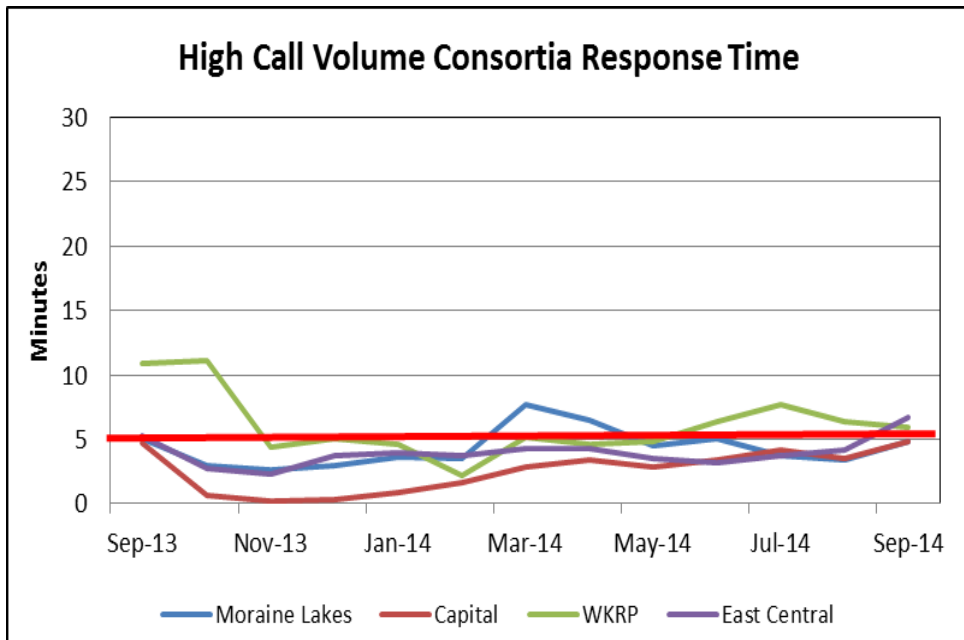
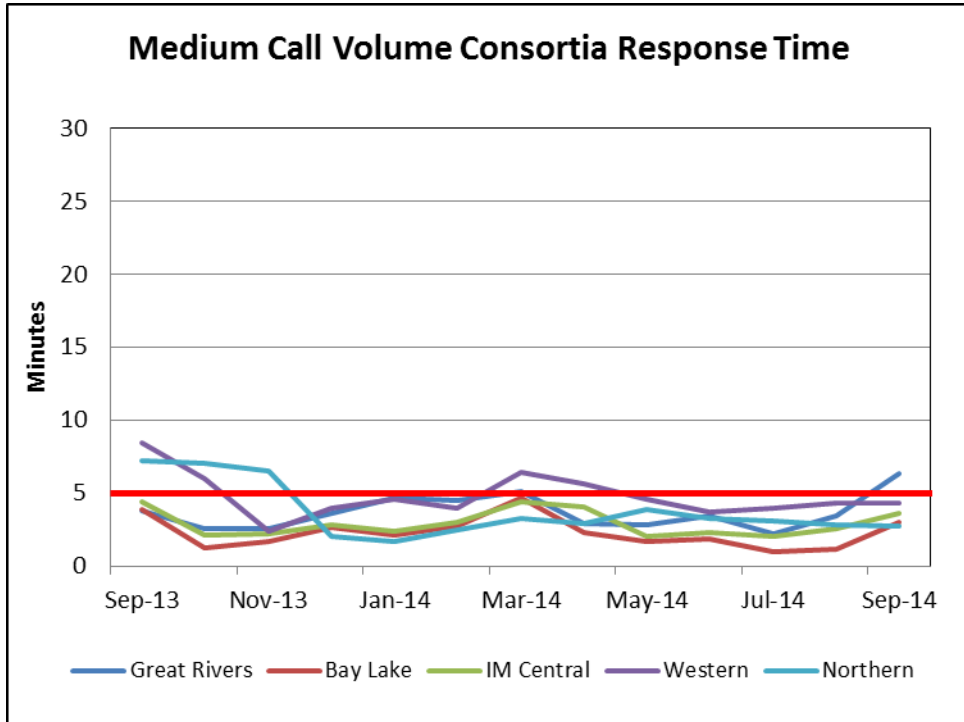



Target Direction:



Wisconsin Department of Children and Families Performance Measures

Customers receive quality service.



Target Direction: 



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