



Performance Report
July – December 2016

Prepared by:
Division of Management Services
Bureau of Performance Management

Protecting Children. Strengthening Families. Building Communities.





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 2016 Data Contents

This KidStat Performance Report captures data for the results and performance measures that were discussed at the most recent KidStat meetings during the covered time period. Slight changes may have been made to protect privacy and confidentiality. For most 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).

Additionally, each result is reported for different time periods based on the availability of data from the sources used.

Result	Timeframe
Children are safe from abuse and neglect - Statewide	September 2015 – August 2016
Children are safe from abuse and neglect - DMCPs	September 2015 – September 2016
Children achieve permanency - Statewide	September 2015 – August 2016
Children achieve permanency - DMCPs	September 2015 – September 2016
Families increase income - W-2 program	August 2015 – August 2016
Families increase income - Child Support Program	October 2015 – Sep 2016
Children attend high quality child care and early education programs	October 2015 – September 2016
Child care funds are well spent and fraud is minimized	March 2015 – September 2016

Each performance measure spans across two slides. The first slide provides a description of the measure: the objective, significance, target, measurement method, progress, and owner. The second is the actual slide for the measure presented in the most recent KidStat.

Division	Intended Result	Slides
Division of Safety and Permanence (DSP)		5-38
	<i>Children are safe from abuse and neglect</i>	7-26
	<i>Children achieve permanency</i>	27-38
Division of Milwaukee Child Protective Services (DMCPS)		39-78
	<i>Children in Milwaukee are safe from abuse and neglect</i>	41-62
	<i>Children in Milwaukee achieve permanency</i>	63-78
Division of Family and Economic Security (DFES)		79-122
	<i>Families increase income</i>	81-122
Division of Early Childhood Education (DECE)		123-146
	<i>Children attend high quality child care and early education programs</i>	125-130
	<i>Child care funds are well spent and fraud is minimized</i>	131-146

The following DSP slides are from
the October 19, 2016 KidStat.
Most of the measures use data
through September 2016.

Fredi Bove, Division Administrator, is the owner for all
DSP Performance Measures.



This page has been intentionally left blank.

Protecting Children. Strengthening Families. Building Communities.



Wisconsin Department of Children and Families Performance Measures

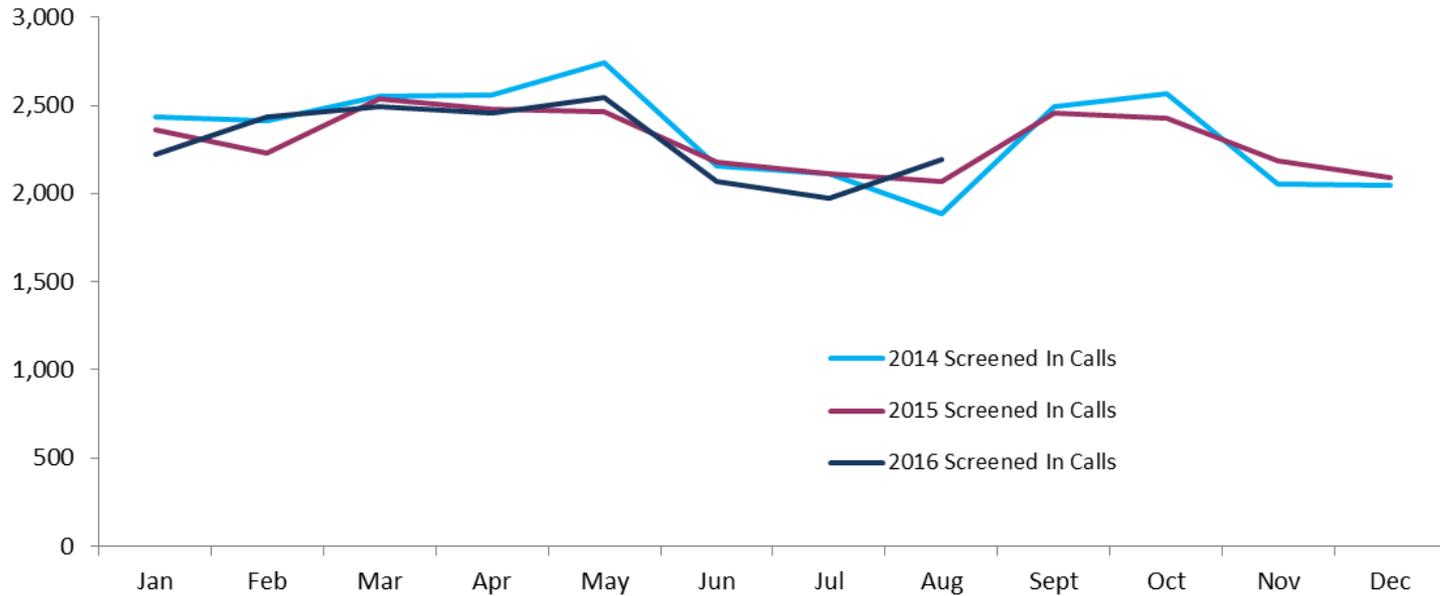
Performance Measure:	TOTAL NUMBER OF SCREENED-IN CHILD PROTECTIVE SERVICES (CPS) CALLS FOR THE BALANCE OF STATE (BOS)
Objective:	Provide insight on the patterns of screened-in calls over time.
Significance:	Counties are expected to respond to screened-in calls to public reports of child maltreatment. When calls increase, it may be a sign that maltreatment is increasing. The volume of screened-in calls is also a good gauge for workload.
Target:	N/A
Data Source:	Data is from the statewide case management database eWiSACWIS.
Measurement Method:	Count of screened-in CPS calls received per month for BOS. For the percentage of screened-in calls, numerator equals the number of screened-in calls within a month. Denominator equals all CPS calls received within a month.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect

Measured by: Total number of screened-in CPS calls for BOS, providing insight on year-round call volume



Total Number of Screened In Access Calls Statewide from 2014-2016.

Total Number of Screened In CPS Reports Statewide from 2014-2016

	Jan	Feb	Mar	Apr	May	Jun	6Mo-YTD	Jul	Aug	Sept	Oct	Nov	Dec	12Mo-YTD
2014 Screened In Calls	2,436	2,415	2,553	2,560	2,742	2,155	14,861	2,112	1,889	2,494	2,567	2,056	2,047	28,026
% Screened In	40.7%	39.7%	39.4%	38.6%	38.1%	38.5%	39.1%	38.9%	37.9%	37.3%	36.2%	36.1%	35.6%	38.1%
2015 Screened In Calls	2,364	2,228	2,538	2,475	2,467	2,180	14,252	2,110	2,069	2,460	2,430	2,187	2,092	27,600
% Screened In	36.4%	34.8%	35.8%	35.6%	35.3%	36.0%	35.6%	37.8%	38.4%	36.4%	36.1%	35.1%	33.7%	35.9%
2016 Screened In Calls	2,223	2,431	2,495	2,460	2,541	2,070	14,220	1,976	2,192	-	-	-	-	-
% Screened In	33.7%	34.7%	34.8%	33.6%	34.6%	35.7%	34.5%	37.7%	37.9%	-	-	-	-	-

Wisconsin Department of Children and Families Performance Measures

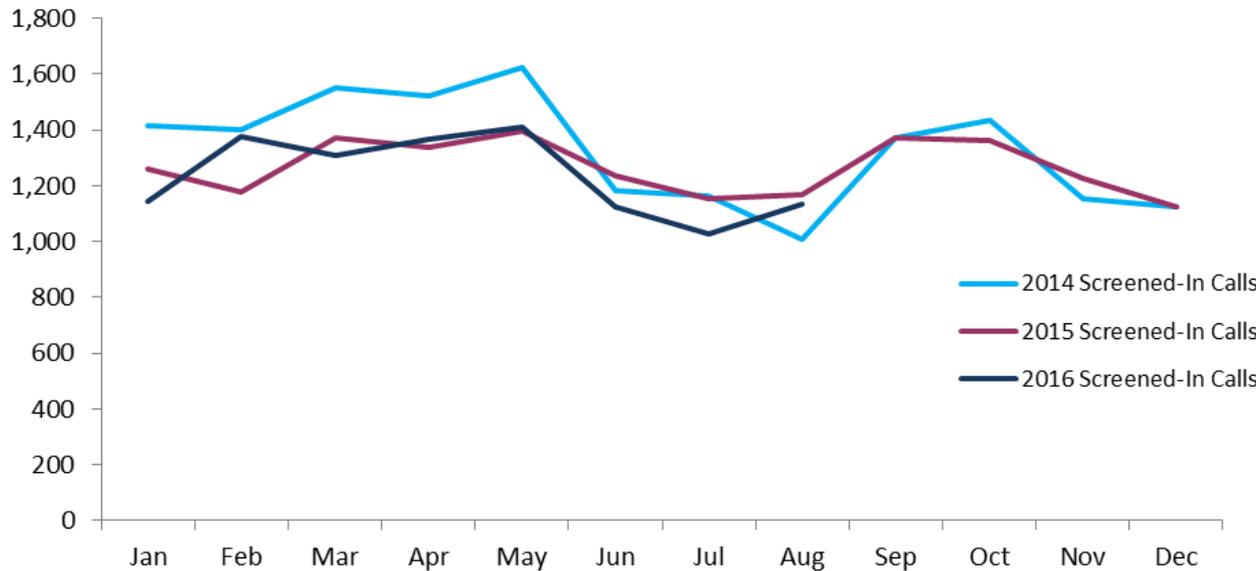
Performance Measure:	TOTAL NUMBER OF SCREENED-IN CHILD PROTECTIVE SERVICES (CPS) CALLS FOR DRIVER COUNTIES
Objective:	Provide insight on the patterns of screened-in calls over time.
Significance:	Counties are expected to respond to screened-in calls to public reports of child maltreatment. When calls increase, it may be a sign that maltreatment is increasing. The volume of screened-in calls is also a good gauge for workload.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Count of screened-in CPS calls received per month for driver counties (Brown, Dane, Kenosha, Milwaukee, Outagamie, Racine, Rock, Winnebago). For the percentage of screened-in calls, numerator equals the number of screened-in calls within a month. Denominator equals all CPS calls received within a month.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect

Measured by: Total number of screened-in CPS calls for Driver Counties, providing insight on year-round call volume



Analysis

- YTD 2016 Percentage of Screened-In Calls by driver county:

Brown	26.5%
Dane	27.4%
Kenosha	27.0%
Milwaukee	44.2%
Outagamie	29.8%
Racine	31.2%
Rock	31.4%
Winnebago	32.1%

Total Number of Screened In Access Calls for the Driver Counties from 2014-2016.

Total Number of Screened-In CPS Reports for Driver Counties from 2014-2016

	Jan	Feb	Mar	Apr	May	Jun	6 Mo-YTD	Jul	Aug	Sep	Oct	Nov	Dec	12 Mo-YTD
2014 Screened-In Calls	1,414	1,401	1,552	1,521	1,621	1,183	8,692	1,161	1,008	1,373	1,436	1,151	1,124	15,945
% Screened-In	46.0%	44.1%	46.1%	44.6%	43.2%	41.5%	44.3%	43.2%	40.3%	40.4%	39.2%	38.7%	38.6%	42.2%
2015 Screened-In Calls	1,260	1,175	1,373	1,335	1,396	1,235	7,774	1,152	1,166	1,370	1,362	1,225	1,125	15,174
% Screened-In	36.8%	35.2%	35.6%	35.6%	36.3%	37.3%	36.1%	39.0%	40.5%	38.0%	36.8%	35.1%	33.6%	36.6%
2016 Screened-In Calls	1,145	1,375	1,307	1,368	1,410	1,122	7,727	1,027	1,134	-	-	-	-	-
% Screened-In	33.2%	34.5%	33.6%	34.4%	34.3%	35.7%	34.3%	37.6%	38.1%	-	-	-	-	-

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	INITIAL CONTACT COMPLETED OR ATTEMPTED TIMELY
Objective:	Increase the timely completion or attempt of initial contacts.
Significance:	Counties are expected to ensure the timely safety assessment of an alleged child victim. They are required to make an initial contact with the victim within the same day, 24-48 hours, or within 5 business days depending on the specifics of the referral.
Target:	The DCF target is that 95.0% of initial contacts are completed or attempted to be completed in a timely manner relative to assigned response time. This target is represented by the green line in the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of Initial Assessments that have a documented timely initial face-to-face contact, or a documented attempted timely initial face-to-face contact. Denominator equals all of the cases with initial assessments approved in the month.

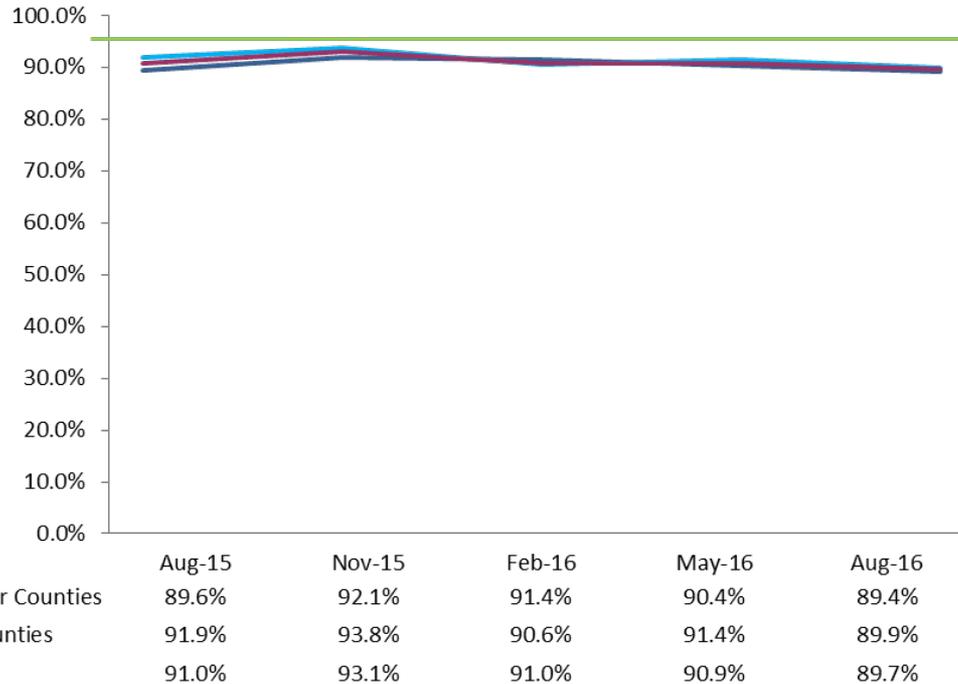
Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Initial contacts completed or attempted timely and assessment of present danger



Analysis



- Compared to May 2016, the percentage of completed or timely attempted initial contacts decreased by:
 - 1.0 percentage point for non-driver counties.
 - 1.5 percentage point for driver counties.
 - 1.2 percentage points statewide.
- In August 2016, 89.7% of initial contacts were completed or attempted timely. Of these:
 - 76.4% were completed timely.
 - 7.7% were attempted timely, but occurred not timely.
 - 5.6% were attempted timely, but never occurred.
- 4 of 8 driver counties met the benchmark: Kenosha, Racine, Rock, and Winnebago.
- 3 of 8 driver counties were within 10% of the benchmark: Brown, Dane, and Outagamie.
- 1 driver county was further than 10% from the benchmark: Milwaukee.

Percent of Initial Contacts Completed or Attempted Timely for Non-Driver Counties, Driver Counties, and Statewide August 2015 to August 2016. The benchmark is 95% of initial contacts are attempted timely relative to response time.

Statewide, Wisconsin did not achieve this benchmark for August 2016: 89.7% < 95.0%

Wisconsin Department of Children and Families Performance Measures

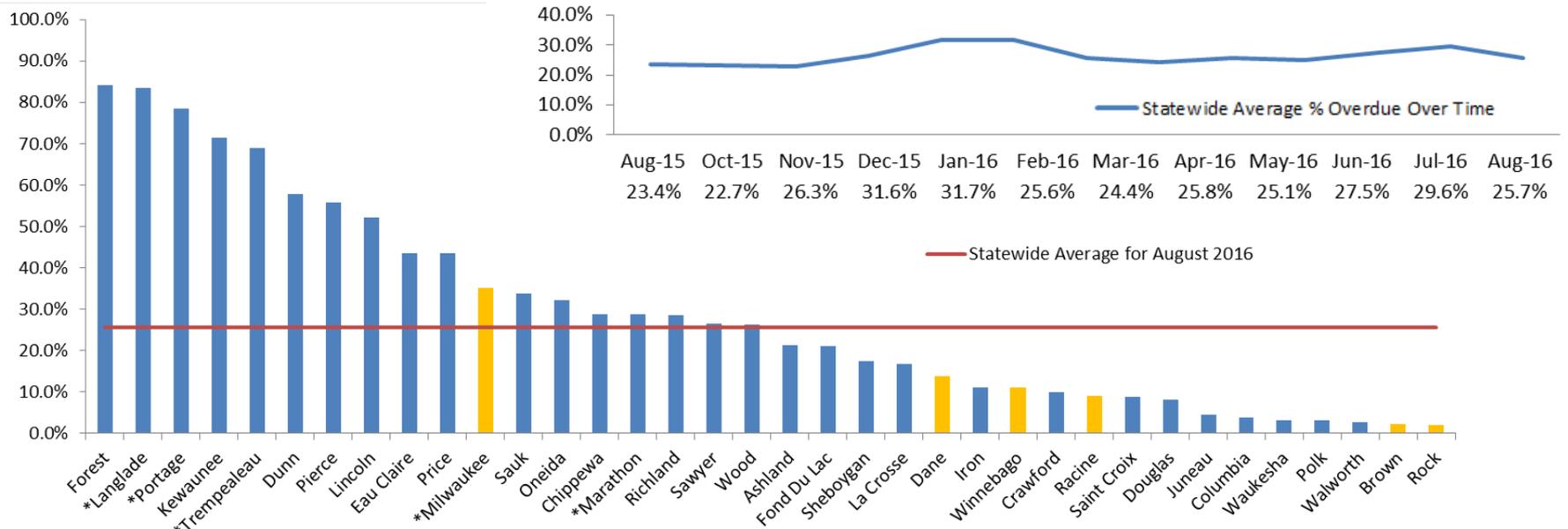
Performance Measure:	RATE OF OVERDUE INITIAL ASSESSMENTS
Objective:	Reduce the number of overdue initial assessments.
Significance:	Counties are required to complete Initial Assessments (IAs) within 60 days. An IA's primary purpose is to identify children who are in need of protection or services by engaging parents/caregivers in implementing an in-home or out-of-home safety plan.
Target:	N/A
Data Source:	Data is from the statewide automated case management database, eWiSACWIS.
Measurement Method:	<p>In the bar graph, the numerator equals the total number of overdue Initial Assessments per county. Denominator equals the total number of open Initial Assessments per county.</p> <p>In the line graph, the numerator equals the number of Statewide overdue Initial Assessments. The denominator equals the total number of Statewide open Initial Assessments.</p>

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Percent of overdue initial assessments

Target Direction: 



percent of Overdue Initial Assessments for August 2016 broken into driver counties and all other counties. The percent is calculated by dividing the total number of overdue Initial Assessment (numerator) by the total number of open Initial Assessments (denominator) including current, new overdue, and old overdue.

* Indicates top 5 counties with the highest number of overdue Initial Assessments. These five counties consist of 71.0% of the total overdue cases statewide.

Analysis

- Of the Driver Counties in August 2016:
 - Three had > 10% overdue IAs: Dane, Milwaukee, and Winnebago
 - Three had 0 < 10% overdue IAs: Brown, Racine, and Rock
 - Two had no overdue IAs: Kenosha and Outagamie

Number of Counties with Overdue Cases

	Aug-15	Oct-15	Nov-15	Feb-16	May-16	Aug-16
No Overdue Cases	43	33	34	36	34	36
<3% of Total Caseload	3	6	4	1	2	3
3-10% of Total Caseload	4	9	7	9	10	8
11-20% of Total Caseload	7	7	6	6	11	5
>20% of total Caseload	15	17	21	20	14	20

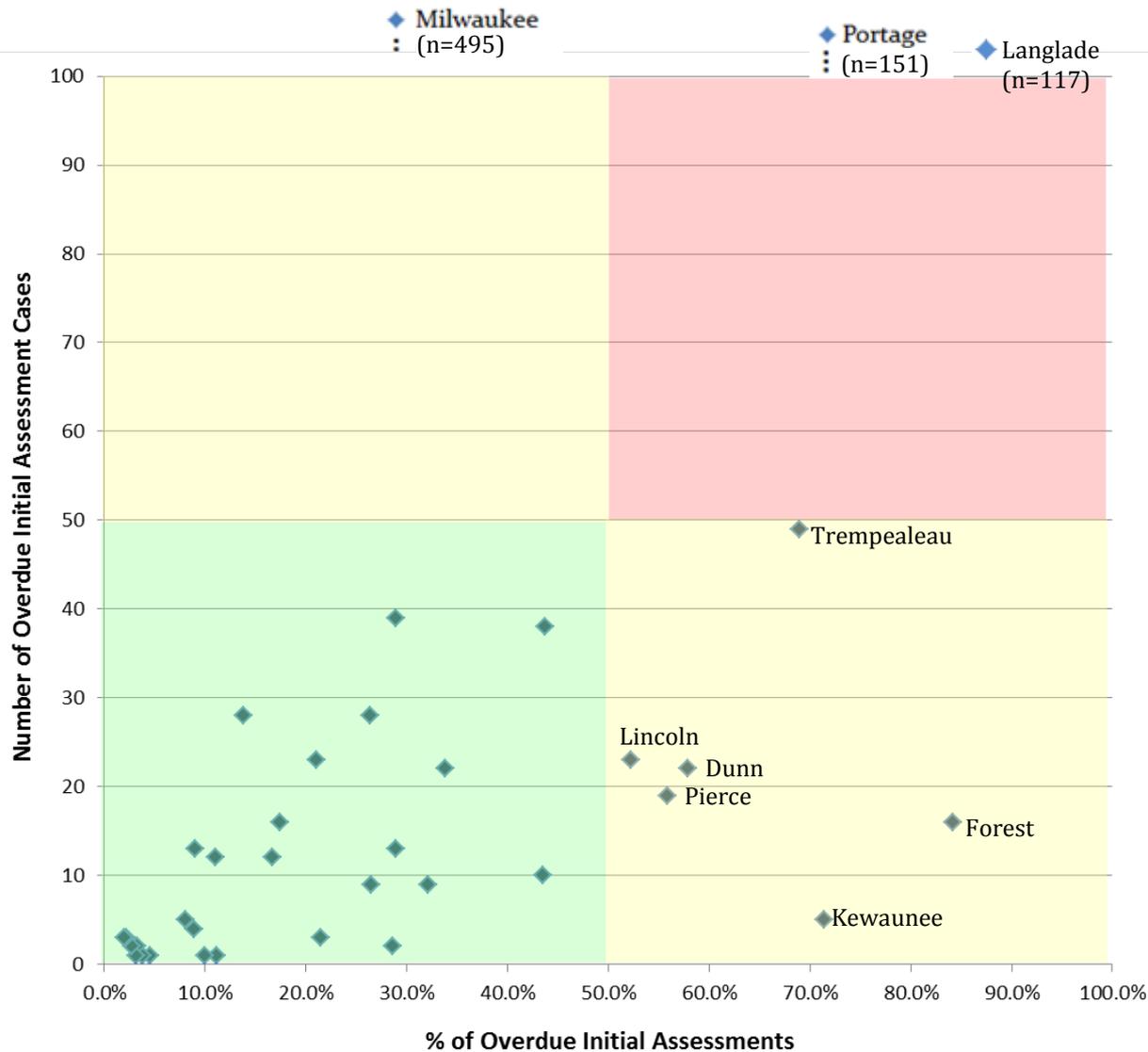
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	TOTAL OVERDUE INITIAL ASSESSMENTS BY COUNTY
Objective:	Reduce the number of overdue initial assessments.
Significance:	Counties are required to complete initial assessments within 60 days. An IA's primary purpose is to identify children who are in need of protection or services by engaging parents/caregivers in implementing an in-home or out-of-home safety plan.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	The slide shows both the count and the percentage of overdue initial assessment cases by county using the same data from Slide 14. Numerator equals the total number of overdue Initial Assessments per county. Denominator equals the total number of open Initial Assessments per county.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Percent of overdue initial assessments by county



Analysis

- The scatter plot depicts the number of overdue Initial Assessment (IA) cases and % of all open IA cases that are overdue IA cases at the county level. Please note that counties with no overdue IAs are not shown in this plot.
- Counties in the green quadrant have both a small number of overdue IA cases, and a small proportion of overdue IAs. Conversely, counties in the red quadrant have both a large number of overdue IA cases, and a large proportion of overdue IAs. Finally, counties in the yellow quadrants have either a large number of overdue IA cases or a large proportion of overdue IAs.
- In August 2016, 2 counties—Langlade and Portage counties—had both a large number and high percentage of overdue IAs; specifically, more than 50 overdue IA cases and over 50% of all open cases are overdue.
- Both Langlade and Portage counties also had a large number and high percentage of overdue IAs in June 2016.

Wisconsin Department of Children and Families Performance Measures

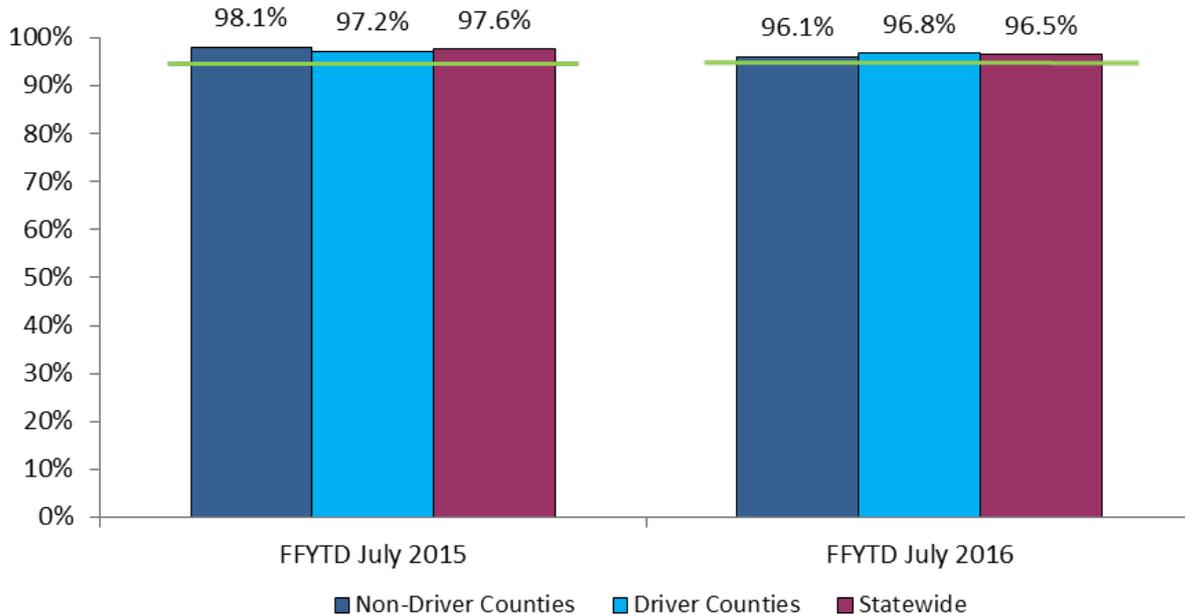
Performance Measure:	CASEWORKER CONTACT TIMELINESS
Objective:	Increase the timeliness of monthly caseworker contacts.
Significance:	County caseworkers are required to have face-to-face contact with each child on their caseload once a month.
Target:	The federal standard is that 95.0% of children in the out-of-home care (OHC) caseload receive a caseworker visit each month. The standard is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children in OHC who are seen each month. Denominator equals the number of children in OHC. This is a cumulative measure based on the federal fiscal year.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Caseworker contact timeliness and maintaining contact with children in OHC

Target Direction: 



Percentage of Timely Caseworker Contacts in Non-Driver Counties, Driver Counties, and Statewide. The benchmark is 95%.

Statewide, Wisconsin achieved this benchmark for FFYTD July 2016: 96.5% > 95.0%

Analysis

- The statewide caseworker contact timeliness was 1.1 percentage points lower than the same time period last year (FFYTD July 2015).
- Performance on this measure increases over the year.
- 7 of 8 driver counties met the benchmark: Brown, Dane, Kenosha, Milwaukee, Racine, Rock, and Winnebago.
- 1 driver county did not meet the benchmark: Outagamie.

Wisconsin Department of Children and Families Performance Measures

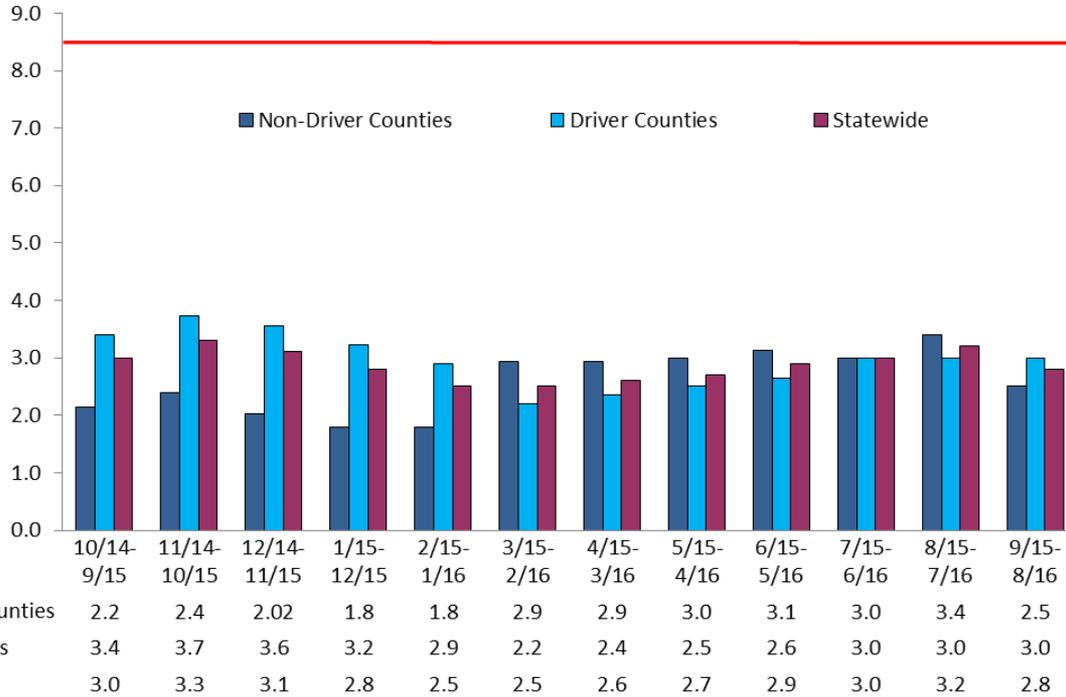
Performance Measure:	MALTREATMENT IN OUT-OF-HOME (OHC) CARE
Objective:	Decrease the number of children who are victims of maltreatment by any maltreater—not limited to OHC providers—while in OHC.
Significance:	Counties are expected to protect the well-being and safety of children while in their custody.
Target:	Wisconsin performance should not exceed the current federal standard of 8.5 victimizations per 100,000 days in OHC. This standard is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children with substantiated maltreatment in OHC over a 12-month period expressed per 100,000 placement days. Denominator equals the total number of days children were placed in OHC.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Maltreatment in Out-of-Home Care: CFSR Round 3

Target Direction: 



Rate of Victimization per 100,000 Days for Children in OHC for the rolling 12 month periods between September 2015 and August 2016. The federal standard is 8.5.

Statewide, Wisconsin achieved this benchmark for August 2016's rolling 12 months: $2.8 < 8.5$

Analysis

- The statewide victimization rate for the 12-month rolling period Sept 2015 - August 2016 was 2.8; a 0.1 performance improvement compared to the last KidStat (2.9).
- The rate is calculated by dividing the number of children with substantiated maltreatment in OHC over a 12-month period expressed per 100,000 placement days (numerator) by the total number of days children were in foster care (denominator).
- All 8 driver counties met the federal benchmark of 8.5: Brown, Dane, Kenosha, Milwaukee, Outagamie, Racine, Rock, and Winnebago.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	NO RECURRENCE OF MALTREATMENT
Objective:	Decrease the number of children who are repeat victims of substantiated maltreatment within twelve 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 exceed the current federal standard of 9.1% of children in OHC re-experiencing maltreatment. This standard is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children with a subsequent substantiated allegation within 12 months of an initial substantiated maltreatment. Denominator equals the number of children with a substantiated maltreatment during a 12-month period.

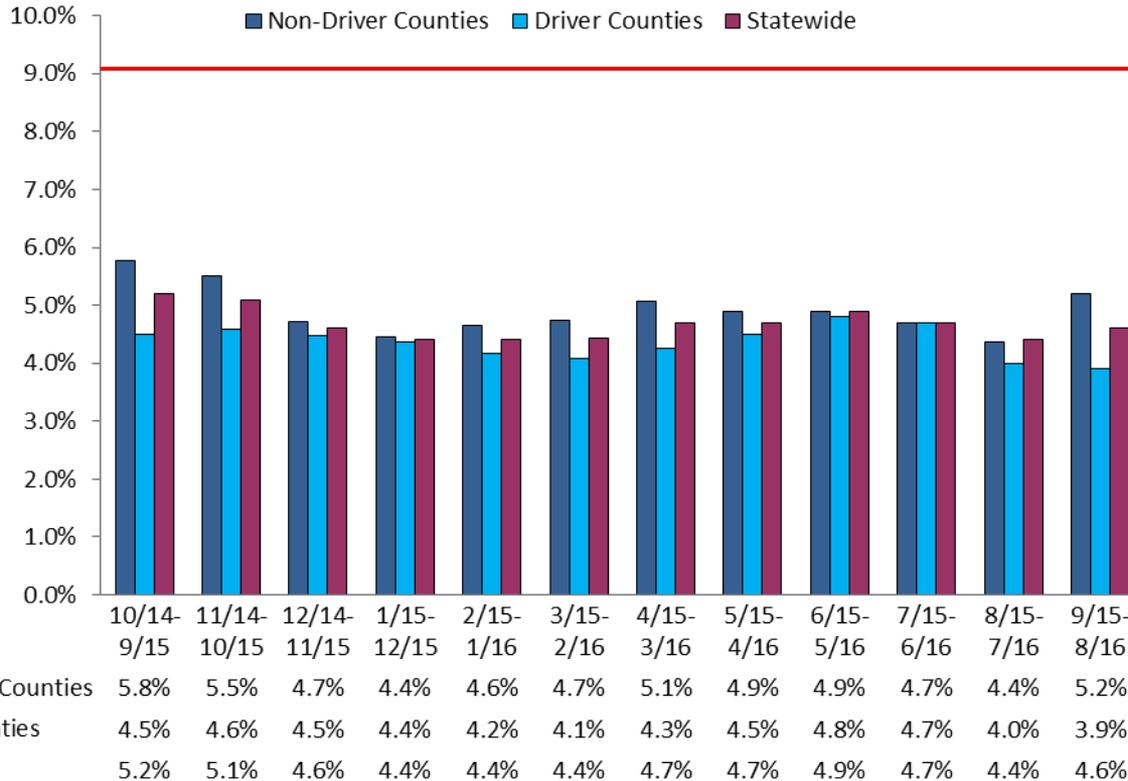
Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Recurrence of maltreatment CFSR 3,
 prevention of recurring maltreatment for all children

Target Direction: 

Analysis



- The statewide maltreatment recurrence rate for the period September 2015 – August 2016 was 4.6%; a 0.3 performance improvement compared to the last KidStat (4.9%).
- This measure is calculated by dividing the number of those children who had another substantiated report within the next 12 months of their initial report (numerator) by the number of children who had a substantiated report during a 12-month period (denominator).
- All 8 driver counties met the federal benchmark of 9.1%: Brown, Dane, Kenosha, Milwaukee, Outagamie, Racine, Rock, and Winnebago.

Recurrence of Maltreatment for Milwaukee, Balance of State, and Statewide during the 12 month rolling periods September 2015 to August 2016. The federal benchmark is 9.1%.

Statewide, Wisconsin achieved this benchmark for August 2016's rolling 12 months: 4.6% < 9.1%

Wisconsin Department of Children and Families Performance Measures

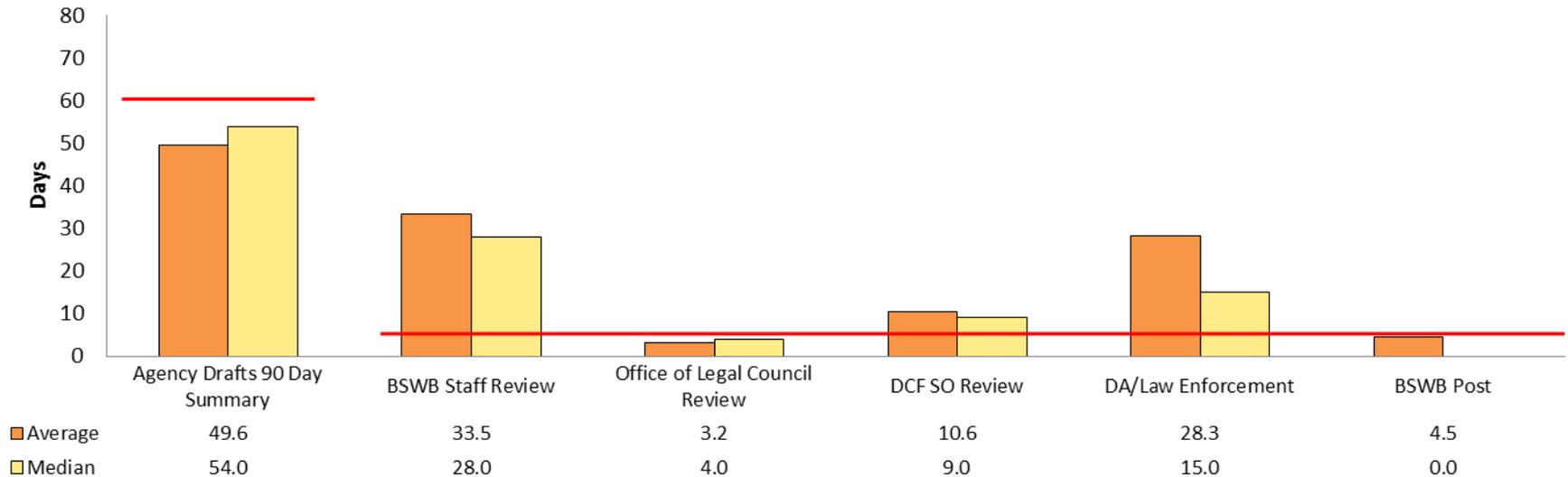
Performance Measure:	CRITICAL INCIDENTS
Objective:	Increase the timeliness of completing critical incident reports which are required under Act 78 for the death, serious injury, or egregious act of a child.
Significance:	Improve reporting of critical incidents to the public.
Target:	The target is for DCF to complete the critical incident summary reports within 90 days.
Data Source:	Data is collected administratively through the Bureau of Safety and Well-Being.
Measurement Method:	Average and median number of days required to complete each step in processing a critical incident report.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect
Measured by: Critical incidents

Target Direction: 



Timeliness for Each Step Completed in the Critical Incident 90 Day Summary Report Process During the Third Quarter of 2016. The target is 60 calendar days for the agency to draft the 90-day report. All other steps in the process are targeted for completion within 5 calendar days.

Analysis

- There were 23, 90 day critical incident reports completed in Q3 2016.
 - Some reports completed may not be published due to DA/Law Enforcement holds.
- The average time to complete the 90-day reports was 114.9 days for Q3 2016. This is an increase of 2.9 days as compared to Q2 2016 (112 days).

The benchmark was not met for Q3 2016:
 114.9 days > 90 days

Wisconsin Department of Children and Families Performance Measures

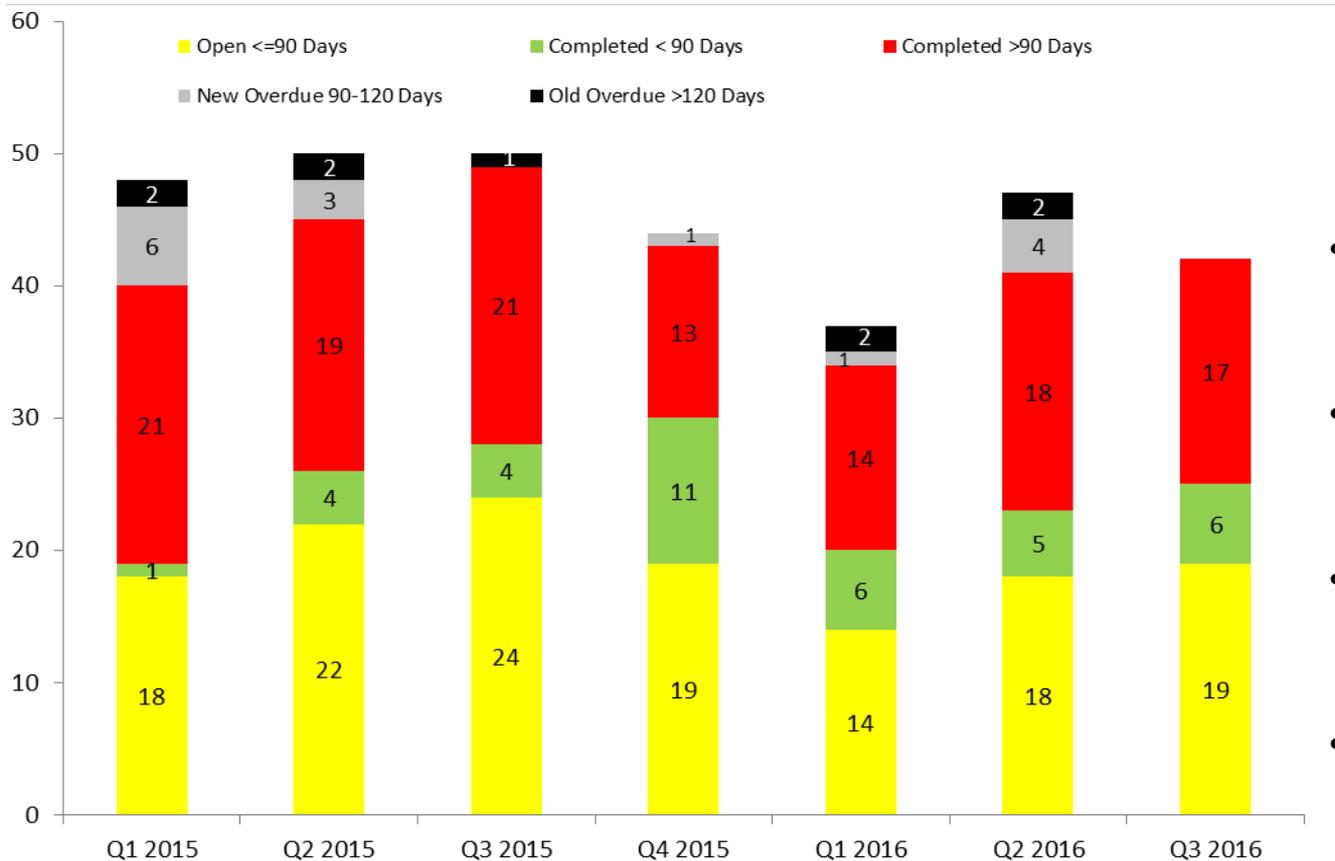
Performance Measure:	CRITICAL INCIDENTS
Objective:	Increase the timeliness of completing critical incident reports which are required under Act 78 for the death, serious injury, or egregious act of a child.
Significance:	Improve reporting of critical incidents to the public
Target:	The target is for DCF to complete the critical incident summary reports within 90 days.
Data Source:	Data is collected administratively through the Bureau of Safety and Well-Being.
Measurement Method:	Count of critical incident cases by completion status per quarter.

Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children are safe from abuse and neglect

Measured by: Critical incidents



Analysis

- As of September 30, 2016, there were no overdue cases.
- In Q3 2016, 26.0% or 6 of 23 completed critical incidents in < 90 days.
- In Q2 2016, 21.7% or 5 of 23 completed critical incidents in < 90 days.
- Completed reports may not be published due to DA/Law Enforcement holds.

New Cases	28	16	21	21	33	28	19
Total Completed (red and green)	22	23	25	24	20	23	23
Total Overdue (gray and black)	8	5	1	1	3	6	0

Critical Incident Status Showing the Number of Critical Incidents New, Completed, and Overdue by Quarter.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING OUT-OF-HOME (OHC) CARE
Objective:	Increase the number of children who achieve legal permanence within 12 months.
Significance:	Counties are expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home.
Target:	The current federal standard is that at least 40.5% of children achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing the number of children who are discharged to permanency within 12 months of their individual entry (numerator) by the total number of children who enter OHC in a 12-month period (denominator).

Protecting Children. Strengthening Families. Building Communities.



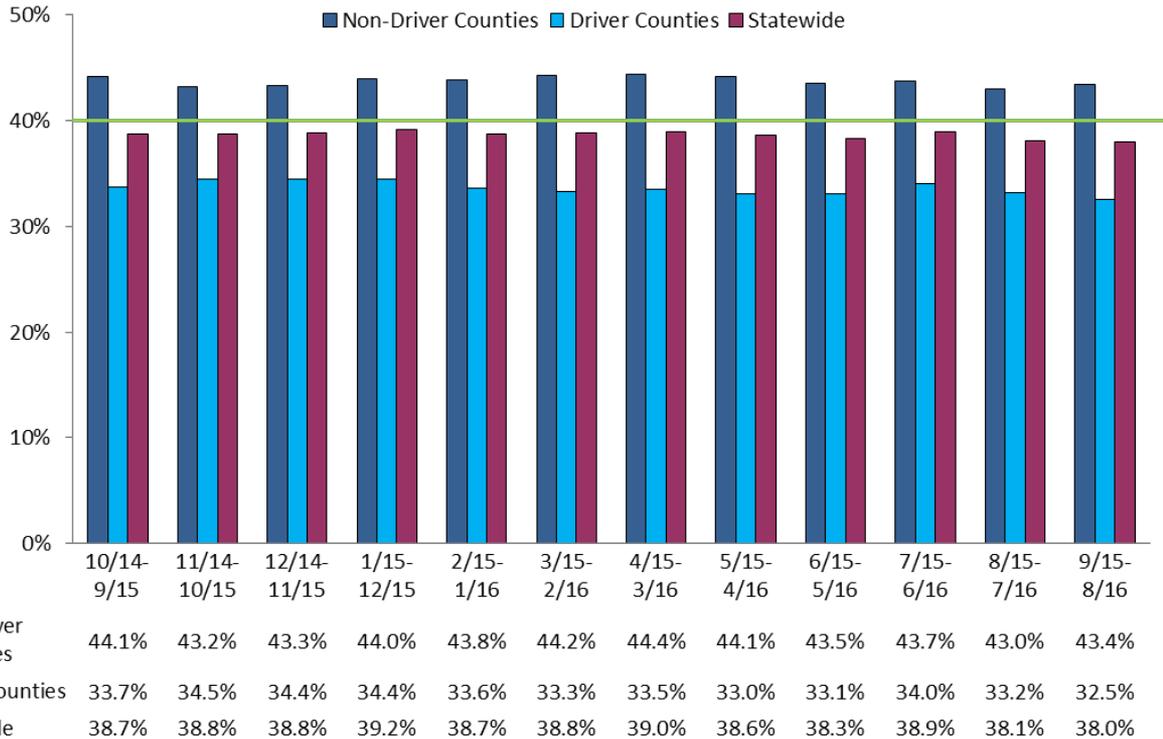
DSP Goal: Children achieve permanency

Measured by: Legal Permanence < 12 months: CFSR 3

Children who discharge to reunification, guardianship, or adoption within 12 months of entering OHC



Analysis



- Statewide, Wisconsin is not meeting the benchmark for the rolling 12-month period September 2015 to August 2016.
- This measure is calculated by dividing the number of children who discharged to permanency within 12 months of their individual entry (numerator) by the total number of children who enter out-of-home care in a 12-month period (denominator).
- 3 of 8 driver counties met the federal benchmark of 40.5%: Brown, Dane and Racine.
- 5 of 8 driver counties were further than 10% from the benchmark: Kenosha, Milwaukee, Outagamie, Rock, and Winnebago.

Statewide, Wisconsin did not achieve this benchmark for August 2016's rolling 12 months: 38.0% < 40.5%

Legal Permanence for children who discharge to Reunification, Guardianship, or Adoption within 12 months for the rolling 12 month periods for September 2015 to August 2016. The federal standard is 40.5%.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 12-23 MONTHS
Objective:	For children who have been in out-of-home (OHC) 12-23 months, increase the number of children who achieve legal permanence within 12 months.
Significance:	Counties are expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home.
Target:	The current federal standard is that at least 43.6% of children who have been in OHC for 12-23 months achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing by the number of children who have been in OHC for 12-23 months on the first day of a 12-month period and who have been discharged to permanency within 12 months (numerator) by the total number of children who have been in OHC for 12-23 months on the first day of a 12-month period (denominator).

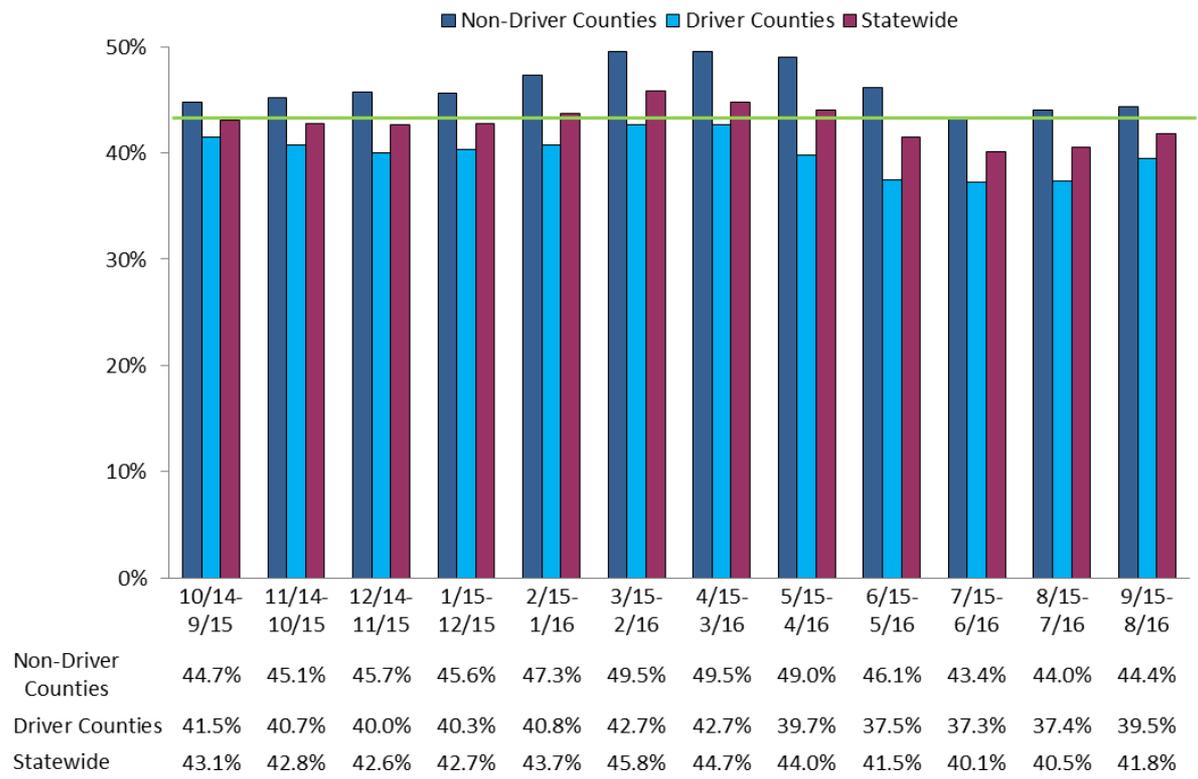
Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children achieve permanency

Measured by: Legal Permanence in 12 Months for Children in Care 12-23 Months: CFSR 3
 Children who discharge to reunification, guardianship, and adoption

Analysis



Legal Permanence for children who discharge to Reunification, Guardianship, or Adoption between 12 and 23 months for the rolling 12 month periods for September 2015 to August 2016. The federal standard is 43.6%.

Statewide, Wisconsin did not achieve this benchmark for August 2016's rolling 12 months: 41.8% < 43.6%.

- Statewide, Wisconsin did not meet the benchmark for the rolling 12 month period September 2015 to August 2016.
- This measure is calculated by dividing by the number of children who have been in OHC for 12-23 months on the first day of a 12-month period and who have been discharged to permanency within 12 months (numerator) by the total number of children who have been in OHC for 12-23 months on the first day of a 12-month period (denominator).
- 4 of 8 driver counties met the federal benchmark of 43.6%: Brown, Racine, Rock, and Winnebago.
- 1 driver county was within 10% of the benchmark: Dane.
- 3 of 8 driver counties were further than 10% from the benchmark: Kenosha, Milwaukee, and Outagamie.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN IN OUT-OF-HOME CARE (OHC) FOR OVER 24 MONTHS
Objective:	For children who have been in OHC over 24 months, increase the number of children who achieve legal permanence within 12 months.
Significance:	Counties are expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home.
Target:	The current federal standard is that at least 30.3% of children in out-of-home care 24+ months achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing the number of children who are discharged to permanency within 12 months of the first day (numerator) by the number of children who have been in OHC for 24+ months on the first day of a 12-month period (denominator).

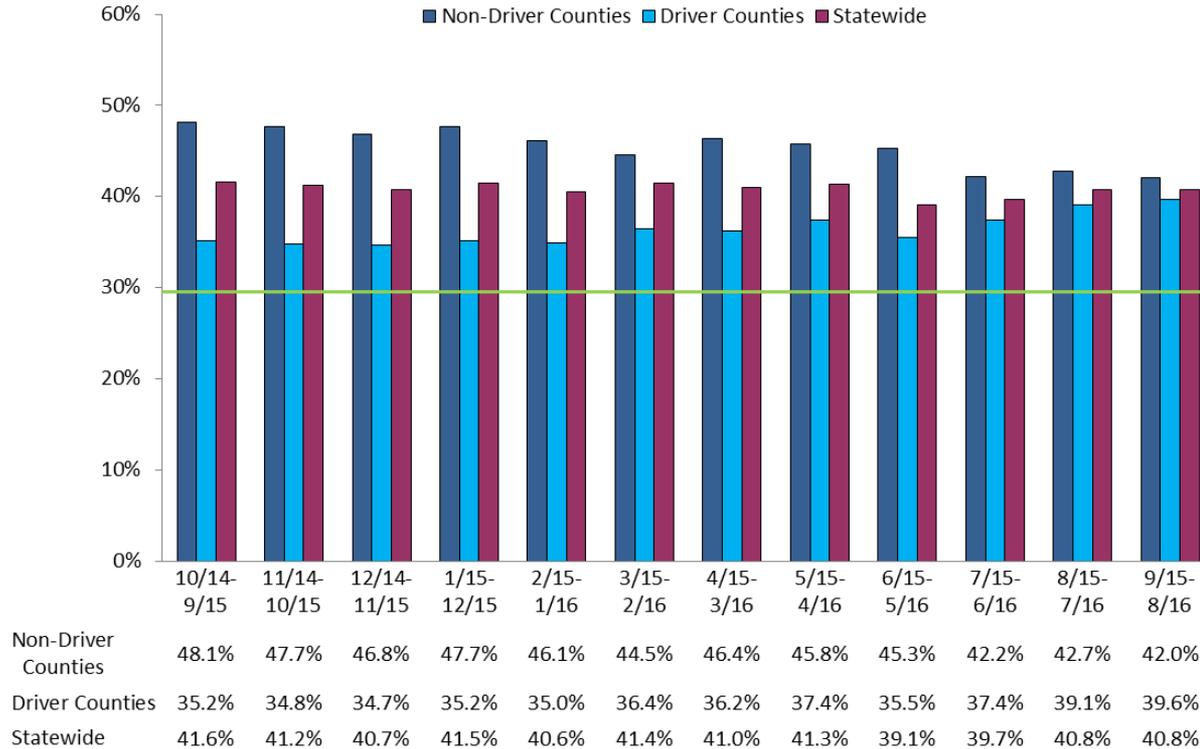
Protecting Children. Strengthening Families. Building Communities.



DSP Goal: Children achieve permanency.

Measured by: Legal Permanence in 12 Months for Children in Care 24+ Months: CFSR 3
Children who discharge to reunification, guardianship, and adoption

Analysis



Legal Permanence for children who discharge to Reunification, Guardianship, or Adoption in greater than 24 months for the rolling 12 month periods for September 2015 to August 2016. The federal standard is 30.3%.

Statewide, Wisconsin achieved this benchmark for August 2016's rolling 12 months: 40.8% > 30.3%.

- Statewide, Wisconsin met the benchmark for the rolling 12-month period September 2015 to August 2016.
- This measure is calculated by dividing the number of children who are discharged to permanency within 12 months of the first day (numerator) by the number of children who have been in OHC for 24+ months on the first day of a 12-month period (denominator).
- 7 of 8 driver counties met the federal benchmark of 30.3%: Brown, Dane, Kenosha, Milwaukee, Racine, Rock, and Winnebago.
- 1 driver county was further than 10% from the benchmark: Outagamie.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PLACEMENT STABILITY
Objective:	Reduce the number of placements children experience while in out-of-home care (OHC).
Significance:	Counties are expected to provide a stable home environment for children in OHC.
Target:	The current federal standard is no more than 4.12 moves per 1,000 days in OHC. The standard is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	The numerator equals the total placement moves in a 12-month period for children who entered OHC during this time. Denominator equals the total number of days in OHC for children who entered OHC during the 12-month period. This is expressed as a rate per 1,000 days in OHC.

Protecting Children. Strengthening Families. Building Communities.



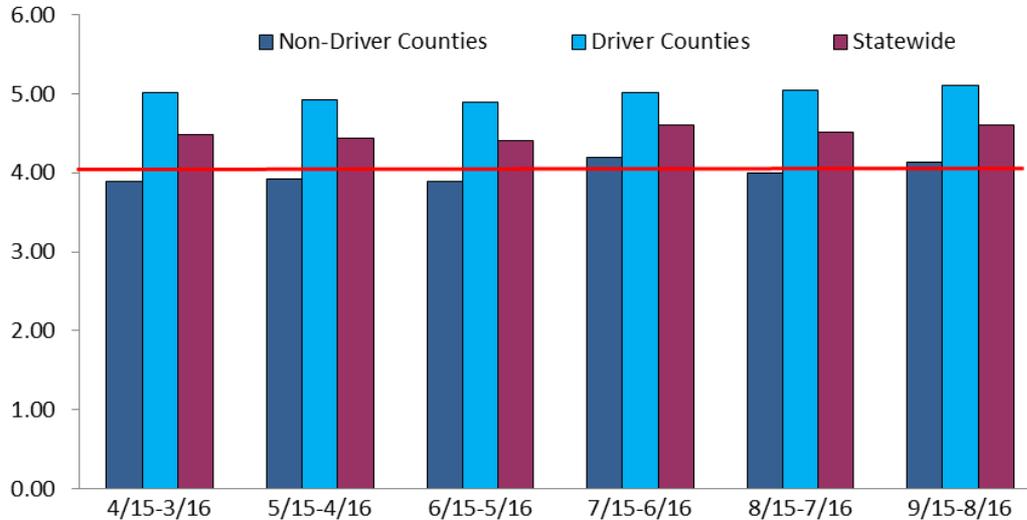
DSP Goal: Children achieve permanency

Measured by: Placement Stability, CFSR 3, ensure

stability for children by minimizing the number of placements while in OHC

Target Direction: 

Analysis



Non-Driver Counties
Driver Counties
Statewide

Placement Stability during the rolling 12 month periods for March 2016 to August 2016. The federal standard is 4.12.

Statewide, Wisconsin did not achieve this benchmark for August 2016's rolling 12 months: 4.61 moves > 4.12 moves.

- Statewide, Wisconsin is not meeting the benchmark for the 12-month period September 2015 – August 2016.
- This measure is calculated by dividing the total placement moves in a 12-month period for children who entered OHC during this time (numerator) by the total number of days in OHC for children who entered OHC during the 12-month period (denominator).
- 1 driver county met the federal benchmark of fewer than 4.12 moves and 1 driver county was within 10% of the benchmark: Milwaukee and Outagamie, respectively.
- 6 of 8 driver counties were further than 10% from the benchmark: Brown, Dane, Kenosha, Racine, Rock, and Winnebago.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	RE-ENTRY INTO OUT-OF-HOME CARE
Objective:	Reduce the number of children who re-enter out-of-home care (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:	The current federal standard is that of all children who achieved legal permanence, 8.3% or less re-enter OHC within 12 months. The target is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children who re-enter OHC within 12 months of achieving legal permanence. Denominator equals the number of children who entered OHC in a 12-month period and achieved legal permanence within 12 months of their individual entry into OHC.

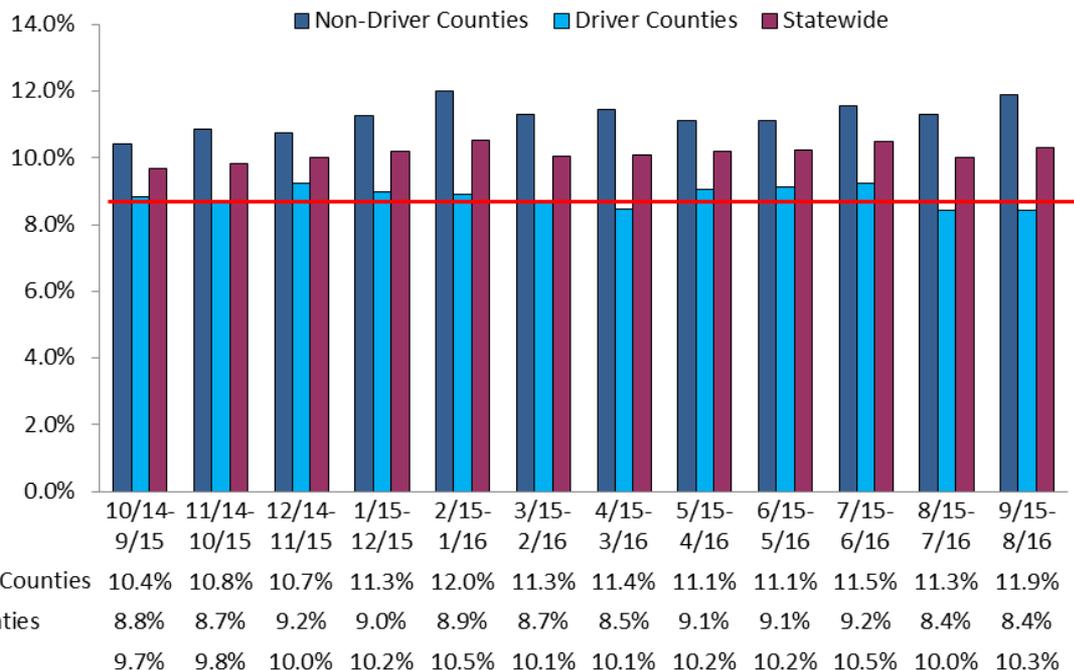


DSP Goal: Children achieve permanency
Measured by: Re-Entry into OHC: CFSR 3

Target Direction: 

Children enter OHC, discharge to reunification, guardianship, or living with relatives then re-enter OHC (all within 3 years)

Analysis



Re-entry into Out-of-Home Care within 12 months for the periods between September 2015 and August 2016. The federal standard is 8.3%.

- Statewide, Wisconsin did not meet the benchmark for the periods from September 2015 to August 2016.
- This measure is calculated by dividing the number of children who re-enter OHC within 12 months of achieving legal permanence (numerator) by the number of children who entered OHC in a 12-month period and achieved legal permanence within 12 months of their individual entry into OHC (denominator).
- 3 of 8 driver counties met the federal benchmark of 8.3%: Milwaukee, Racine, and Winnebago.
- 1 driver county was within 10% of the benchmark: Dane.
- 4 of 8 driver counties were further than 5% from the benchmark: Brown, Kenosha, Outagamie, and Rock.

Statewide, Wisconsin did not achieve this benchmark for the timeframe September 2015 – August 2016:
 10.3% > 8.3%.

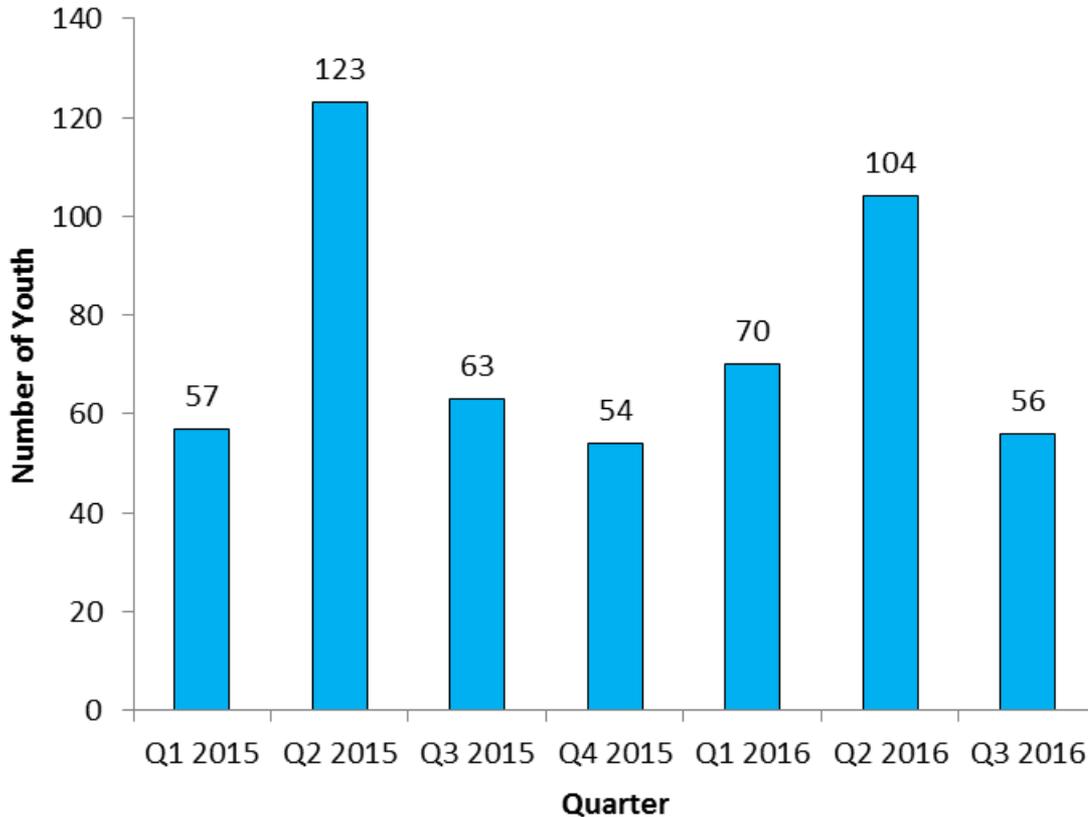
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	YOUTH AGING OUT OF CARE
Objective:	Reduce the number of youth who do not find legal permanence (Reunification with parents, guardianship or adoption) before turning 18 and aging out of care.
Significance:	Children spend most of their childhood in a stable home environment.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Count of children who age out of care each year.



DSP Goal: Children achieve permanency
Measured by: Youth Aging Out of Care

Target Direction: 



Statewide number of children who aged out of care by quarter.

Analysis

- 56 children aged out of care in Q3 2016 which was 15.4% lower than in Q3 2015 (63 children).
- Number of children who have aged out by year:
 - 2012: 412.
 - 2013: 340.
 - 2014: 326.
 - 2015: 293.
- 230 children have aged out YTD Q3 2016; 13 less compared to the same period last year (YTD Q3 2015: 243 children).

The following DMCPSS slides are
from the November 4, 2016
KidStat.

Most of the measures use data
through September 2016.

Robin Joseph, Division Administrator, is the owner for all
Division of Milwaukee Child Protective Services (MCPS)
Performance Measures

Protecting Children. Strengthening Families. Building Communities.



This page has been intentionally left blank.

Protecting Children. Strengthening Families. Building Communities.



Wisconsin Department of Children and Families Performance Measures

Performance Measure:	TOTAL NUMBER OF CALLS, CPS REFERRALS AND SCREENED-IN CPS REFERRALS for DMCPs
Objective:	Provide insight on the scale of operations for DMCPs.
Significance:	DMCPs is expected to respond to reports of alleged abuse or neglect in Milwaukee County.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS and DMCPs Monthly Reports.
Measurement Method:	Count of calls received by Access, CPS referrals, and screened-in CPS referrals for Milwaukee County. For the percentage of screened-in CPS referrals, numerator equals the number of screened-in CPS referrals. Denominator equals all CPS referrals.

Protecting Children. Strengthening Families. Building Communities.

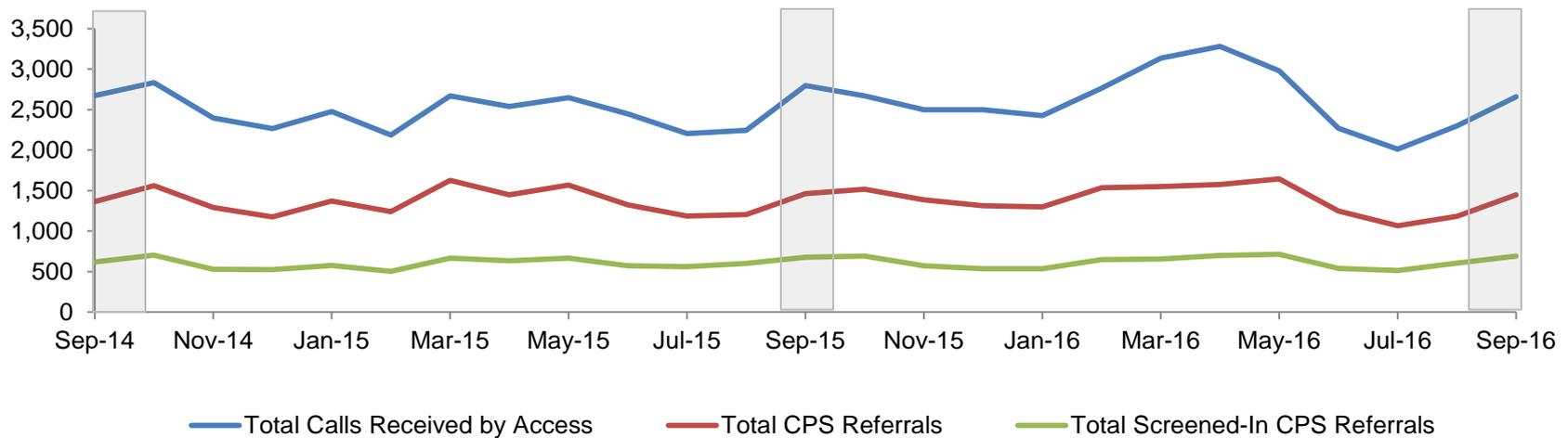


DMCPS Goals: Children in Milwaukee County are safe from abuse and neglect
Measured by: Scale of Operations, Access and Initial Assessments

Access and Initial Assessment Scale of Operations between October 2014 and September 2016

	Annual Average (10/14 - 9/16)	Monthly Average (10/14 - 9/16)	Monthly Min (10/14 - 9/16)	Monthly Max (10/14 - 9/16)	Sep-16 (9/16)
Total Calls Received by Access	30,608	2,550	2,010 (7/16)	3,281 (4/16)	2,658
Total CPS Referrals^	16,613	1,384	1,066 (7/16)	1,644 (5/16)	1,449
Total Screened-In CPS Referrals^	7,307	609	502 (2/15)	712 (5/16)	693
Screened-in CPS Referrals Rate^	-	44.0%	40.5% (2/15)	51.2% (8/16)	47.8%

^Does not include Child Welfare Service Reports



Access and Initial Assessment Scale of Operations from September 2014 to September 2016.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	VOLUME OF CALLS ANSWERED OR SENT TO ANSWERING SERVICE
Objective:	Provide insight on the patterns of screened-in calls over time.
Significance:	DMCPS is expected to respond to screened-in calls to public reports of child maltreatment. When calls increase, it may be a sign that maltreatment is increasing. The volume of screened-in calls is also a good gauge for workload.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	<p>In the top graph, count of total number of DMCPS calls received monthly and total number of DMCPS calls answered by staff monthly.</p> <p>In the bottom graph, for each metric, numerator equals the total number of DMCPS calls answered, sent to answering service, or ended in disconnection. Denominator equals the total number of DMCPS calls received.</p>

Protecting Children. Strengthening Families. Building Communities.



DMCPS Goals: Children in Milwaukee County are safe from abuse and neglect

Measured by: Volume of calls answered or sent to answering service

Analysis

- 12 Month Summary Statistics*:

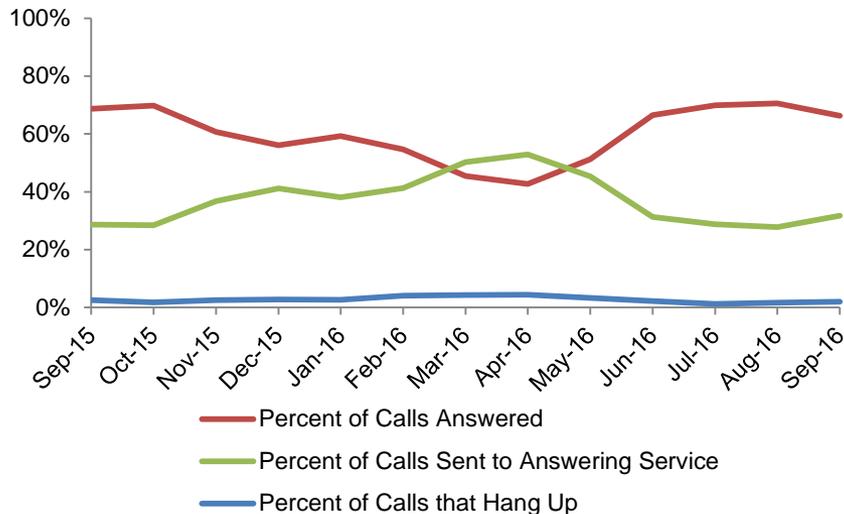
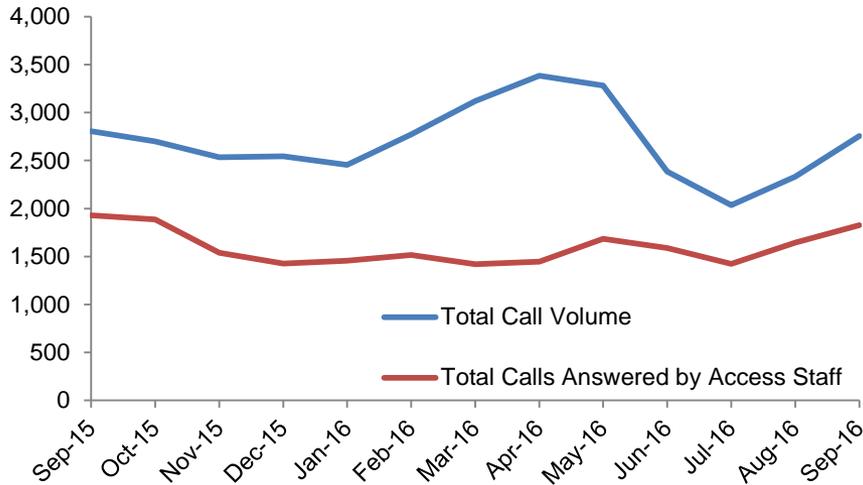
- Percent of Calls Answered:
 - Min: 42.7% (April 2016).
 - Max: 70.5% (August 2016).
 - Avg.: 58.3% (1,571).
- Percent of Calls Sent to Answering Service:
 - Min: 27.7% (August 2016).
 - Max: 52.9% (April 2016).
 - Avg.: 38.8% (1,044).
 - Avg. Call Backs per month: 672.

- Trends:

- Call volume decreased to the lowest level in July 2016, and increased during August and September, which follows a similar pattern as the same time period as last year.
- Access staff answered 1,828 calls in September 2016, the highest number of calls answered since September/October 2015.
- Of all calls that were sent to the answering service during January - September 2016, approximately 64% of calls were sent to the answering service during open business hours (weekdays, 8am - 11pm).

Strategies

- 4 additional staff have been hired in the Access Section and will start late October and early November (*added 10/16*).
- DMCPS has proposed a Triage Pilot to limit the number of calls that go to the answering service (*added 10/16*).
- Two existing Access staff members had their schedules changed to provide additional coverage during peak times (*added 10/16*).
- Implementation of the Access Quality Improvement Plan (*added 10/16*).



*Data on this slide is based on Cisco reports, which may vary slightly from data on slide 3.

Updated: 10/28/2016

KidStat: Division of Milwaukee Child Protective Services

Wisconsin Department of Children and Families Performance Measures

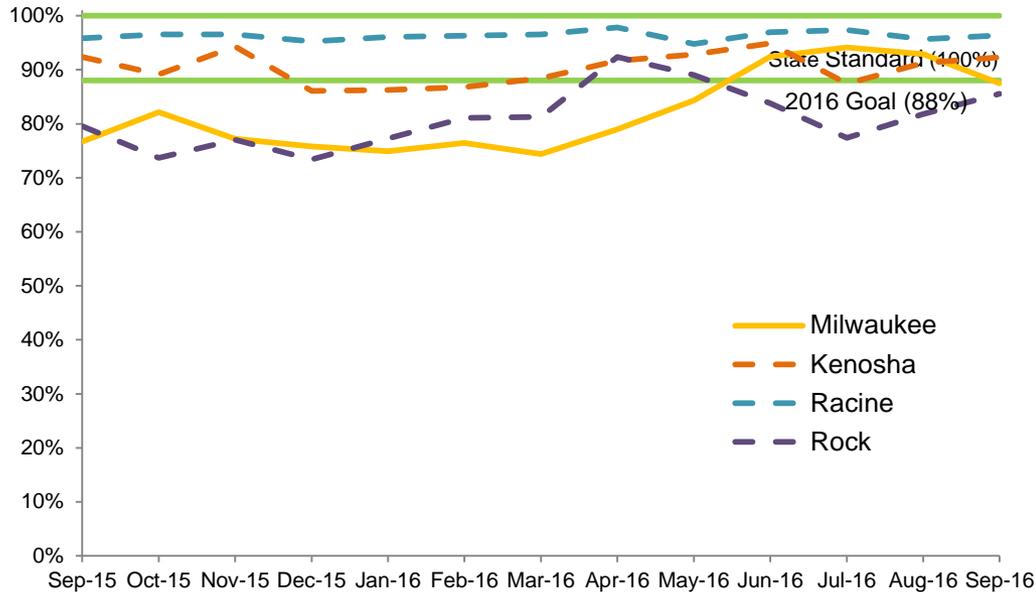
Performance Measure:	REFERRALS SCREENED WITHIN 24 HOURS
Objective:	Increase the timely screening of all telephone referrals of suspected child maltreatment made to DMCPs.
Significance:	DMCPs is required to determine whether referrals of suspected child maltreatment meet the statutory definition of maltreatment within 24 hours of the referral being made in Milwaukee County.
Target:	Screen 88% of all referral calls within 24 hours. Balance of State and Milwaukee targets are represented by the green lines on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of calls screened within 24 hours. Denominator equals all referral calls received.

Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Percentage of referrals screened within 24 hours



Percent of referrals screened within 24 hours for Milwaukee and comparison counties from September 2015 – September 2016. The 2016 goal is 88% and the state standard is 100%.

Milwaukee County achieved the 2016 goal for the July – September time period: 91.1% > 88.0%

Analysis

- 12 Month Summary Statistics:
 - Min: 74.4% (March 2016).
 - Max: 94.1% (July 2016).
 - Average: 82.2%.
 - Current Quarterly Average: 91.1%.
- Trends:
 - Milwaukee’s performance has improved. The average percent of referrals screened timely was 91.1% for July – September 2016. This is above the average for April – June 2016 (84.8%) and above the 12 month average (82.2%).
 - In the past year, Kenosha had an average 90.1% of referrals screened timely, Racine had an average 96.3% timely, and Rock had an average of 81.2%.

Strategies to reach 2016 goal

- 4 additional staff have been hired in the Access Section and will start late October and early November (added 10/16).
- DMCPS has proposed a Triage Pilot to limit the number of calls that go to the answering service (added 10/16).
- Two existing Access staff members had their schedules changed to provide additional coverage during peak times (added 10/16).
- Implementation of the Access Quality Improvement Plan (added 10/16).

Wisconsin Department of Children and Families Performance Measures

Performance Measure: INITIAL CONTACT COMPLETED OR ATTEMPTED TIMELY

Objective: Increase the timely completion or attempt of initial contacts.

Significance: DMCPS is expected to ensure the timely safety assessment of an alleged child victim. They are required to make an initial contact with the victim within the same day, 24-48 hours, or within 5 business days depending on the specifics of the referral.

Target: The DCF target is that 95.0% of initial contacts are completed or attempted to be completed in a timely manner relative to assigned response time. The target is represented by the green line on the graph.

Data Source: Data is from the statewide case management database, eWiSACWIS.

Measurement Method: Numerator equals the number of Initial Assessments that have a documented timely initial face-to-face contact, or documented attempted timely initial face-to-face contact. Denominator equals all of the cases with initial assessments approved in the month.

Protecting Children. Strengthening Families. Building Communities.

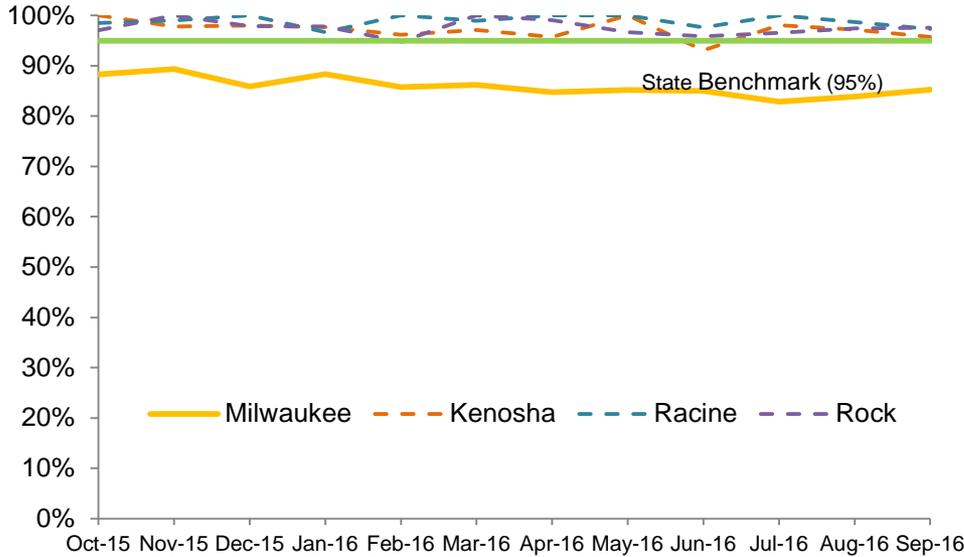


DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Target Direction: 

Measured by: Initial contacts completed or attempted timely, assessment of present danger

Analysis



Percent of Initial Contacts Completed or Attempted Timely for Milwaukee and comparison counties from October 2015 - September 2016. The benchmark is 95% of

Milwaukee County did not achieve this benchmark for July – September 2016: 83.9% < 95.0%

- 12 Month Summary Statistics:
 - Min: 82.9% (July 2016).
 - Max: 89.4% (November 2015).
 - Average: 85.8%.
 - Current Quarterly Average: 83.9%.
 - Same Day: 84.9%.
 - 24-48 hours: 89.8%.
 - 5-days: 81.3%.

- Milwaukee's performance has declined. The July – September 2016 average was 83.9% compared to 85.0% for April – June 2016.
- In September 2016, 85.2% of initial contacts were completed or attempted timely. Of these:
 - 65.6% were completed timely.
 - 13.6% were attempted timely, but occurred not timely.
 - 6.0% were attempted timely but never occurred.
- Comparison counties outperform Milwaukee. Milwaukee is consistently lower in timely attempted contacts than Kenosha, Racine and Rock counties (avg. 98% for Oct. 2015 – September 2016).

Strategies

- IA Quality Improvement Plan has been initiated (*added 10/16*)
- Statistics on face to face contacts are sent to program staff on a weekly basis (*added 10/16*)
- The IAB Director position was filled by Kevin Boland in June of 2016 which began an upward trend in the performance of the IAB (*added 10/16*)
- Office Associates will be assigned to individual units in order to alleviate some of the paperwork aspects of the IAS role (*added 10/16*)

Wisconsin Department of Children and Families Performance Measures

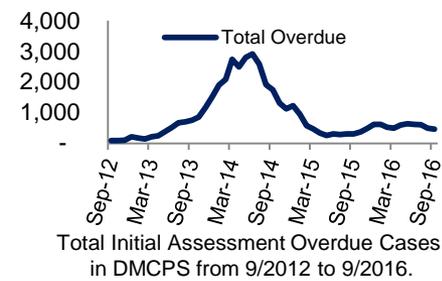
Performance Measure:	NUMBER OF TIMELY INITIAL ASSESSMENTS (IAs)
Objective:	Reduce the number of overdue initial assessments.
Significance:	DMCPS is required to complete Initial Assessments (IAs) within 60 days in Milwaukee County. An IA's primary purpose is to identify children who are in need of protection or services by engaging parents/caregivers in implementing an in-home or out-of-home safety plan.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS and DMCPS Monthly Reports.
Measurement Method:	<p>In the line graph, the count equals the total number of overdue Initial Assessments.</p> <p>In the stacked bar graphs, count equals the total number of IAs completed, current IAs (under 60 days, not approved), and overdue IAs (not approved, 60-90 days; not approved, over 90 days).</p>

Protecting Children. Strengthening Families. Building Communities.

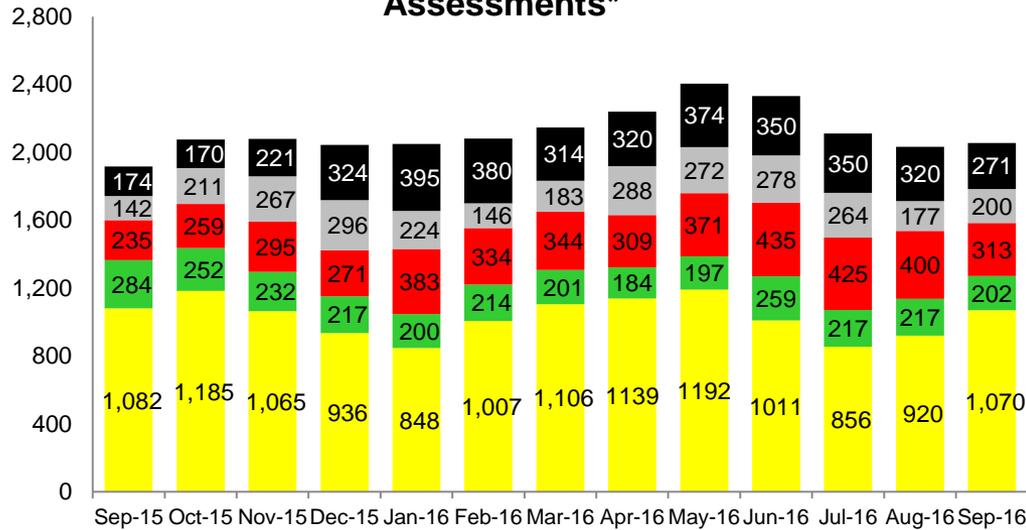


DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Initial assessments completed or attempted timely



DMCPS Completed, Current and Overdue Initial Assessments*



Screened-in Referrals: 679, 693, 571, 537, 535, 648, 656, 699, 712, 540, 515, 605, 693

- Current IAs (under 60 days, not approved)
- Completed - Current (Under 60 days)
- Completed - Overdue (over 60 days)
- New Overdue (60-90 days, not approved)
- Old Overdue (over 90 days, not approved)

Completed, Current and Overdue Initial Assessments September 2015 through September 2016.
*Preliminary data

12 Month Summary Overdue Statistics:

- Min: 381 overdue (Oct. 2015)
- Max: 646 overdue (May 2016)
- Average: 550 overdue
- Current Quarterly Average: 527 overdue

Trends:

- On average, 527 IAs were overdue over for July – Sept. 2016. This is lower than the average number of overdue IAs April – June 2016 (627) and lower than the 12 month average (550).
- As of September 2016, Milwaukee’s oldest overdue IA had been open about 8 months as compared to about 9.5 months as of the end of last quarter (June 2016).
- In September 2016, Racine had 5 overdue IAs (not completed) and Rock had 2 overdue IAs. Kenosha had no overdue IAs.

Strategies

- IA Quality Improvement Plan has been initiated (added 10/16)
- Statistics on overdue cases are sent to program staff on a weekly basis (added 10/16)
- The IAB Director position was filled by Kevin Boland in June of 2016 which began an upward trend in the performance of the IAB (added 10/16)
- Office Associates will be assigned to individual units in order to alleviate some of the paperwork aspects of the IAS role (added 10/16)
- Each Program Manager is working with their subordinates on a one on one level to improve the timely closure of cases (added 10/16)

Wisconsin Department of Children and Families Performance Measures

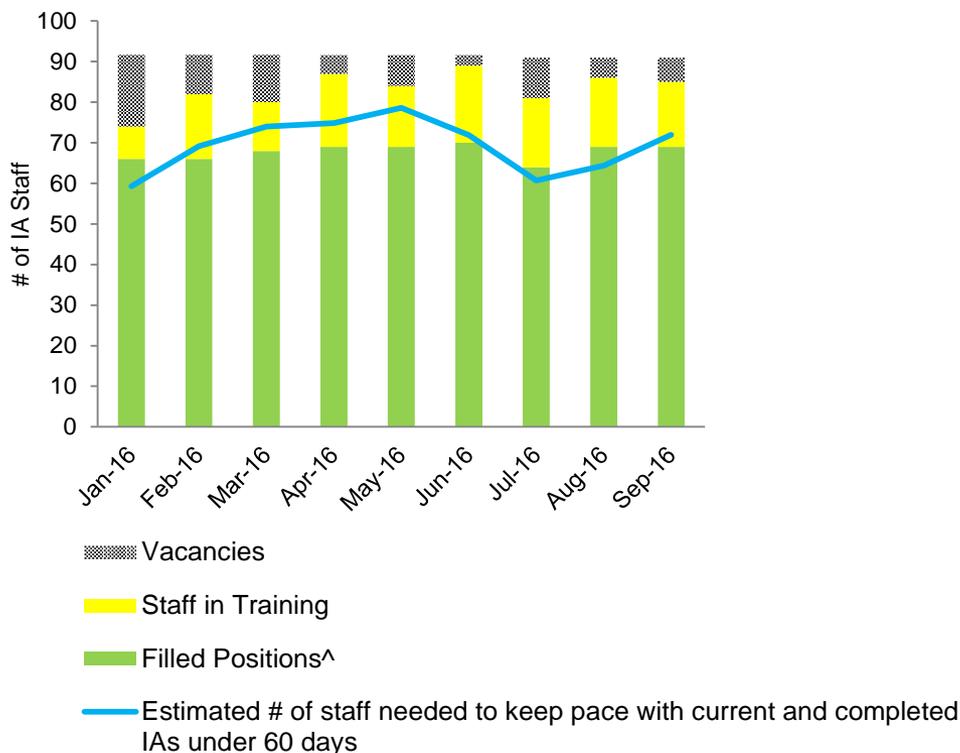
Performance Measure:	TOTAL NUMBER OF STAFF, VACANCIES, AND STAFF IN TRAINING FOR INITIAL ASSESSMENT SPECIALIST POSITIONS
Objective:	Provide insight on DMCPs Initial Assessment (IA) staffing and workload.
Significance:	DMCPs is expected to ensure timely completion of Initial Assessments in Milwaukee County. Staffing may play a role in the Division's ability to meet this expectation.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Counts of filled positions, staff in training, and vacancies, as of the end of each month.

Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee are safe from abuse and neglect

Measured By: IA Staffing & Workload



^The staff count includes total full-time and part-time IA FTEs, excluding pool codes and Access staff, as of the end of each month.

Note: The estimated number of staff needed does not include the overdue IAs. For staffing needs related to overdue IAs, refer to the “Options” on the right.

Analysis

9 Month Summary Statistics*:

- An average of 67.8 IA positions were filled of the 91 total FTE IA positions (and 10 additional pool codes, not shown on graph).
- An average of 15.3 IA staff were in training and an average of 8.3 positions were vacant during January – September 2016.
- In July, the average number of IAs completed per staff member increased to 10 IAs, however the average number of IAs completed in September decreased to 7.5.

Options:

- Increase the average number of IAs completed by current staff.
- Develop a separate process for completing the 471 overdue IAs.
 - If all overdue IAs were to be completed in 1 month, it would take about 54 additional staff completing 8.8 IAs each.
 - If all overdue IAs were to be completed in 6 months, it would take about 9 additional staff completing 8.8 IAs each.
 - If all overdue IAs were to be completed in 12 months, it would take about 5 additional staff completing 8.8 IAs each.

*The goal for all DMCPS KidStat slides is to show a rolling 12-month period as data become available.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	NUMBER OF CHILDREN IN DMCPs ONGOING SERVICES
Objective:	Provide insight on the scale of operations for DMCPs ongoing services, including out-of-home care (OHC).
Significance:	DMCPs is expected to support children in achieving permanency in Milwaukee County.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS and DMCPs Monthly Reports.
Measurement Method:	<p>In the table, counts equal the number of children either currently in out-of-home placements or in court-ordered in-home placements, the number of children entering into out-of-home placements, and the reason for discharge from out-of-home.</p> <p>In the graph, count equals the total number of children either currently in out-of-home placements or in court-ordered in-home placements.</p>

Protecting Children. Strengthening Families. Building Communities.



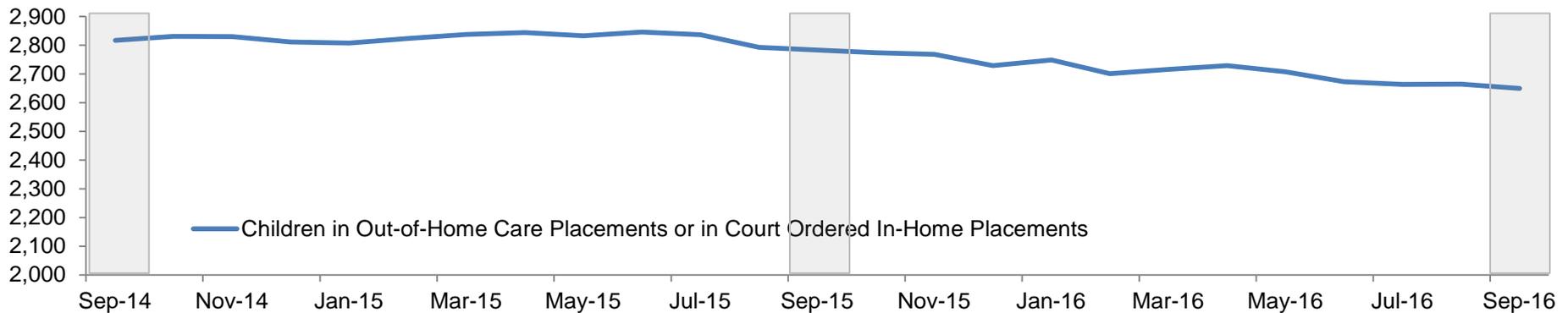
DMCPS Goal: Children in Milwaukee County achieve permanency

Measured by: Scale of Operations, DMCPS ongoing services

Scale of Ongoing Operations between October 2014 and September 2016

	Yearly Average	Monthly Average	Monthly Min	Monthly Max	Sept-16
	(10/14 - 9/16)	(10/14 - 9/16)	(10/14 - 9/16)	(10/14 - 9/16)	(9/16)
Children In Out-of-Home Care Placements or in Court Ordered In-Home Placements	-	2,767	2,650 (9/16)	2,846 (6/15)	2,650
Children Entering into Out-of-Home Placements	1,046	87	41 (1/16)	121 (8/15)	89
Permanency Reason:					
Reunification	563	46	32 (2/16)	71 (6/15)	38
Adoption	245	20	11 (10/15)	34 (11/14)	26
Guardianship	201	16	8 (12/15)	29 (8/16)	12

*Preliminary data



Division of Milwaukee Child Protective Services Scale of Operations for Ongoing Placements from September 2014 to September 2016.

Wisconsin Department of Children and Families Performance Measures

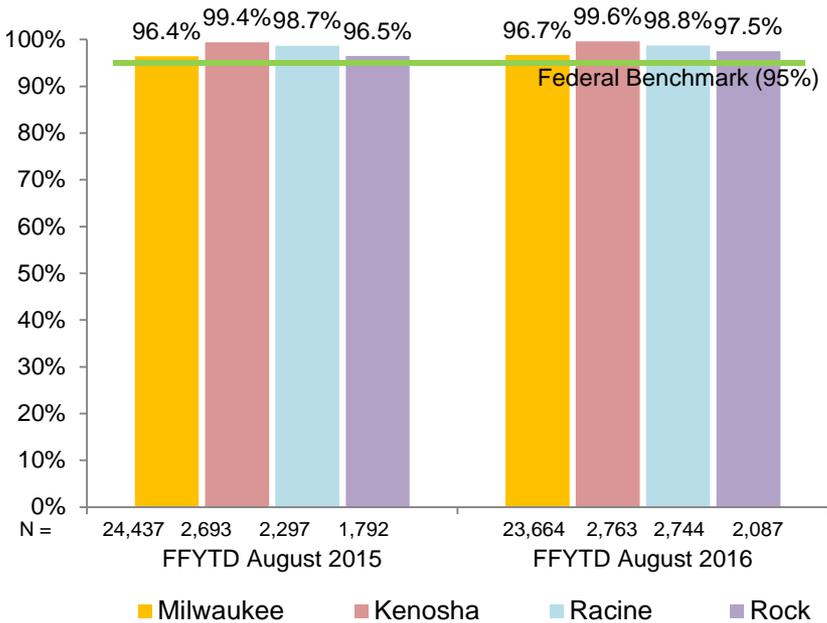
Performance Measure:	CASEWORKER CONTACT TIMELINESS
Objective:	Increase the timeliness of monthly caseworker contacts.
Significance:	DMCPS contracted caseworkers are required to have face-to-face contact with each child on their caseload once a month in Milwaukee County.
Target:	The federal standard is that 95.0% of children in the out-of-home care (OHC) caseload receive a caseworker visit each month. The target is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	In both bar graphs, numerators equal the number of children in OHC who are seen each month. Denominators equal the number of children in OHC. This is a cumulative measure based on the federal fiscal year.

Protecting Children. Strengthening Families. Building Communities.



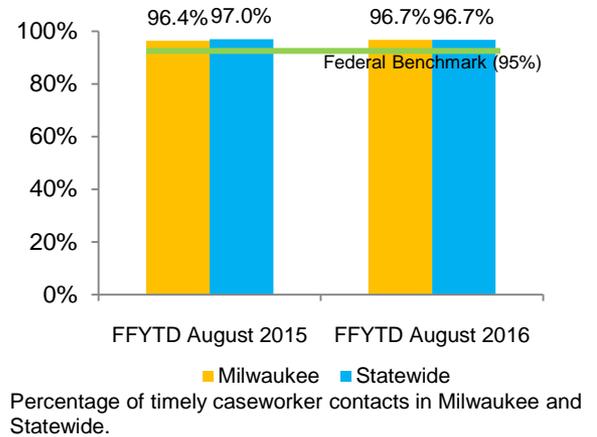
DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Caseworker contact timeliness and maintenance of contact with children in OHC



Percentage of timely caseworker contacts in Milwaukee, Kenosha, Racine, and Rock.

Milwaukee County achieved this benchmark for FFYTD August 2016: 96.7% > 95.0%



Analysis

- **FFYTD Summary Statistics:**
 - This is a Federal Fiscal Year to Date (FFYTD) Measure where the performance is generally lower at the beginning of the federal fiscal year, due to lags in data entry.
 - The standard summary statistics shown on the other slides are not applicable to the FFYTD measures.

- **Trends:**
 - Milwaukee exceeded the standard of 95% in FFYTD August 2015 (Oct. 2014 – Aug. 2015) and FFYTD August 2016 (Oct. 2015 – Aug. 2016) – increasing from 96.4% to 96.7%.
 - The percent of timely caseworker contacts in Milwaukee has been lower than the average timely caseworker contacts in Kenosha, Racine and Rock in FFYTD Aug. 2015 (avg. 98.4%) and in FFYTD Aug. 2016 (avg. 98.7%).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	CASEWORKER CONTACT TIMELINESS FOR CHILDREN IDENTIFIED AS NATIVE AMERICAN
Objective:	Increase timeliness of monthly caseworker contacts for children identified as Native Americans.
Significance:	DMCPS contracted caseworkers are required to have face-to-face contact with each child on their caseload once a month in Milwaukee County.
Target:	The federal standard is that 95.0% of children in the out-of-home care (OHC) caseload receive a caseworker visit each month. The target is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children in OHC identified as Native American who are seen each month. Denominator equals the number of children identified as Native American in OHC. This is a cumulative measure based on the federal fiscal year.

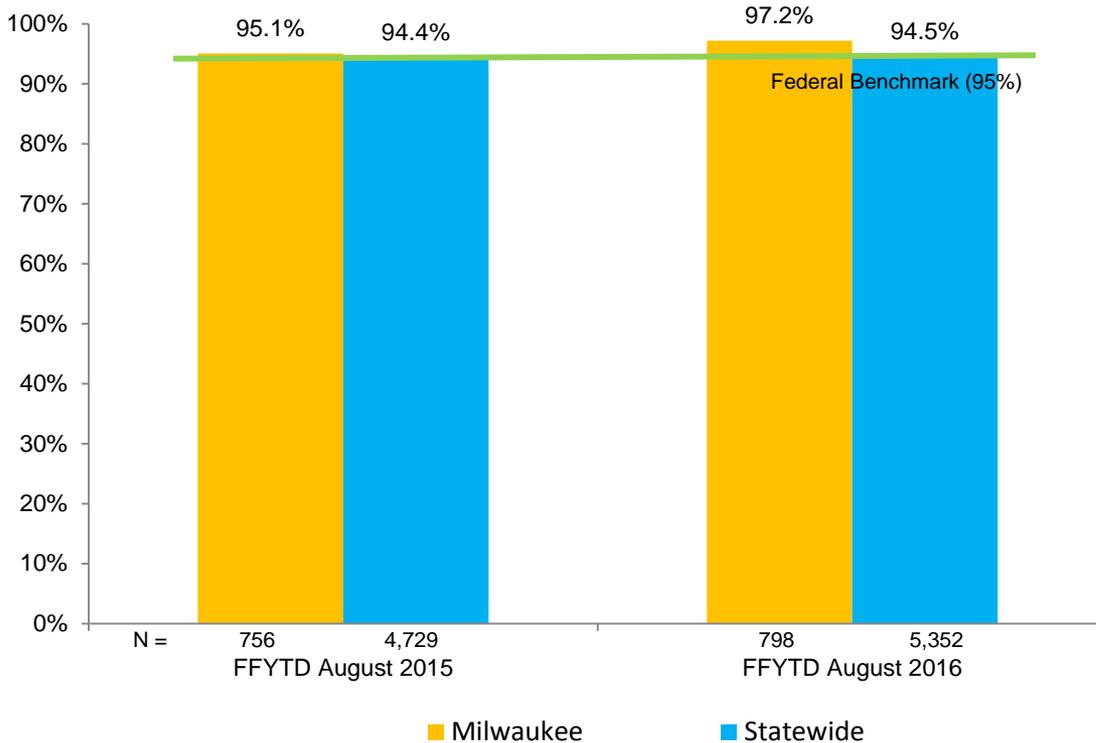
Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Caseworker contact timeliness and maintenance of contact with children in OHC, children identified as Native American

Target Direction: 



Percentage of timely caseworker contacts in Milwaukee and Statewide for children identified as Native American.

Milwaukee County achieved this benchmark for FFYTD August 2016: 97.2% > 95.0%

Analysis

- FFYTD Summary Statistics:
 - This is a Federal Fiscal Year to Date (FFYTD) Measure where the performance is generally lower at the beginning of the federal fiscal year, due to lags in data entry.
 - The standard summary statistics shown on the other slides are not applicable to the FFYTD measures.
- Trends:
 - Milwaukee’s percentage of timely caseworker contacts for children identified as Native American increased from FFYTD August 2015 (95.1%) to FFYTD August 2016 (97.2%).
 - During the FFYTD August 2015 and 2016 periods (October – May), Kenosha, Racine and Rock counties did not serve a large number of children identified as Native American; therefore, the comparison to these counties is excluded.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	MALTREATMENT IN OUT-OF-HOME (OHC) CARE
Objective:	Decrease the number of children who are victims of maltreatment by any maltreater—not limited to OHC providers—while in OHC.
Significance:	DMCPS is expected to protect the well-being and safety of children while in their custody in Milwaukee County.
Target:	Milwaukee County's performance should not exceed the current federal standard of 8.5 victimizations per 100,000 days in OHC. The target is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children with substantiated maltreatment in OHC over a 12-month period expressed per 100,000 placement days. Denominator equals the total number of days children were placed in OHC.

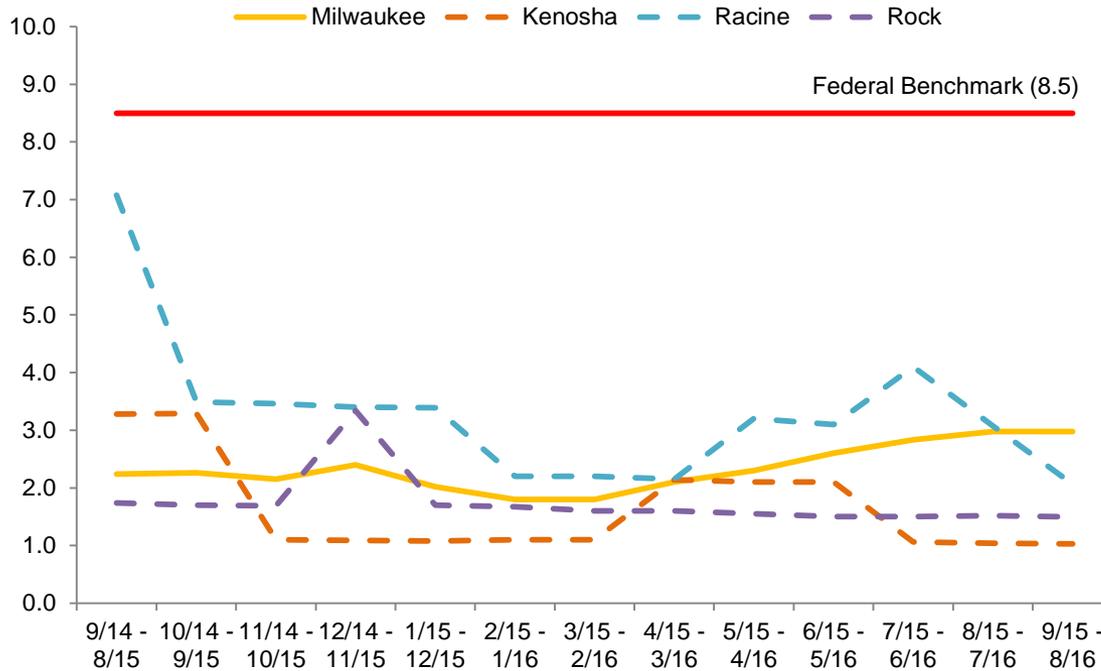
Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Maltreatment in Out-of-Home Care: CFSR 3 Round 3

Target Direction: 



Rate of Victimization per 100,000 Days for Children in OHC for the rolling 12 month periods for August 2015 to August 2016. The federal standard is 8.5

Milwaukee County achieved this benchmark for the time periods June - August 2016: $2.9 < 8.5$

Analysis

- 12 Month Summary Statistics:**
 - Max: 3.0 (July, Aug. 2016).
 - Min: 1.8 (Jan., Feb 2016).
 - Average: 2.2.
 - Average Performance (for the time periods June – August 2016): 2.9.
- Trends:**
 - Milwaukee’s performance has declined – average performance for June – Aug. 2016 (2.9) was above the 12 month average (2.2) and above the average for March - May 2016 (2.3).
 - The average statewide rate for this time period was 3.0.
 - Comparison counties outperformed Milwaukee - in August 2016, Milwaukee’s performance was 3.0; Kenosha’s performance was 1.0, Racine’s performance was 2.1, and Rock’s performance was 1.5.

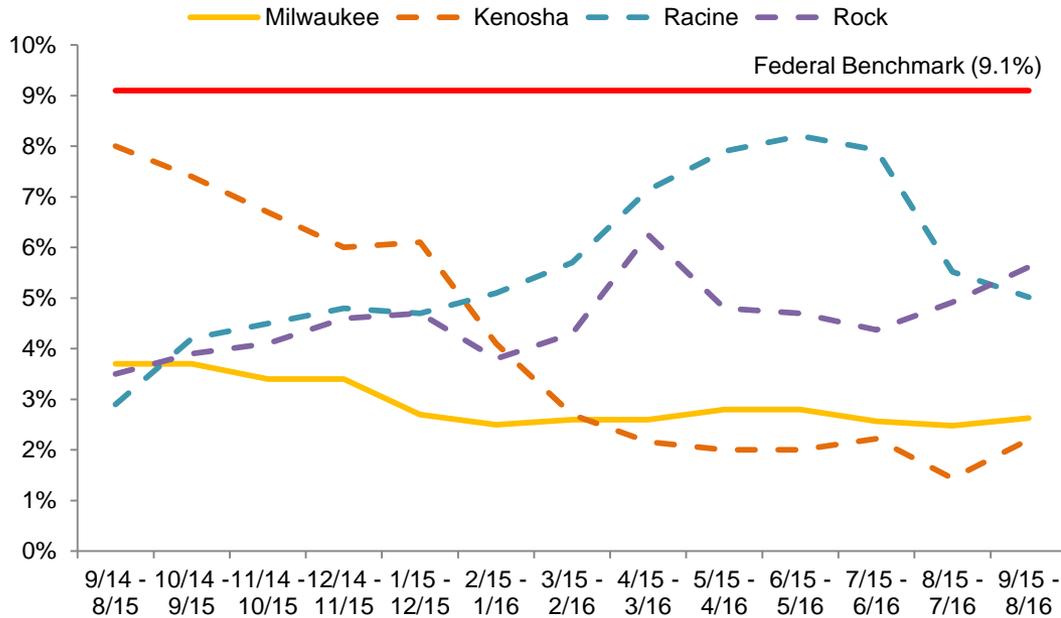
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	NO RECURRENCE OF MALTREATMENT
Objective:	Decrease the number of children who are repeat victims of substantiated maltreatment within twelve months of the initial maltreatment substantiation.
Significance:	DMCPS is expected to identify permanency solutions that reduce the likelihood of repeat maltreatment in Milwaukee County.
Target:	DMCPS performance should not exceed the current federal standard of 9.1% of children in OHC re-experiencing maltreatment. The target is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children with a subsequent substantiated allegation within 12 months of an initial substantiated maltreatment. Denominator equals the number of children with a substantiated maltreatment during a 12-month period.

DMCPS Goal: Children in Milwaukee County are safe from abuse and neglect

Measured by: Recurrence of maltreatment CFSR 3, prevention of recurring maltreatment for all children

Target Direction: 



Recurrence of Maltreatment during the 12 month rolling periods from August 2015 to August 2016. The federal standard is 9.1%.

Milwaukee County achieved this benchmark for the time periods June - August 2016: 2.6% < 9.1%

Analysis

- 12 Month Summary Statistics:
 - Max: 3.7% (Aug., Sept. 2015).
 - Min: 2.5% (January 2016).
 - Average: 2.9%.
 - Average Performance (for the time periods June – August 2016): 2.6%.
- Trends:
 - Milwaukee’s performance has remained consistent – average performance for June – Aug. 2016 was 2.6% and the average performance for March – May 2016 was 2.7%, which was lower than the 12 month average (2.9%).
 - The average statewide rate for this time period was 4.5%.
 - Milwaukee outperforms two of the three comparison counties – in August 2016, Milwaukee’s performance was 2.6%, below Racine (5.0%) and Rock (5.6%) and above Kenosha (2.2%).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING OUT-OF-HOME (OHC) CARE
Objective:	Increase the number of children who achieve legal permanence within 12 months.
Significance:	DMCPS is expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home in Milwaukee County.
Target:	The current federal standard is that at least 40.5% of children achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing the number of children who are discharged to permanency within 12 months of their individual entry (numerator) by the total number of children who enter OHC in a 12-month period (denominator).

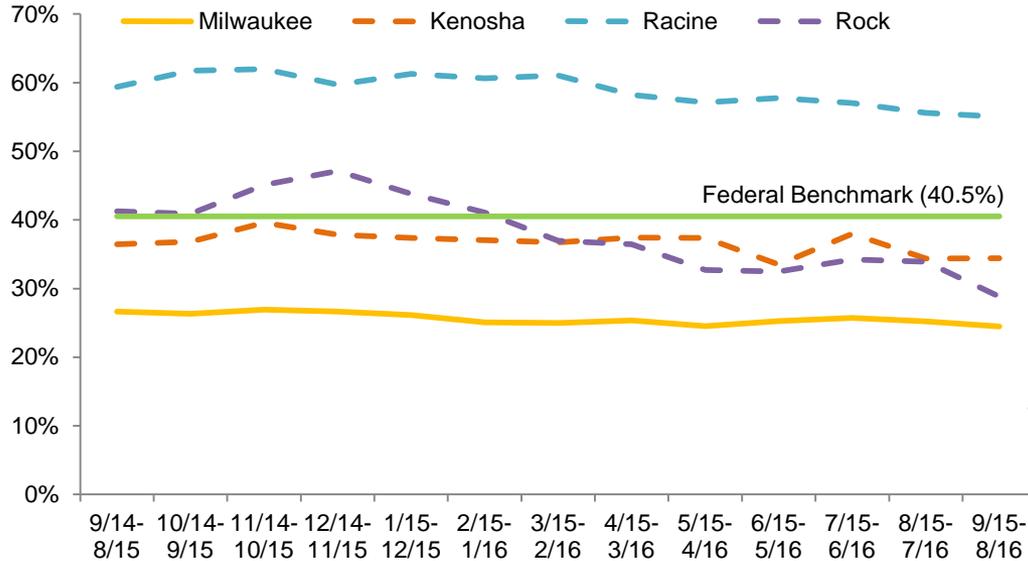


DMCPS Goal: Children in Milwaukee County achieve permanency

Measured by: Legal Permanence < 12 months: CFSR 3

Children who discharge to reunification, guardianship, or adoption within 12 months of entering OHC

Target Direction: 



Legal Permanence for children in OHC < 12 months who discharge to Reunification, Guardianship, or Adoption for the time periods between August 2015 to August 2016. The federal standard is 40.5%.

Milwaukee County did not achieve this benchmark for the time periods June - August 2016: 25.1% < 40.5%

Analysis

- 12 Month Summary Statistics:
 - Min: 24.5% (August 2016).
 - Max: 26.9% (October 2015).
 - Average: 25.6%.
 - Average Performance (for the time periods June – August 2016): 25.1%.
 - During the Sept. 2015 – Aug. 2016 period in Milwaukee, 281 children discharged to permanency. To meet this benchmark, an additional 184 children would have had to discharge to permanency during this period.
- Trends:
 - Milwaukee's performance has remained consistent – average performance for June – August 2016 was 25.1% compared to 25% (average) for March – May 2016.
 - The average statewide rate for this time period was 38.3%.
 - Comparison counties outperformed Milwaukee – in August 2016, Milwaukee's performance (24.5%) was lower than Kenosha (34.4%), Racine (55%), and Rock (28.8%).

Strategies

- DMCPS is in the process of developing strategies with the contracted agencies to improve performance in this area through meetings such as the Agency Collaboration meetings, Placement Stability workgroup, and CEO meetings (added 5/16; updated 10/16)

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 12-23 MONTHS
Objective:	For children who have been in OHC 12-23 months, increase the number of children who achieve legal permanence within 12 months.
Significance:	DMCPS is expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home in Milwaukee County.
Target:	The current federal standard is that at least 43.6% of children in out-of-home care 12-23 months achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide automated case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing by the number of children who have been in OHC for 12-23 months on the first day of a 12-month period and who have been discharged to permanency within 12 months (numerator) by the total number of children who have been in OHC for 12-23 months on the first day of a 12-month period (denominator).

Protecting Children. Strengthening Families. Building Communities.

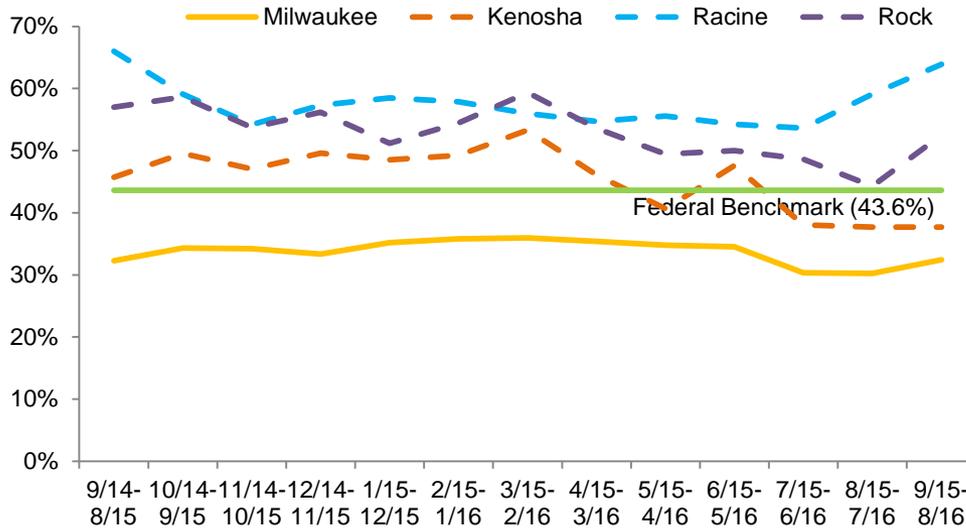


DMCPS Goal: Children in Milwaukee County achieve permanency

Measured by: Legal Permanence in 12 Months for Children

in Care 12-23 Months: CFSR 3 Children who discharge to reunification, guardianship, and adoption

Target Direction: 



Legal Permanence for children in OHC 12-23 months who discharge to Reunification, Guardianship, or Adoption for the time periods for August 2016 to August 2016. The federal standard is 43.6%.

Analysis

•12 Month Summary Statistics:

- Min: 30.2% (July 2016).
- Max: 36.0% (February 2016).
- Average: 33.9%.
- Average Performance (for the time periods June – August 2016): 31.0%.
- During the Sept. 2015 – August 2016 period in Milwaukee, 347 children discharged to permanency. To meet this benchmark, an additional 120 children would have had to discharge to permanency during this period.

•Trends:

- Milwaukee's performance has declined – average performance for June – August 2016 was 31.0%, which was lower than the March – May 2016 average of 34.9%.
- The average statewide rate for this time period was 40.8%.
- Comparison counties outperform Milwaukee – in August 2016, Milwaukee's performance (32.4%) was lower than the average of Kenosha, Racine, and Rock (avg. 50.3%).

Strategies

- DMCPS is in the process of developing strategies with the contracted agencies to improve performance in this area through meetings such as the Agency Collaboration meetings, Placement Stability workgroup, and CEO meetings (added 5/16; updated 10/16)

Milwaukee County did not achieve this benchmark for the time periods June – August 2016: 31.0% < 43.6%

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PERMANENCY IN 12 MONTHS FOR CHILDREN IN OUT-OF-HOME CARE (OHC) FOR OVER 24 MONTHS
Objective:	For children who have been in OHC over 24 months, increase the number of children who achieve legal permanence within 12 months.
Significance:	DMCPS is expected to work with families to find the child permanence (safe reunification with parents, guardianship with a safe adult or legal adoption) as soon as possible after a child is removed from the home in Milwaukee County.
Target:	The current federal standard is that at least 30.3% of children in out-of-home care 24+ months achieve legal permanence through discharge to reunification, guardianship, or adoption within 12 months. This standard is represented by the green line on the graph.
Data Source:	Data is from the statewide automated case management database, eWiSACWIS.
Measurement Method:	This measure is calculated by dividing the number of children who are discharged to permanency within 12 months of the first day (numerator) by the number of children who have been in OHC for 24+ months on the first day of a 12-month period (denominator).

Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee County achieve permanency

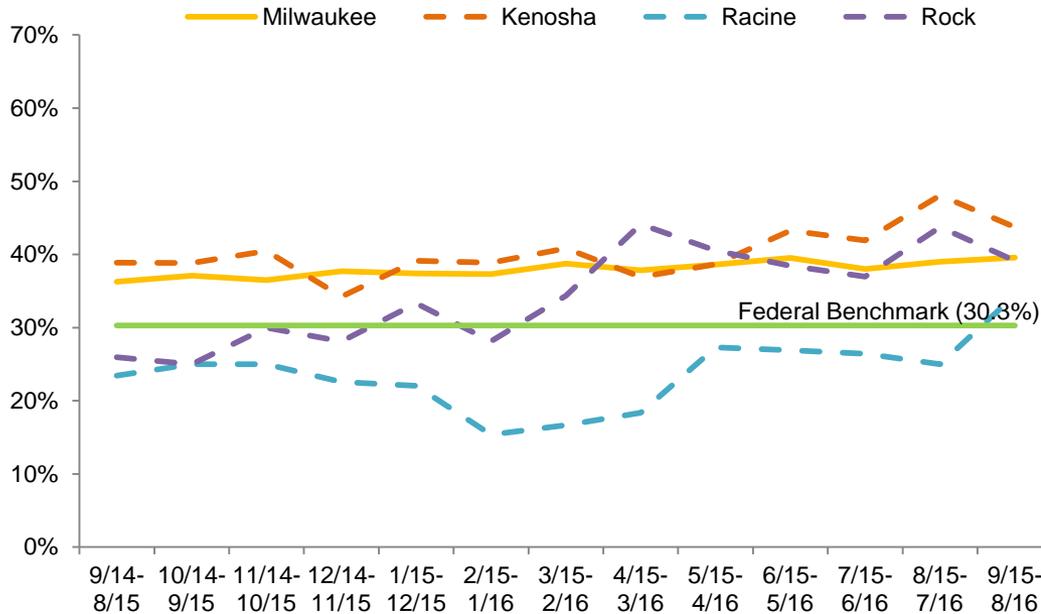
Measured by: Legal Permanence in 12 Months for

Children in Care 24+ Months: CFSR 3 Children who discharge to reunification, guardianship, and adoption

Target Direction: 

Analysis

- 12 Month Summary Statistics:
 - Min: 36.5% (October 2015).
 - Max: 39.5% (August 2016).
 - Average: 38.1%.
 - Average Performance (for the time periods June – August 2016): 38.9%.
- Trends:
 - Milwaukee's performance has remained consistent – average performance for June – August 2016 was 38.9% compared to an average performance of 38.7% for March – May 2016.
 - The average statewide rate for this time period was 40.4%.
 - Milwaukee outperforms two of the three comparison counties – in August 2016, the Milwaukee legal permanence in 24 or more months rate (39.6%) was higher than Racine (34.4%) and Rock (39.1%) and below Kenosha (43.8%).



Legal Permanence for children in OHC > 24 months who discharge to Reunification, Guardianship, or Adoption for the time periods for August 2015 to August 2016. The federal standard is 30.3%.

Milwaukee County achieved this benchmark for the time periods June – August 2016: 38.9% > 30.3%.

Wisconsin Department of Children and Families Performance Measures

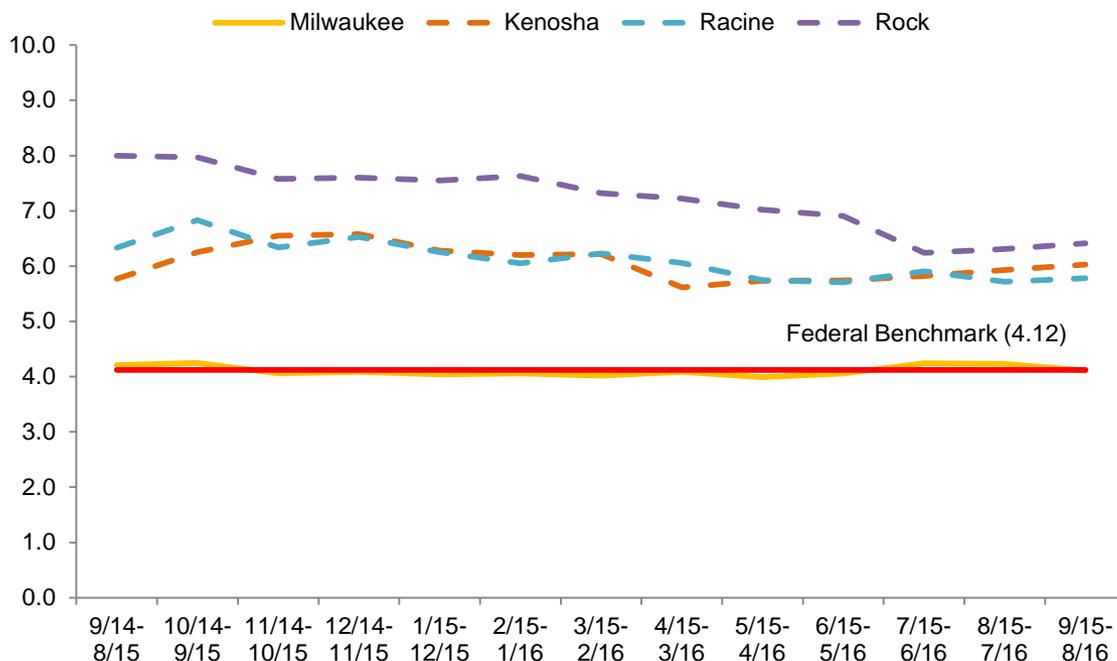
Performance Measure:	PLACEMENT STABILITY
Objective:	Reduce the number of placements children experience while in out-of-home care (OHC).
Significance:	DMCPS is expected to provide a stable home environment for children in OHC in Milwaukee County.
Target:	The federal standard is no more than 4.12 moves per 1000 days in OHC. The standard is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	The numerator equals the total placement moves in a 12-month period for children who entered OHC during this time. Denominator equals the total number of days in OHC for children who entered OHC during the 12-month period. This is expressed as a rate per 1,000 days in OHC.

Protecting Children. Strengthening Families. Building Communities.



DMCPS Goal: Children in Milwaukee achieve permanency
Measured by: placement stability, ensure stability
 for children by minimizing the number of placements while in OHC

Target Direction: 



Placement Stability during the rolling 12 month periods for August 2015 to August 2016. The federal standard is 4.12.

Milwaukee County did not achieve this benchmark for the time periods June – August 2016: 4.19 moves > 4.12 moves.

Analysis

- 12 Month Summary Statistics:
 - Max: 4.25 (September 2015).
 - Min: 3.99 (April 2016).
 - Average: 4.10.
 - Average Performance (for the time periods June – August 2016): 4.19.

- Trends:
 - Milwaukee’s performance has remained consistent – average performance for June – August 2016 was 4.19, which was higher than the March – May 2016 (average of 4.04).
 - The average statewide rate for this time period was 4.6.
 - Milwaukee outperforms comparison counties – Milwaukee’s performance was consistently lower than the rates in Kenosha, Racine, and Rock counties over the past year. For the 12-month period between Sept. 2015 – August 2016, Kenosha’s performance was 6.03, Racine’s performance was 5.78, and Rock’s performance was 6.41.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	NUMBER OF CHILDREN THAT EXPERIENCE 3 OR FEWER PLACEMENTS WHILE IN OHC
Objective:	Reduce the number of placements children experience while in out-of-home care (OHC). This is the final remaining enforceable item in the Jeanine B. Settlement Agreement.
Significance:	DMCPS is expected to minimize the likelihood that the children will move from placement to placement while in OHC in Milwaukee County.
Target:	Ninety percent (90.0%) of children will experience 3 or less moves while in OHC. The target is represented by the green line
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the total number of children in an out-of-home care placement at the end of the month (EOM) with 3 or fewer placements as based on the Settlement Agreement. Denominator equals the total number of children in an out-of-home care placement at EOM as based on the Settlement Agreement.

Protecting Children. Strengthening Families. Building Communities.

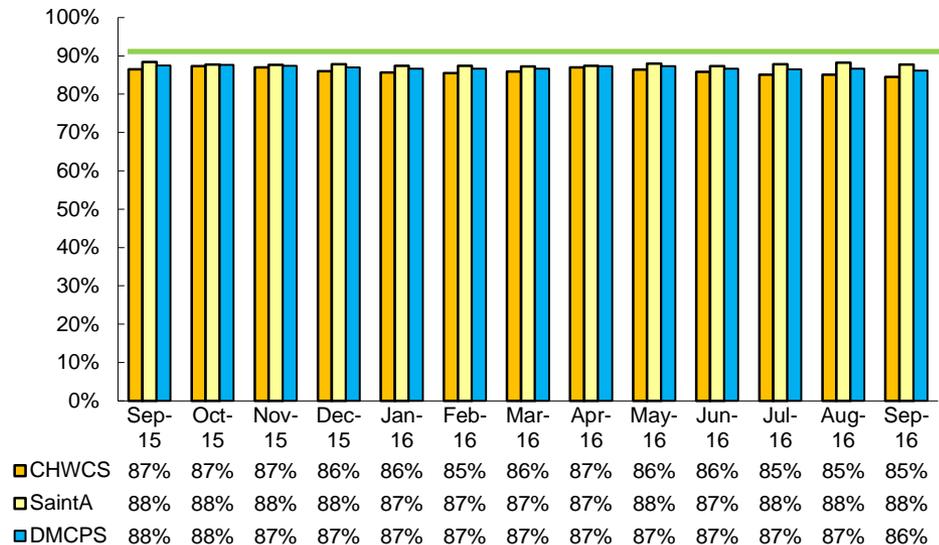


DMCPS Goal: Children in Milwaukee County achieve permanency

Measured by: Children who experience 3 or fewer placements while in OHC

Target Direction: 

Percentage of Children in OHC with 3 or Fewer Placements



A child may be placed in out-of-home care before the completion of the initial assessment. Although not displayed in the bar chart, IA-Admin numbers are included in the total calculation of DMCPS performance. For placement stability, there were 17 IA-Admin children included in July, 13 in August and 15 in September.

*Preliminary data

Milwaukee County did not achieve this measure for July – September 2016: 86% < 90%

Analysis

- 12 Month Summary Statistics:
 - Average = 87%.
 - Current Quarterly Average = 86%.
- Trends:
 - Milwaukee’s performance has declined – the average performance for July – September 2016 was 86%, which was lower than April – June 2016 (87% average).

Strategies

- DMCPS is in the process of developing strategies with the contracted agencies to improve performance in this area through meetings such as the Agency Collaboration meetings, Placement Stability workgroup, and CEO meetings (*added 8/16; updated 10/16*)

*This is the single remaining enforceable Settlement Agreement provision.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	RE-ENTRY WITHIN 12 MONTHS
Objective:	Reduce the number of children who re-enter out-of-home care (OHC), within 12 months of a previous episode.
Significance:	DMCPS is expected to identify and pursue permanency solutions for children in order to minimize the likelihood that the children will subsequently return to OHC in Milwaukee County.
Target:	The current federal standard is that of all children who achieved legal permanence, 8.3% or fewer re-enter OHC within 12 months. The target is represented by the red line on the graph.
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number children who enter OHC in a 12-month period and then re-enter OHC within 12 months of their discharge. Denominator equals the number of children who enter OHC in a 12-month period and are discharged within 12 months to legal permanence.

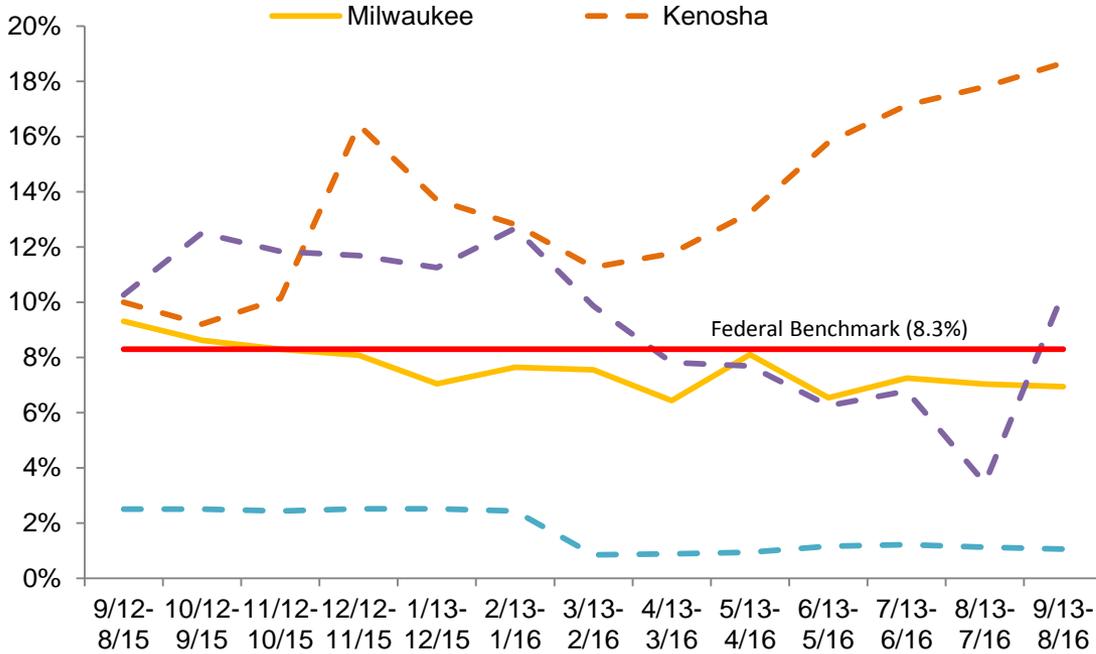


DMCPS Goal: Children in Milwaukee achieve permanency

Measured by: Re-entry after reunification < 12 months:

CFSR 3, children enter OHC, discharge to reunification, guardianship, or living with relatives, and re-enter OHC; all within 12 months

Target Direction: 



Re-entry into Out-of-Home Care within 12 months for the periods between August 2015 and August 2016. The federal standard is 8.3%.

Milwaukee County achieved this benchmark for the time periods June – August 2016: 7.1% < 8.3%

Analysis

- 12 Month Summary Statistics:
 - Max: 8.6% (September 2015).
 - Min: 6.4% (March 2016).
 - Average: 7.4%.
 - Average Performance (for the time periods June – August 2016): 7.1%.

- Trends:
 - Milwaukee’s performance remained consistent – average performance for June – August 2016 (7.1%) was higher than the previous March – May 2016 average (7.0%) and lower than the 12 month average (7.4%).
 - The average statewide rate for this time period was 10.3%.
 - For the August 2016 period, Milwaukee outperformed Kenosha and Rock. Kenosha county’s performance was 18.7%, Rock county’s performance was 10.3%, and Racine county’s performance was 1.1%.

Wisconsin Department of Children and Families Performance Measures

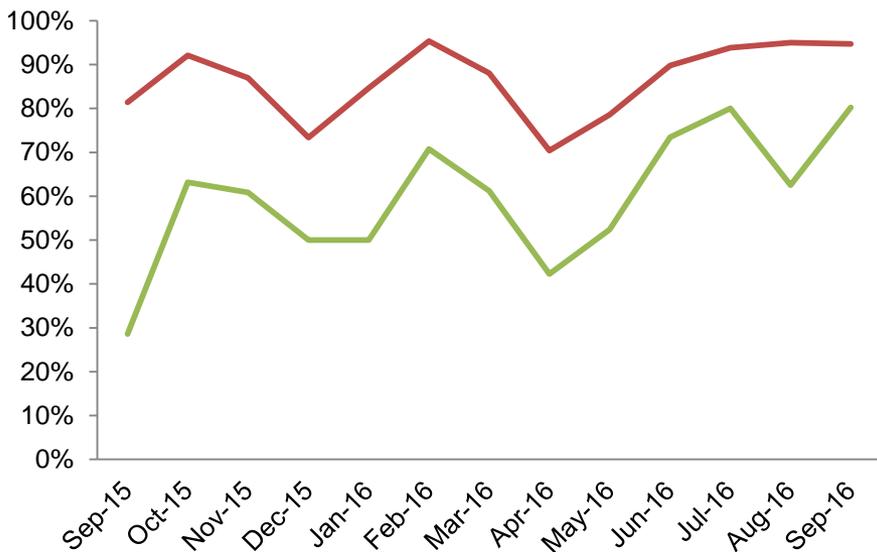
Performance Measure:	TIMELINESS OF INITIAL HEALTH SCREEN FOR CHILDREN ENTERING INTO OHC
Objective:	All children receive an initial health screen upon entry into out of home (OHC) care.
Significance:	DMCPS is expected to identify any health conditions among children entering OHC in Milwaukee County that require prompt medical attention, as well as identify any signs of abuse and neglect.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children in OHC who received initial health screens within five days and within two days. Denominator equals the total number of children in OHC who were required to receive initial health screens within five days and within two days.



DMCPS Goal: Children in Milwaukee County receive timely access to health services

Measured by: Assessment of well-being through Timely Initial Health Screens Received by Children in Out-of-Home Care

— % of children who received initial health screens within 5 days
 — % of children who received initial health screens within 2 days



*Preliminary data

Analysis

- 12 Month Summary Statistics:
 - Within 2 days:
 - Min: 42% (April 2016).
 - Max: 80% (July, Sept. 2016).
 - Average: 63%.
 - Current Quarterly Average: 74%.
 - Within 5 days or less:
 - Min: 70% (April 2016).
 - Max: 95% (Feb., August, Sept. 2016).
 - Average: 88%.
 - Current Quarterly Average: 95%.
- Trends
 - The average percent of children receiving initial health screens within 2 days was 74% for July – Sept. 2016, which is above the average for April – June 2016 (54%).
 - The average percent of children receiving initial health screens within 5 days was 95% for July – Sept. 2016, which is above the average for April – June 2016 (78%).
 - Comparable data for other counties is not currently available.

Strategies

- Quality Improvement Section is providing weekly and monthly performance management reports and well as following up with all agencies if a health screen has not been documented (*added 5/16*).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	ANNUAL MEDICAL AND DENTAL SERVICES WHILE IN OHC
Objective:	All children in out-of-home care are up to-date with expected annual medical and dental exams.
Significance:	DMCPS is expected to ensure the ongoing physical health and well-being of children in OHC in Milwaukee County.
Target:	N/A
Data Source:	Data is from the statewide case management database, eWiSACWIS.
Measurement Method:	Numerator equals the number of children in OHC who are current with their annual medical and dental medical exams. Denominator equals the total number of children in OHC who were required to receive annual medical and dental exams.

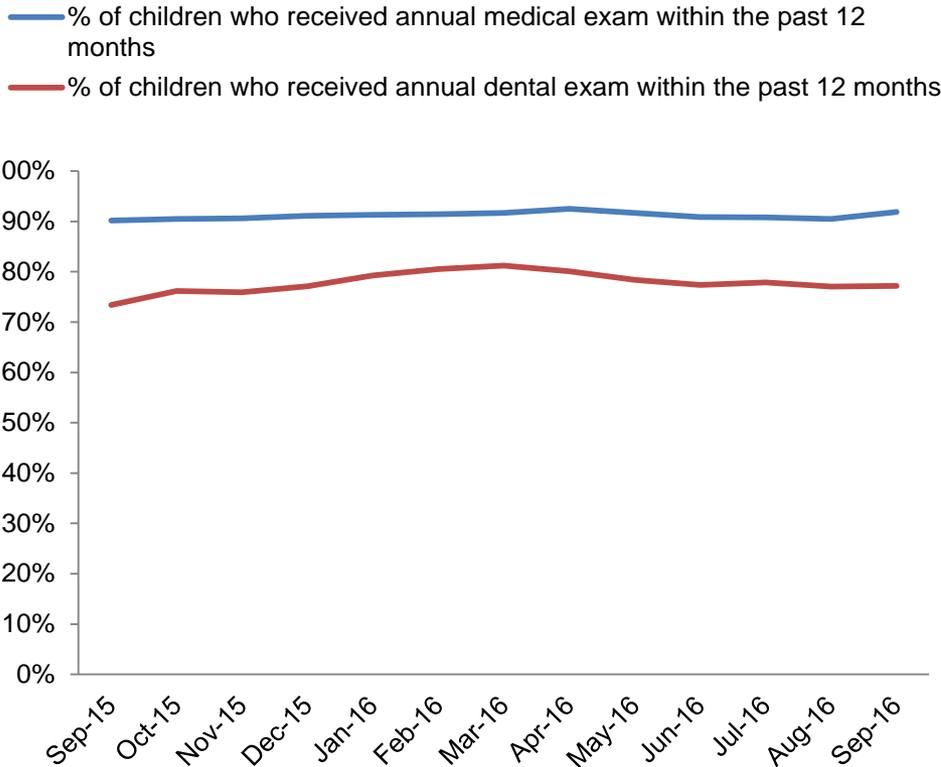


DMCPS Goal: Children in Milwaukee County receive timely access to medical and dental services

Measured by: Assessment of well-being through medical and dental services received by children in OHC

Analysis

- 12 Month Summary Statistics:
 - Medical
 - Min: 90% (August 2016).
 - Max: 92% (March, April, May, Sept. 2016).
 - Average: 91%.
 - Current Quarterly Average: 91%.
 - Dental
 - Min: 76% (Oct., Nov. 2015).
 - Max: 81% (Feb., March 2016).
 - Average: 78%.
 - Current Quarterly Average: 77%.
- Trends:
 - The average percent of children receiving annual medical exams was 91% for July – Sept. 2016, which is below the average for April – June 2016 (92%).
 - The average percent of children receiving annual dental exams was 77% for July – Sept. 2016, which is below the average for April – June 2016 (79%).
 - Comparable data for other counties is not currently available.



*Preliminary data

Strategies

- DMCPS is in the process of developing strategies with the contracted agencies to improve performance in this area through meetings such as the Agency Collaboration meetings and CEO meetings (*added 5/16*)
- Additional analysis will be conducted on Care4Kids information (*added 5/16*)

The DFES slides are from the
December 15, 2016 KidStat.
Most of the measures use data
through September 2016.

Kris Randal, Division Administrator, is the owner for
all DFES Performance Measures.



This page has been intentionally left blank.



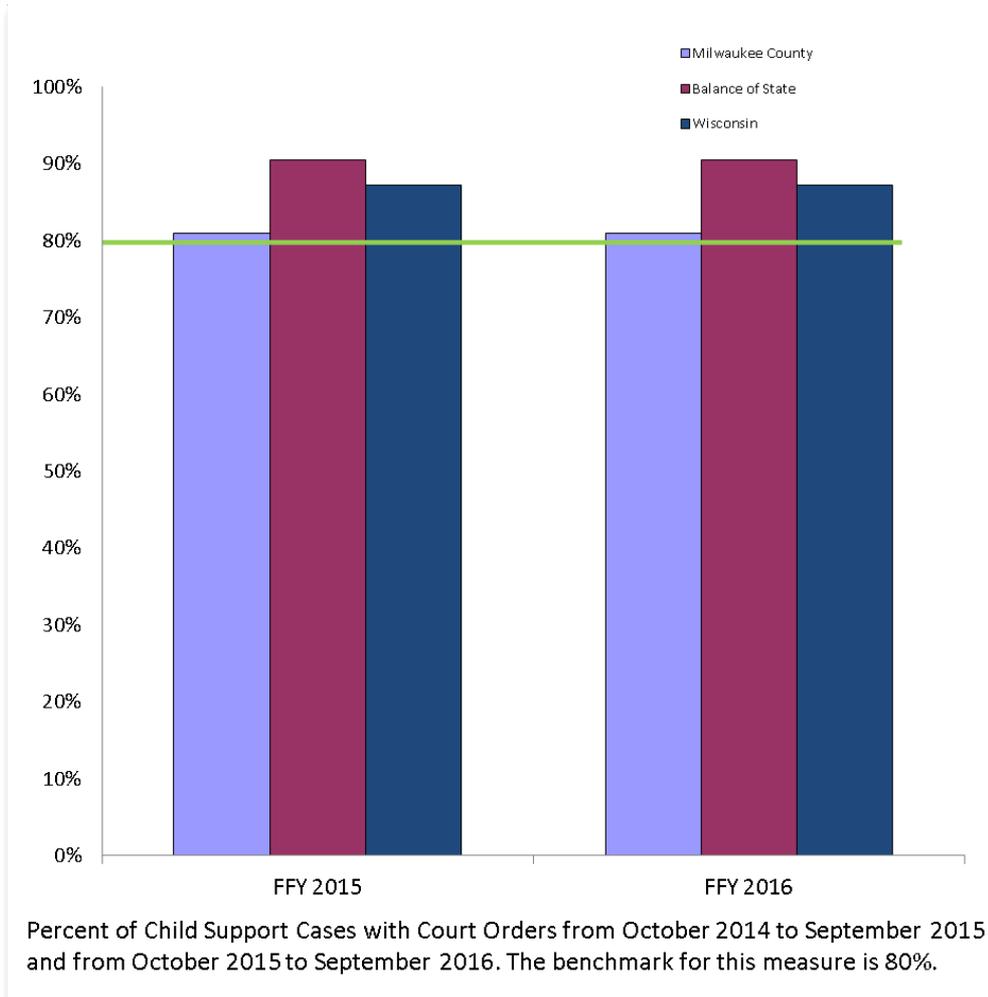
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	COURT ORDER ESTABLISHMENT
Objective:	Increase the number of children who have a court order for child support.
Significance:	Child support cannot be enforced unless there is a court order for payment.
Target:	80% is the Federal standard.
Data Source:	Data collected from the statewide case management database, KIDS.
Measurement Method:	Numerator equals the number of child support cases with court orders. Denominator equals the total number of child support cases as of the last day of the reporting period.



DFES Goal: Families increase income

Measured By: Court Orders Established IV-D Caseload



Analysis

- Statewide, the percent of child support cases with court orders increased by 0.1 of a percentage point from:
 - 87.1% (FFY 2015) to
 - 87.2% (FFY 2016).
- Milwaukee County's performance decreased by 0.1 of a percentage point from
 - 81.0% (FFY 2015) to
 - 80.9% (FFY 2016).
- Balance of State's performance stayed the same at
 - 90.4% (FFY 2015 and FFY 2016).
- In FFY 2015, States' performance ranged from 70.6% to 95.4%. Wisconsin was ranked 25th with 87.1% (preliminary data).

Statewide, Wisconsin achieved this benchmark in FFY 2016
87.2% > 80.0%.

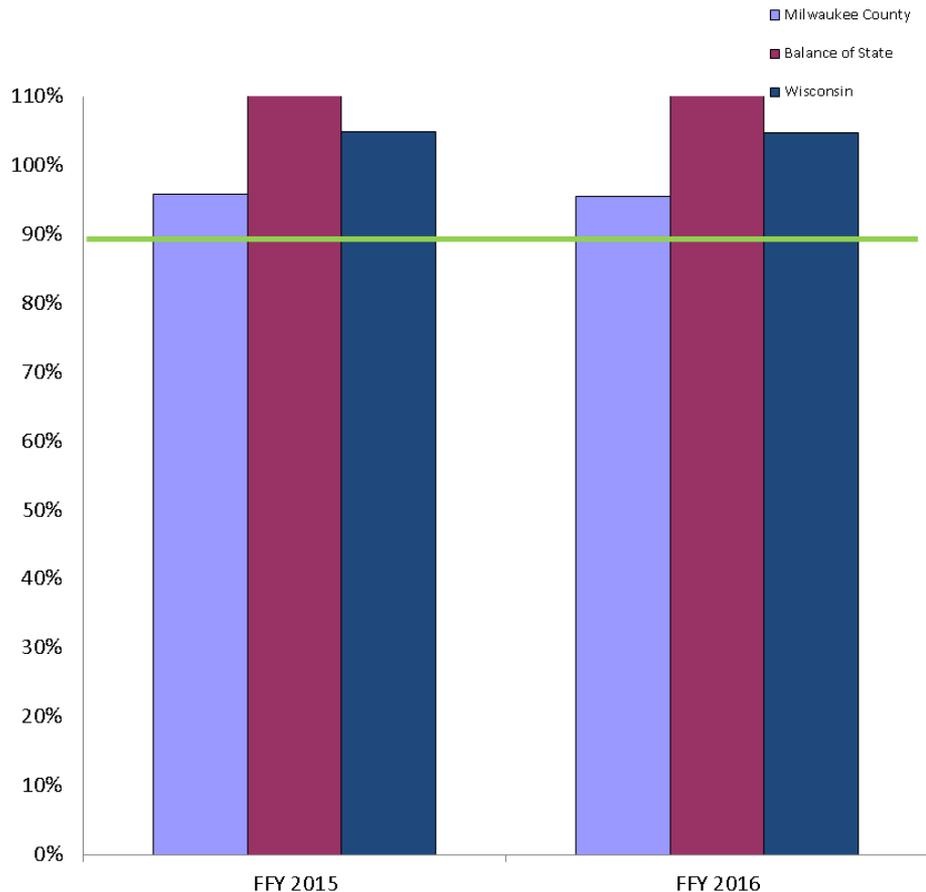
Wisconsin Department of Children and Families Performance Measures

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:	90% is the Federal standard.
Data Source:	Data is collected from the statewide case management database, KIDS.
Measurement Method:	Numerator equals the number of those children for whom paternity was established. Denominator equals the number of the children born out of wedlock and present in the child support IV-D caseload at any time during the year.

DFES Goal: Families increase income

Measured By: Paternities Established on IV-D Caseload

Analysis



Percent of Children who Have Paternity Established from October 2014 to September 2015 and from October 2015 to September 2016. The benchmark for this measure is 90%.

Statewide, Wisconsin achieved this benchmark in FFY 2016
104.8% > 90.0%.

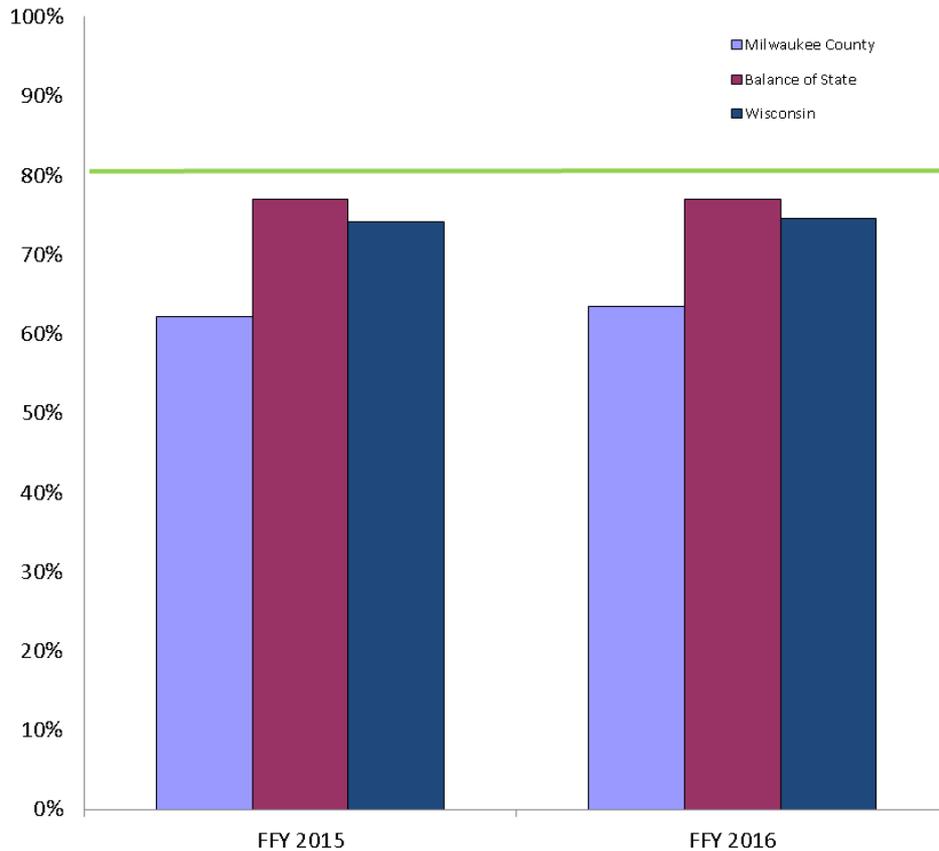
- Statewide, the percent of children with established paternity decreased by 0.1 of a percentage point from
 - 104.9% (FFY 2015) to
 - 104.8% (FFY 2016).
- Milwaukee County's performance decreased by 0.4 of a percentage point from
 - 95.9% (FFY 2015) to
 - 95.5% (FFY 2016).
- Balance of State's performance decreased by 0.1 of a percentage point from
 - 110.3% (FFY 2015) to
 - 110.2% (FFY 2016).
- In FFY 2015, States' performance ranged from 68.8% to 139.6%. Wisconsin was ranked 9th with 104.9% (preliminary data).
- Performance on this measure generally increases over the federal fiscal year.
- States must achieve at least 90% on this performance measure to avoid a TANF penalty. The penalty can range from 1-2% of TANF funds.

Wisconsin Department of Children and Families Performance Measures

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

DFES Goal: Families increase income

Measured By: Current Child Support Collected IV-D Caseload



Percent of Current Child Support Collected from October 2014 to September 2015 and from October 2015 to September 2016. The benchmark is 80%.

Statewide, Wisconsin did NOT achieve this benchmark in FFY 2016
 $74.5\% < 80.0\%$.

Analysis

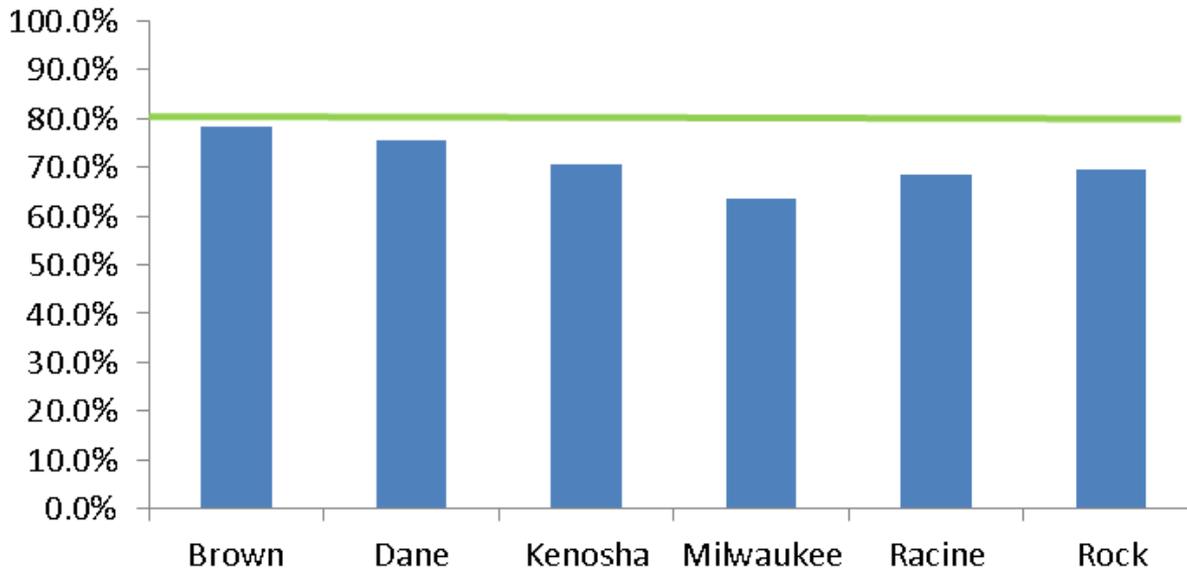
- Statewide, the percent of child support collected in month due increased by 0.3 of a percentage point from 74.2% (FFY 2015) to 74.5% (FFY 2016).
- Milwaukee County's performance increased by 1.2 percentage points from 62.2% (FFY 2015) to 63.4% (FFY 2016).
- Balance of State's performance increased by 0.1 of a percentage point from 76.9% (FFY 2015) to 77.0% (FFY 2016).
- Statewide, the amount of child support collected in month due increased from \$510.9 million across 363,152 cases (FFY 2015) to \$518.3 million across 361,169 cases (FFY 2016). This represents an increase in the average amount per case from \$1,407 (FFY 2015) to \$1,435 (FFY 2016).
- In FFY 2015, States' performance ranged from 53.2% to 84.1%. Wisconsin was ranked 3rd with 74.2% (preliminary data).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	TIMELY COLLECTION OF CHILD SUPPORT IN THE SIX DRIVER COUNTIES
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.
Data Source:	Data is collected from the statewide case management database, KIDS.
Measurement Method:	Numerator equals the total amount of child support that is paid during the month that it is due. Denominator equals total amount of child support due for the period. The six driver counties (Brown, Dane, Kenosha, Milwaukee, Racine, and Rock) together have a majority of the statewide caseload.

DFES Goal: Families increase income

Measured By: Current Child Support Collected IV-D Caseload



Percent of Current Child Support Collected by Driver County from October 2015 to September 2016. The benchmark is 80%.

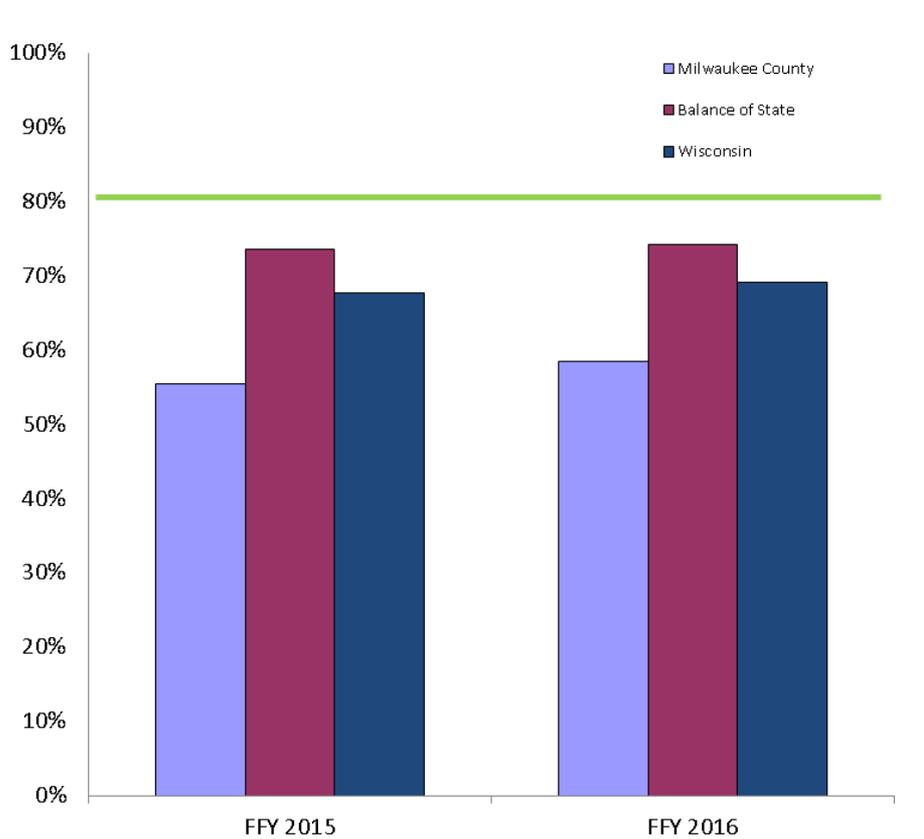
Analysis

- The six driver counties represent 206,243 cases from October 2015 to September 2016. This is 57.1% of all cases statewide.
- In FFY 2016, the amount collected and (support due) in millions of dollars:
 - Brown \$22.1M (\$28.2M).
 - Dane \$47.1M (\$62.4M).
 - Kenosha \$18.4M (\$26.1M).
 - Milwaukee \$82.2M (\$129.6M).
 - Racine \$23.4M (\$34.2M).
 - Rock \$16.1M (\$23.1M).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	ARREARAGE COLLECTIONS
Objective:	Increase the collection of at least one payment on 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.
Data Source:	Data is collected from the statewide case management database, KIDS.
Measurement Method:	Numerator equals the number of cases where a payment was made on arrears. Denominator equals the number of cases that had an arrearage during the period.

DFES Goal: Families increase income
Measured By: Arrears Collected IV-D Caseload



Percent of Cases with Unpaid Debt Balances (Arrears) that have a Collection from October 2014 to September 2015 and from October 2015 to September 2016. The benchmark is 80%.

Statewide, Wisconsin did NOT achieve this benchmark in FFY 2016
 69.1% < 80.0%.

Analysis

- Statewide, the percent of cases with a payment on arrears increased by 1.5 percentage points from 67.6% (FFY 2015) to 69.1% (FFY 2016).
- Milwaukee County’s performance increased 3.0 percentage points from 55.4% (FFY 2015) to 58.4% (FFY 2016).
- Balance of State’s performance increased 0.6 of a percentage point from 73.6% (FFY 2015) to 74.2% (FFY 2016).
- Percent of cases with a payment on arrears increases over the federal fiscal year.
- Statewide, the amount of arrears payments decreased from \$141.2 million across 265,593 cases (FFY 2015) to \$139.7 million across 259,628 cases (FFY 2016). This represents an increase in the average amount per case from \$532 (FFY 2015) to \$538 (FFY 2016).
- In FFY 2015, States’ performance ranged from 45.7% to 83.9%. Wisconsin was ranked 11th with a rate of 67.6% (preliminary data).

The following slide lists strategies to improve the collection of current child support and arrears from the IV-D caseload.



Improving Collection of Current Child Support and Arrears IV-D Caseload *Families increase income.*

Strategies

- DCF distributes incentive funding of approximately \$13 million to child support agencies in a manner that aligns with federal performance measures and rewards performance that meets or exceeds federal performance standards.
- The state's federal performance rates have been steadily increasing under this approach. Funding will continue to be based on performance, and BCS continues to review and revise the funding formula to assure it incentivizes performance improvement.
- BCS has been working with Milwaukee to support its Milwaukee ZIPS Project that focuses on current support and arrears collections improvement. The project has exceeded its initial pre-established goals.
- Successful strategies identified as a result of this project may be utilized throughout the Milwaukee caseload as well as in other counties not achieving targeted performance levels.
- Even prior to the ZIPS effort, Milwaukee's performance on current support and arrears collection measures has shown steady improvement in the past five years:
 - from 55.8% in FFY 2011 to 63.4% in FFY 2016 for current support collections;
 - from 48.1% in FFY 2011 to 58.4% in FFY 2016 for arrears collections.

Wisconsin Works (W-2) Service Delivery Structure

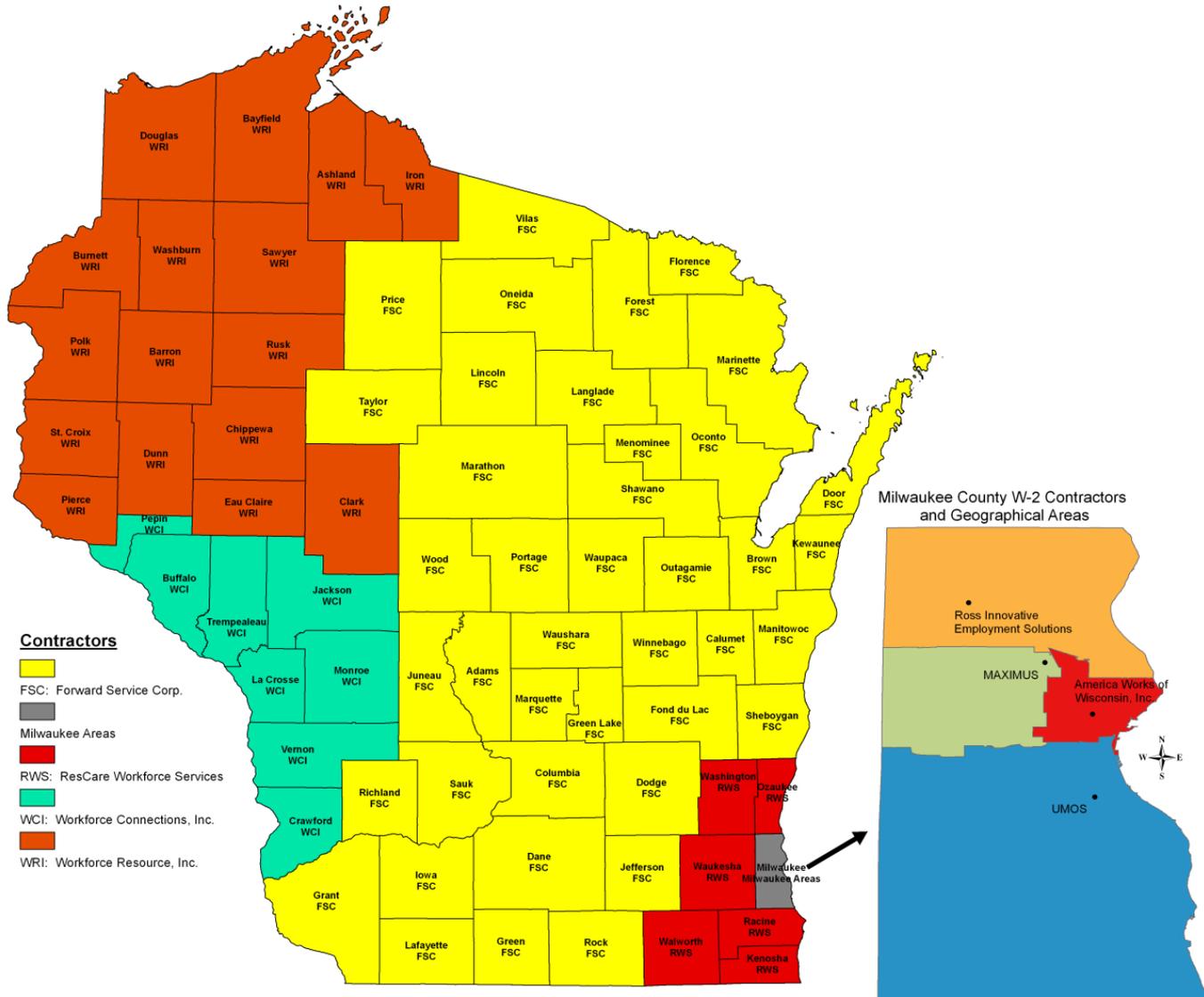
Balance of State

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

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)

W-2 Contractors and Geographical Areas Effective January 1, 2013



Wisconsin Department of Children and Families Performance Measures

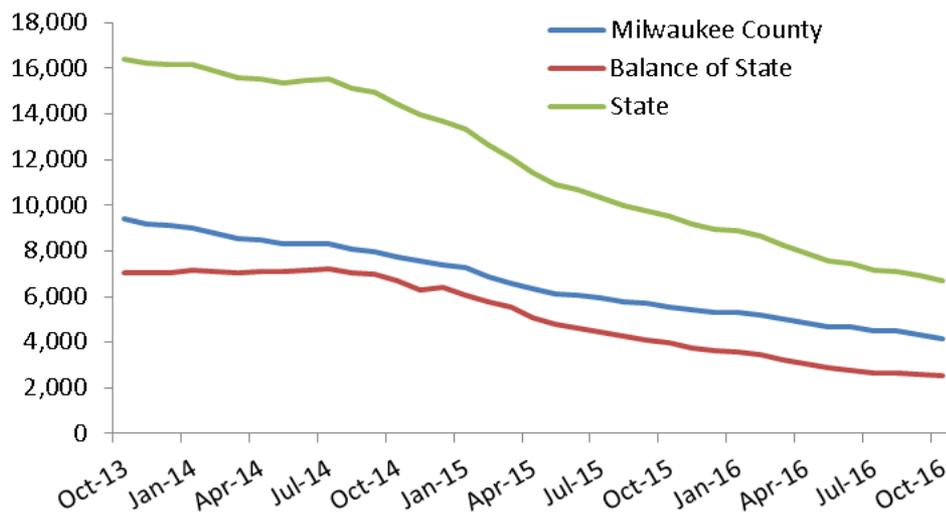
Performance Measure:	SCALE OF OPERATIONS
Objective:	Wisconsin Works (W-2) provides employment preparation services, case management, and cash assistance to low-income Wisconsin families.
Significance:	To better understand the W-2 caseload size and the differences between Milwaukee County and the Balance of State.
Target:	There is no target for this measure.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Counts of paid and unpaid W-2 caseload.

Wisconsin Works (W-2) Scale of Operations

Wisconsin Works Scale of Operations in October 2016 with a Comparison to September 2016 and October 2015.

Month	Wisconsin				Milwaukee County	Balance of State
	Paid Caseload Compared to October 2016	Paid Placements	Unpaid Placements	Total	Paid Placements	Paid Placements
Oct-16	NA	6,685	5,188	11,873	4,149	2,536
Sep-16	103.2%	6,903	5,338	12,241	4,300	2,603
Oct-15	142.3%	9,516	5,439	14,955	5,562	3,105

Note: W-2 paid caseload for WI was highest in Oct-13 (16,403) and lowest in Apr-07 (5,949).



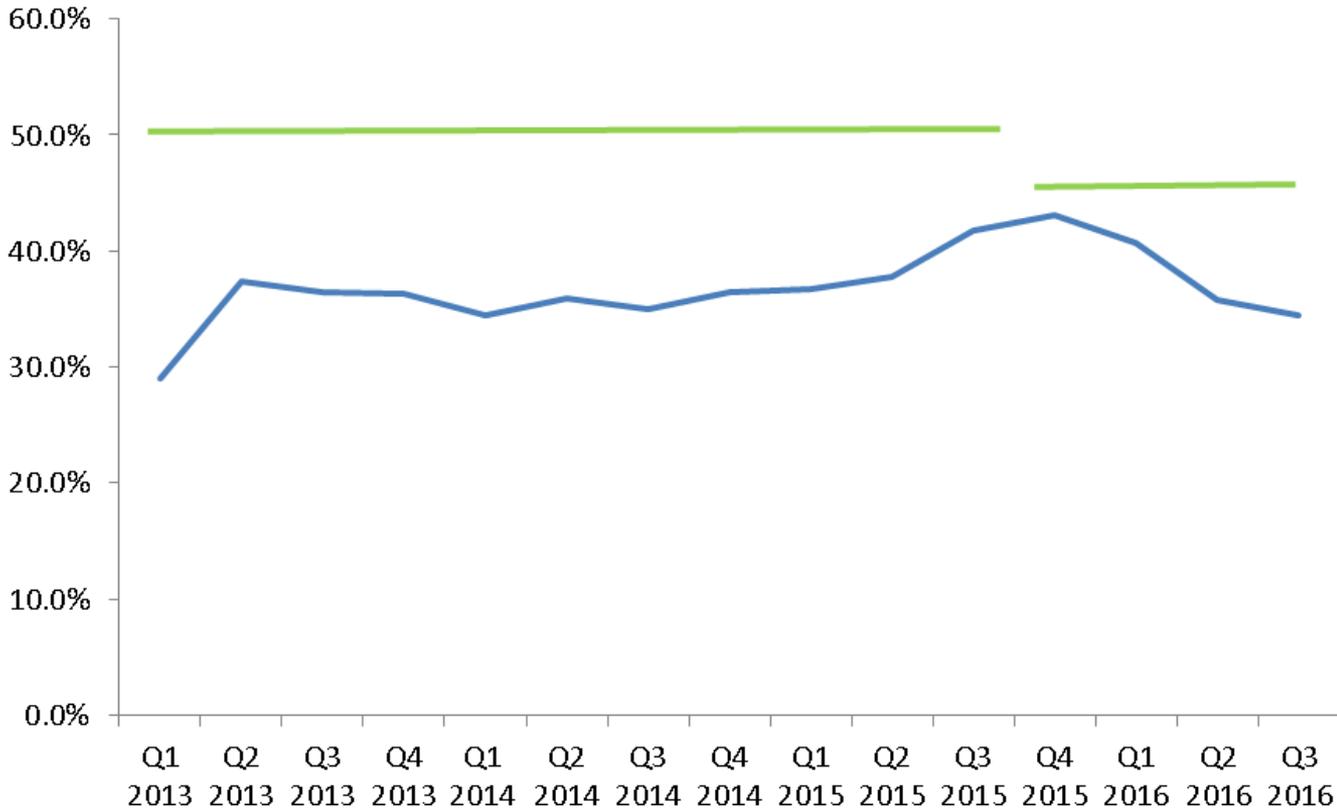
W-2 Paid Caseload from October 2013 to October 2016.

Wisconsin Department of Children and Families Performance Measures

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:	43.6% of adults in families receiving TANF cash assistance participate 20-30 hours weekly in approved work activities (actual hours depends on the age of the participant's youngest child).
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator equals the number of adults in families receiving TANF cash assistance who participate in the required hours of work activities. Denominator equals the number of adults in families receiving TANF cash assistance. Federally qualifying activities include work experience, job searches, and education and training. W-2 participants must complete 20-30 hours of activities weekly.

DFES Goal: Families increase income

Measured By: Federal All-Family Work Participation Rate - Governor's Metric



**Work Participation Rate for Wisconsin (Q1 2013 - Q3 2016).
Federal requirement is 50%. Wisconsin's benchmark is 50% from Q1 2013 to Q3 2015
and 43.6% from Q4 2015 to Q3 2016.**

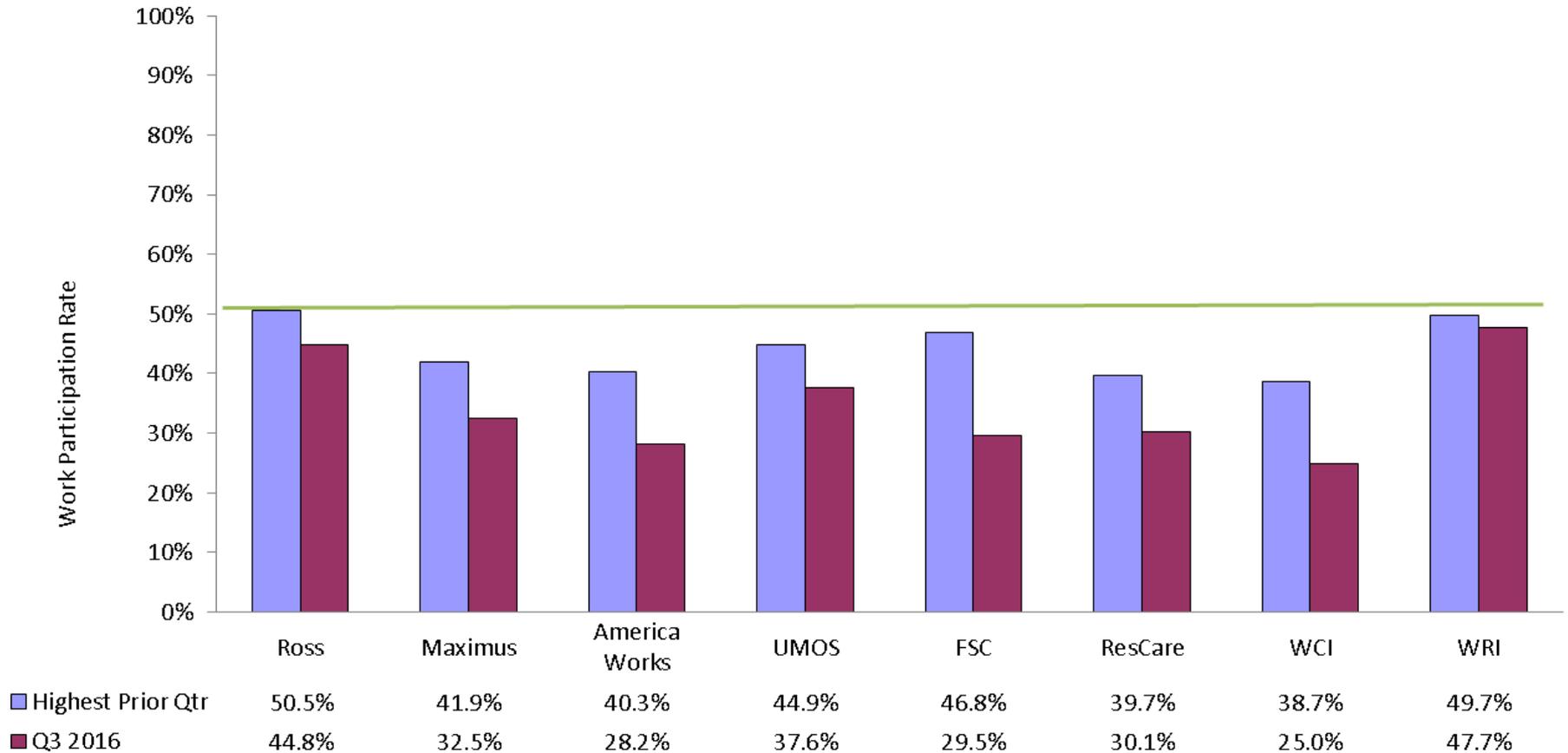
Statewide, Wisconsin did NOT achieve this benchmark in Q3 2016
34.4% < 43.6%.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	ALL-FAMILY WORK PARTICIPATION RATES BY W-2 AGENCY
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 20-30 hours weekly in approved work activities (actual hours depends on the age of the participant's youngest child).
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator equals the number of adults in families receiving TANF cash assistance who participate in the required hours of work activities. Denominator equals the number of adults in families receiving TANF cash assistance. Federally qualifying activities include work experience, job searches, and education and training. W-2 participants must complete 20-30 hours of activities weekly.

DFES Goal: Families increase income

Measured By: Federal All-Family Work Participation Rate by W-2 Agency



All Family WPR (W-2 Activity Participation Rate) for the highest prior quarter since 2013 and Quarter 3 of 2016 by W-2 Agency. The benchmark is an All-Family WPR of 50%.

The following slide lists strategies to further improve Workforce Participation Rates.

Protecting Children. Strengthening Families. Building Communities.



Strategies to Further Improve WPR in 2017

1. Provide the following additional pay-for-performance incentives in the W-2 Contracts:
 - a. Payments for each W-2 T participant who is counted in the WPR numerator in a given month.
 - b. Payments for each Two-Parent family who is counted in the WPR numerator in a given month.
 - c. Incentive payment for each W-2 participant who is enrolled in vocational or job skills training in a quarter.
2. Implement automation of the Refusal to Participate policy to strengthen sanction policies.
3. Limit W-2 contractors from allowing time limit extensions based on the fact that an individual has been unable to find unsubsidized employment because local labor market conditions preclude a reasonable employment opportunity.
4. Improve the gathering of information during the Informal Assessment process in CARES under the WPASS project.
5. Implement new statewide career assessment requirements for all W-2 participants.

Strategies to Further Improve WPR in 2017 (continued)

6. Coordinate with DVR to determine if current assessment protocols need to be revised for participants with disabilities and provide WPR eligible intensive services for these harder-to-serve participants.
7. Revise the process for gathering medical capacity information for participants with disabilities in order to gather more specific information regarding the nature of the disability. This may include:
 - a. Revising the Medical Examination and Capacity form to include:
 - Does participant have a valid note from a doctor?
 - What is the date of most recent note?
 - What is the duration of the disability?
 - What is the medical specialty of the doctor?
 - b. Require Medical Examination and Capacity forms be provided to BWF/Policy.
 - c. Require a formal assessment (2nd opinion) and the reporting of the results.

These revisions would allow us to determine root causes for “0 Hour Participants.”

8. Require Corrective Action Plans for all W-2 contractors who have a WPR below the FFY 2016 target WPR (with caseload reduction credit applied).

Wisconsin Department of Children and Families Performance Measures

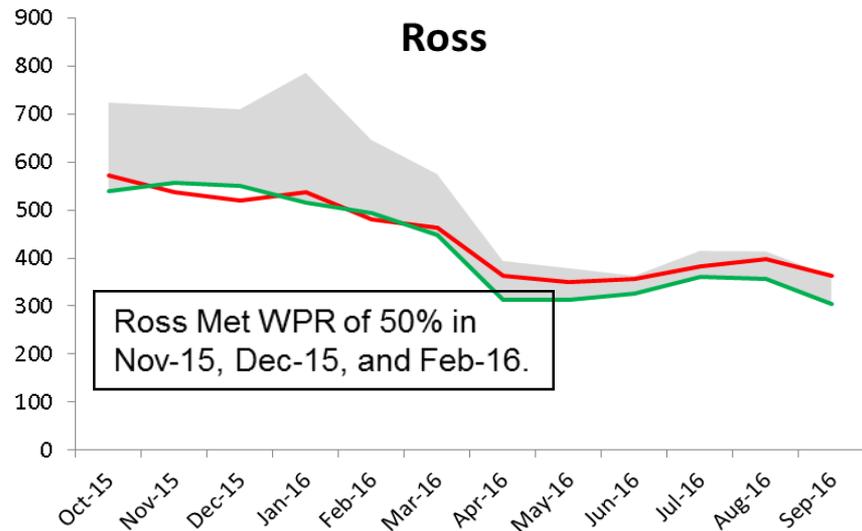
Performance Measure:	ALL FAMILY WORK PARTICIPATION RATES
Objective:	Increase the number of adults in paid W-2 placements who are participating in approved TANF work activities.
Significance:	Wisconsin is required by Federal law to meet an All-Family Work Participation Rate (WPR) or face a penalty.
Target:	50% of adults in families receiving TANF cash assistance participate 20-30 hours weekly in approved work activities (actual hours depends on the age of the participant's youngest child).
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator equals the number of adults in families receiving TANF cash assistance who participate in the required hours of work activities. Denominator equals the number of adults in families receiving TANF cash assistance. These results are compared quarterly. For each W-2 agency, the graph shows its required numerator for WPR, actual numerator for WPR, and the number of participants within 5 hours of requirement. These results are compared monthly. Federally qualifying activities include work experience, job searches, and education and training. W-2 participants must complete 20-30 hours of activities weekly.

DFES Goal: Families increase income
Measured By: Federal All-Family Work Participation Rate Milwaukee County

Number of Participants within 5 Hours of Requirement
 Required Numerator to Meet WPR of 50%
 Actual Numerator of All-Family Rate

Benchmark: required numerator for WPR of 50% (red line). **Metric:** actual numerator of WPR (green line).

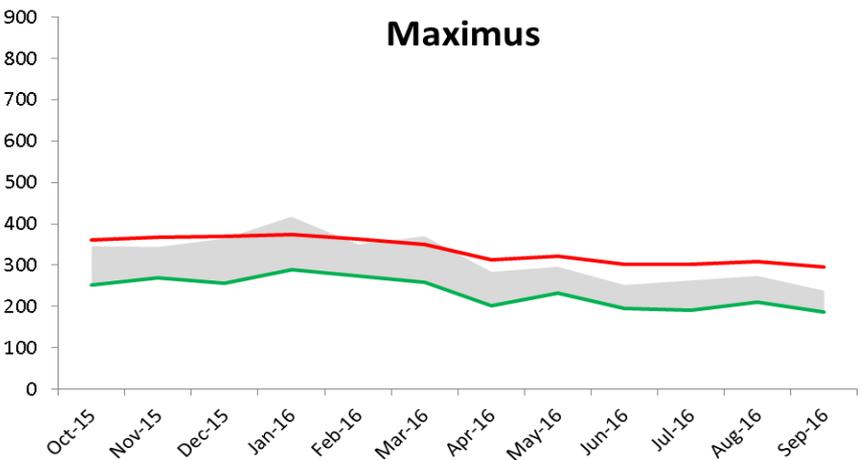
Strategy: increase hours of participants within five hours of requirement (gray shaded area) so that green line is above red line.



Analysis

Ross

- From June 2016 to September 2016:
 - WPR decreased by 3.6 percentage points (from 45.7% to 42.1%).
 - Number of additional participants needed to reach WPR of 50% increased by 26 (from 31 to 57).
 - Number of participants within 5 hours of the requirement increased by 19 (from 38 to 57).



Maximus

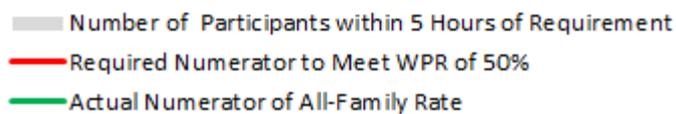
- From June 2016 to September 2016:
 - WPR decreased by 0.8 percentage points (from 32.4% to 31.6%).
 - Number of additional participants needed to reach WPR of 50% increased by 2 (from 107 to 109).
 - Number of participants within 5 hours of the requirement decreased by 4 (from 56 to 52).

DFES Goal: Families increase income

Measured By: Federal All-Family Work Participation Rate Milwaukee County

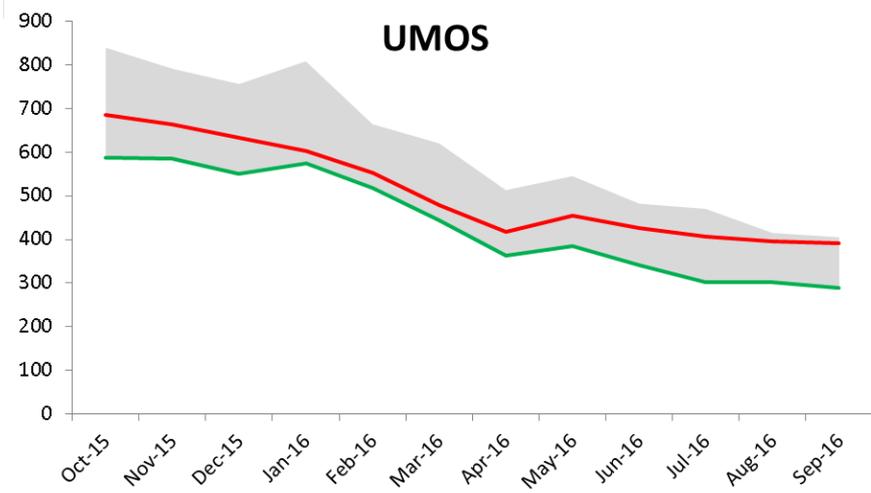
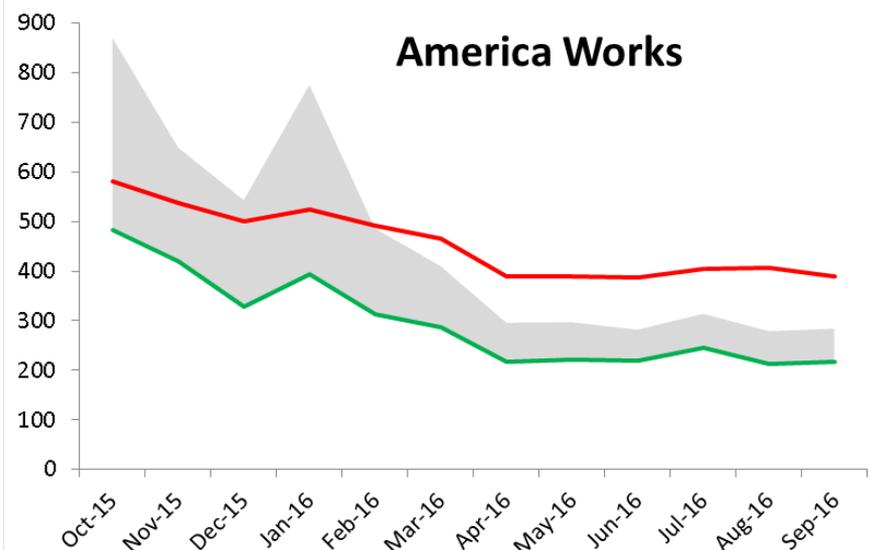
Benchmark: required numerator for WPR of 50% (red line). **Metric:** actual numerator of WPR (green line).

Strategy: increase hours of participants within five hours of requirement



gray shaded area

so that green line is above red line.



Analysis

America Works

- From June 2016 to September 2016:
 - WPR decreased by 0.4 of a percentage point (from 28.4% to 28.0%).
 - Number of additional participants needed to reach WPR of 50% increased by 4 (from 168 to 172).
 - Number of participants within 5 hours of the requirement increased by 4 (from 62 to 66).

UMOS

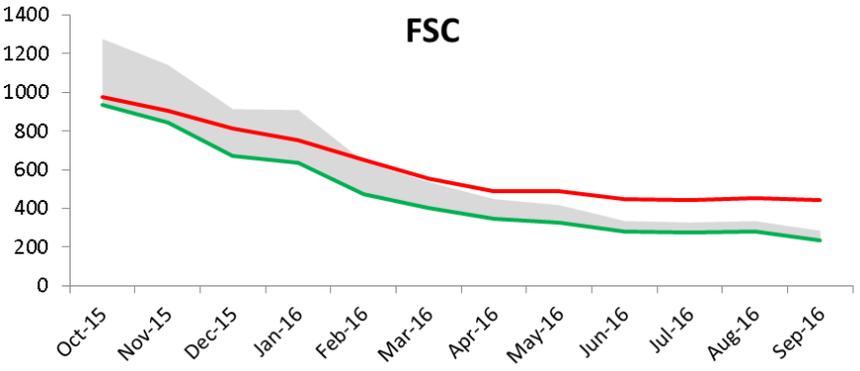
- From June 2016 to September 2016:
 - WPR decreased by 3.0 percentage points (from 40.0% to 37.0%).
 - Number of additional participants needed to reach WPR of 50% increased by 17 (from 85 to 102).
 - Number of participants within 5 hours of the requirement decreased by 26 (from 141 to 115).

DFES Goal: Families increase income
Measured By: Federal All-Family Work Participation
 Rate Balance of State

Number of Participants within 5 Hours of Requirement
 Required Numerator to Meet WPR of 50%
 Actual Numerator of All-Family Rate

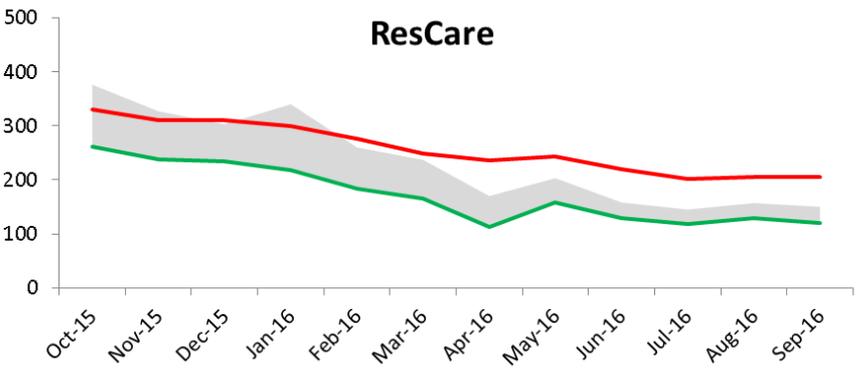
Benchmark: required numerator for WPR of 50% (red line). **Metric:** actual numerator of WPR (green line).
Strategy: increase hours of participants within five hours of requirement (gray shaded area) so that green line is above red line.

Analysis



FSC

- From June 2016 to September 2016:
 - WPR decreased by 4.8 percentage points (from 31.4% to 26.6%).
 - Number of additional participants needed to reach WPR of 50% increased by 43 (from 166 to 209).
 - Number of participants within 5 hours of the requirement decreased by 6 (from 54 to 48).



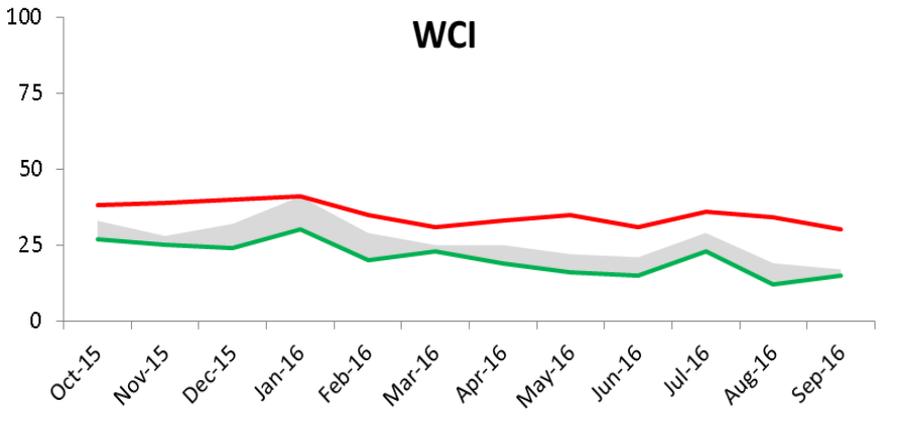
ResCare

- From June 2016 to September 2016:
 - WPR decreased by 0.4 of a percentage point (from 29.7% to 29.3%).
 - Number of additional participants needed to reach WPR of 50% decreased by 4 (from 89 to 85).
 - Number of participants within 5 hours of the requirement increased by 2 (from 28 to 30).

DFES Goal: Families increase income
Measured By: Federal All-Family Work Participation Rate Balance of State

Number of Participants within 5 Hours of Requirement
 Required Numerator to Meet WPR of 50%
 Actual Numerator of All-Family Rate

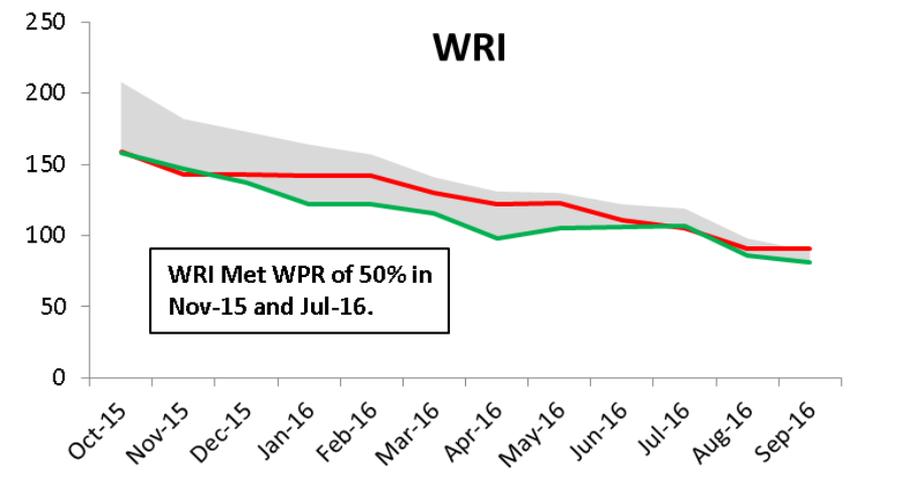
Benchmark: required numerator for WPR of 50% (red line). **Metric:** actual numerator of WPR (green line).
Strategy: increase hours of participants within five hours of requirement (gray shaded area) so that green line is above red line.



Analysis

WCI

- From June 2016 to September 2016:
 - WPR increased by 0.4 of a percentage point (from 24.6% to 25.0%).
 - Number of additional participants needed to reach WPR of 50% decreased by 1 (from 16 to 15).
 - Number of participants within 5 hours of the requirement decreased by 4 (from 6 to 2).



WRI

- From June 2016 to September 2016:
 - WPR decreased by 3.5 percentage points (from 48.0% to 44.5%).
 - Number of additional participants needed to reach WPR of 50% increased by 5 (from 5 to 10).
 - Number of participants within 5 hours of the requirement decreased by 8 (from 16 to 8).

Wisconsin Department of Children and Families Performance Measures

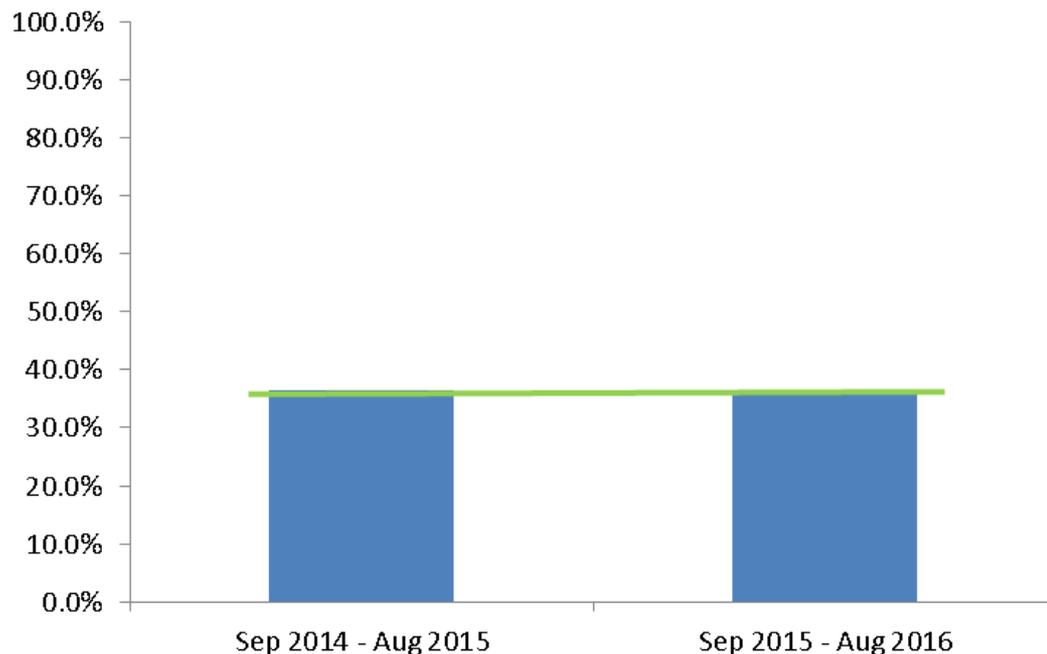
Performance Measure:	JOB STARTS FOR DCF'S EMPLOYMENT PROGRAMS
Objective:	Increase the number of participants from DCF employment programs obtaining jobs.
Significance:	Obtaining jobs for participants in DCF employment programs is key in establishing financial stability and reducing dependency on public assistance.
Target: target	36.0% of participants in the W-2 and Transform Milwaukee programs obtain a job start during the past 12 months. The is represented by the green line in the graph on the subsequent page.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the number of participants from the subsidized phase of the Transform Milwaukee program who reported obtaining an unsubsidized job during the past 12 months. Denominator is the unduplicated count of subsidized participants from the Transform Milwaukee program during the past 12 months.

DFES Goal: Families increase income

Measured By: Job Start Rate for DCF's Employment Programs in the Past 12 Months

Analysis

- Job Start Rate for DCF's Employment Programs (both W-2 and Transform Milwaukee Jobs) was:
 - 36.4% (Sep 2014 – Aug 2015).
 - 36.4% (Sep 2015 – Aug 2016).
- Job Start Rate for DCF's employment programs:
 - did not change in the past 12 months compared to the previous 12 months.
 - met the benchmark of 36.0% in both time periods.



Job Start Rates for Participants in the W-2 and Transform Milwaukee Programs during the Past 12 Months. A W-2 job start occurs when a W-2 participant reports obtaining at least one unsubsidized job (either full-time or part-time) that is expected to last more than 30 days during the past 12 months. A Transform Milwaukee job start occurs when a participant in the subsidized phase of the Transform Milwaukee program reports obtaining an unsubsidized job during the past 12 months. The measure will be expanded later to include the Transitional Jobs program in the Balance of State. The benchmark is 36%.

Statewide, Wisconsin achieved this benchmark in Sep 2015 – Aug 2016
36.4% > 36.0%.

Strategies

- Job Start Rate on this slide is a composite measure from several different employment programs which are presented separately on other slides.
- Since this measure represents a composite of programs, and is not by itself actionable should it fail to achieve the 36% benchmark, DFES recommends:
 - deletion of this slide from future KidStat presentations.
 - focusing instead on outcomes from each individual employment program.

Wisconsin Department of Children and Families Performance Measures

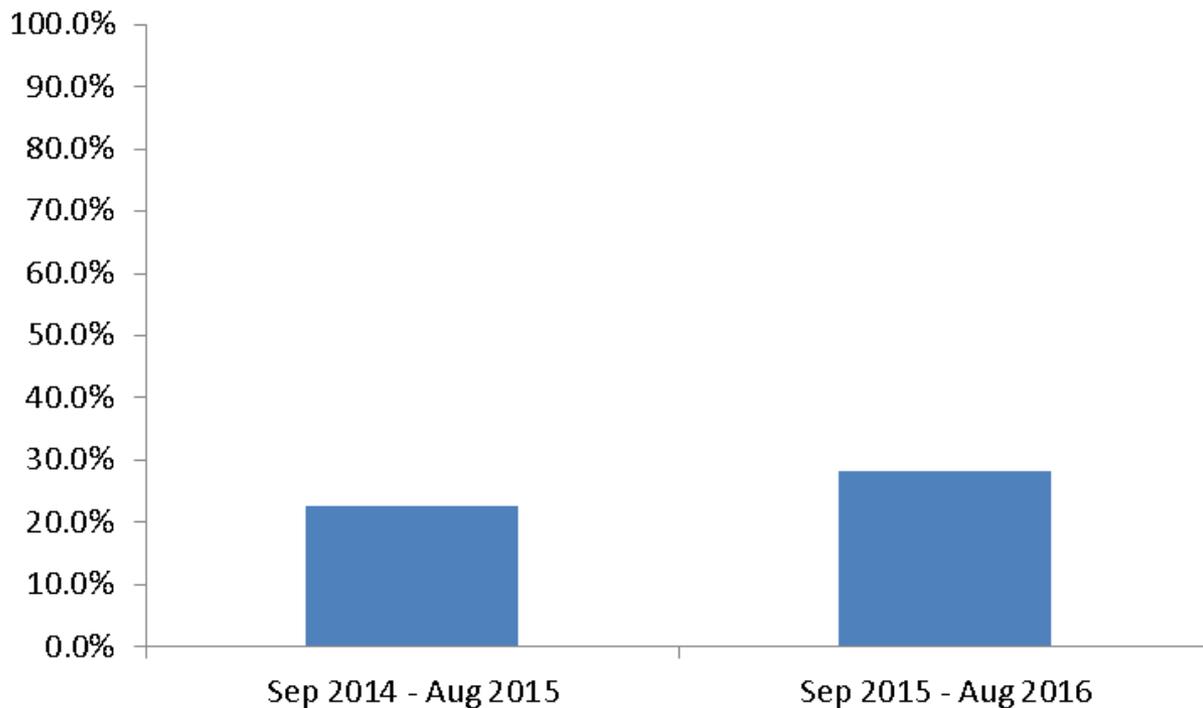
Performance Measure:	JOB STARTS FOR DCF'S EMPLOYMENT PROGRAMS
Objective:	Increase the number of participants from DCF employment programs obtaining jobs.
Significance:	Obtaining jobs for participants in DCF employment programs is key in establishing financial stability and reducing dependency on public assistance.
Target: target	36.0% of participants in the W-2 and Transform Milwaukee programs obtain a job start during the past 12 months. The is represented by the green line in the graph on the subsequent page.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the sum of the number of W-2 participants who reported obtaining an unsubsidized job that was expected to last 31 days during the past 12 months, and the number of participants from the subsidized phase of the Transform Milwaukee program who reported obtaining an unsubsidized job during the past 12 months. Denominator is the unduplicated count of W-2 participants and subsidized participants from the Transform Milwaukee program during the past 12 months.

Protecting Children. Strengthening Families. Building Communities.



DFES Goal: Families increase income

Measured By: Job Start Rate for DCF's Employment Programs in the Past 12 Months



Job Start Rate for Participants in the Transform Milwaukee Program during the Past 12 Months. A Transform Milwaukee job start occurs when a participant in the subsidized phase of the Transform Milwaukee program reports obtaining an unsubsidized job during the past 12 months.

Analysis

- Job Start Rate for Transform Milwaukee Job program was:
 - 22.6% (Sep 2014 – Aug 2015).
 - 28.3% (Sep 2015 – Aug 2016).
- The number of participants who started a subsidized job in the Transform Milwaukee Job program increased by 80.6% from
 - 247 (Sep 2014 – Aug 2015) to
 - 446 (Sep 2015 – Aug 2016).

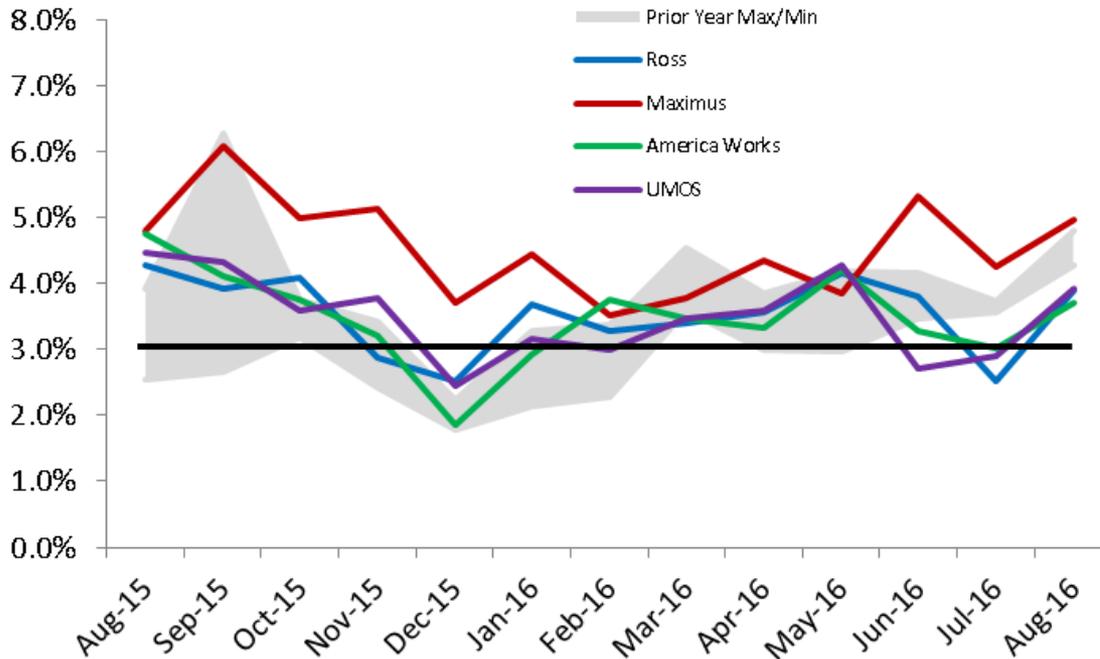
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	FULL-TIME JOB STARTS FOR MILWAUKEE COUNTY
Objective:	Increase the number of W-2 participants obtaining full-time jobs.
Significance:	Obtaining employment for W-2 participants is key in establishing financial stability and reduces dependency on public assistance.
Target:	3% of W-2 participants obtain a full-time job start during the month. The target is represented by the black line in the graph on the subsequent page.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the number of W-2 participants who reported obtaining a full-time job in the month that was expected to last 31 days or more. The denominator is the unduplicated count of W-2 participants for that month. A full-time job is defined as 30+ hours per week.

DFES Goal: Families increase income

Measured By: Full-time Job Start Rates for W-2 Participants in Milwaukee Agencies

Analysis



Full-time Job Start Rates for W-2 Participants in Milwaukee (August 2015 to August 2016). A full-time job start occurs when a W-2 participant reports obtaining at least one unsubsidized job of 30 or more hours per week that is expected to last more than 30 days. The shaded area is the range between the maximum and minimum monthly full-time job start rates of the four MKE agencies in the same month of the prior year (August 2014 to August 2015). The benchmark is 3%.

- In August 2016, full-time job start rate was:
 - 5.0% for Maximus.
 - 3.9% for Ross.
 - 3.9% for UMOS.
 - 3.7% for America Works.
- Comparing June 2016 to August 2016, full-time job start rate increased for each of the MKE agencies except Maximus which decreased .
- Comparing August 2015 to August 2016, full-time job start rate decreased for each of the MKE agencies except Maximus which increased.
- Average monthly full-time job start rate for MKE W-2 participants was:
 - 3.4% (Sep 2014 – Aug 2015).
 - 3.6% (Sep 2015 – Aug 2016).
- From September 2015 to August 2016, average monthly full-time job start rate was:
 - 4.5% for Maximus.
 - 3.5% for Ross.
 - 3.4% for America Works.
 - 3.4% for UMOS.

Statewide, Wisconsin achieved this benchmark in August 2016
4.4% > 3.0%.

Wisconsin Department of Children and Families Performance Measures

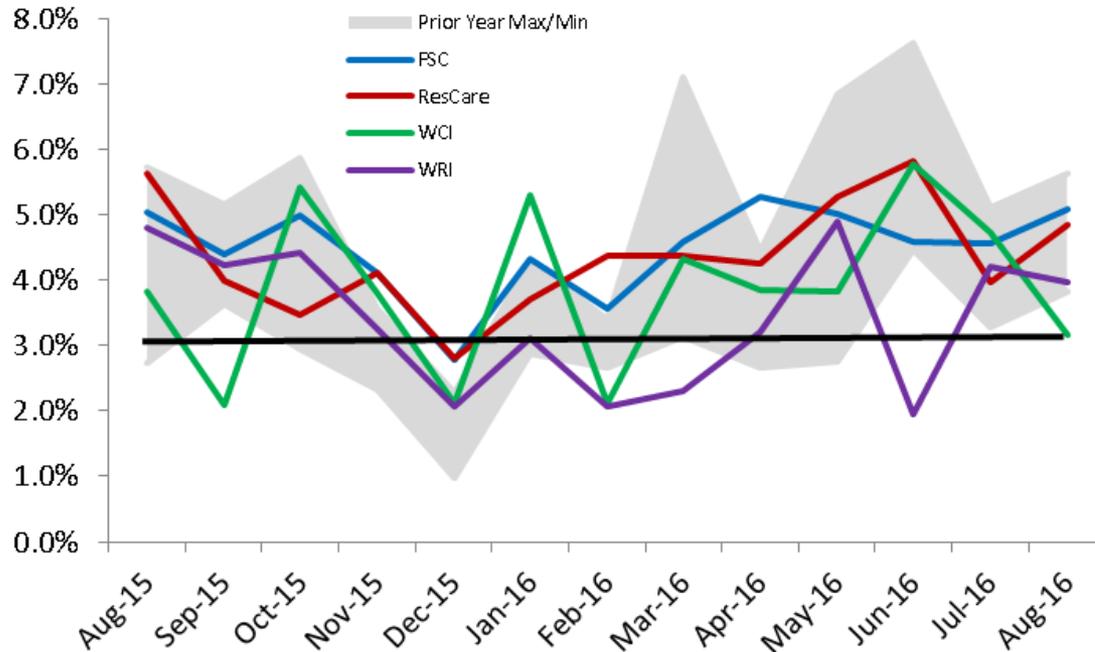
Performance Measure:	FULL-TIME JOB STARTS FOR BALANCE OF STATE
Objective:	Increase the number of W-2 participants obtaining full-time jobs.
Significance:	Obtaining employment for W-2 participants is key in establishing financial stability and reduces dependency on public assistance.
Target:	3% of W-2 participants obtain a full-time job start during the month. The target is represented by the black line in the graph on the subsequent page.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the number of W-2 participants who reported obtaining a full-time job in the month that was expected to last 31 days or more. The denominator is the unduplicated count of W-2 participants for that month. A full-time job is defined as 30+ hours per week.

Protecting Children. Strengthening Families. Building Communities.



DFES Goal: Families increase income

Measured By: Full-time Job Start Rates for W-2 Participants in Balance of State Agencies



Analysis

- In August 2016, full-time job start rate was:
 - 5.1% for FSC.
 - 4.8% for ResCare.
 - 4.0% for WRI.
 - 3.2% for WCI.
- Comparing June 2016 to August 2016, full-time job start rate increased for FSC and WRI and decreased for ResCare and WCI.
- Comparing August 2015 to August 2016, full-time job start rate decreased for each BOS agency except FSC which increased.
- Average monthly full-time job start rate for BOS W-2 participants was:
 - 3.7% (Sep 2014 – Aug 2015).
 - 4.3% (Sep 2015 – Aug 2016).
- From September 2015 to August 2016, average monthly full-time job start rate was:
 - 4.4% for FSC.
 - 4.2% for ResCare.
 - 3.9% for WCI.
 - 3.3% for WRI.

Full-time Job Start Rates for W-2 Participants in the Balance of State (August 2015 to August 2016). A full-time job start occurs when a W-2 participant reports obtaining at least one unsubsidized job of 30 or more hours per week that is expected to last more than 30 days. The shaded area is the range between the maximum and minimum monthly full-time job start rates of the four BOS agencies in the same month of the prior year (August 2014 to August 2015). The benchmark is 3%.

Statewide, Wisconsin achieved this benchmark in August 2016
4.4% > 3.0%.

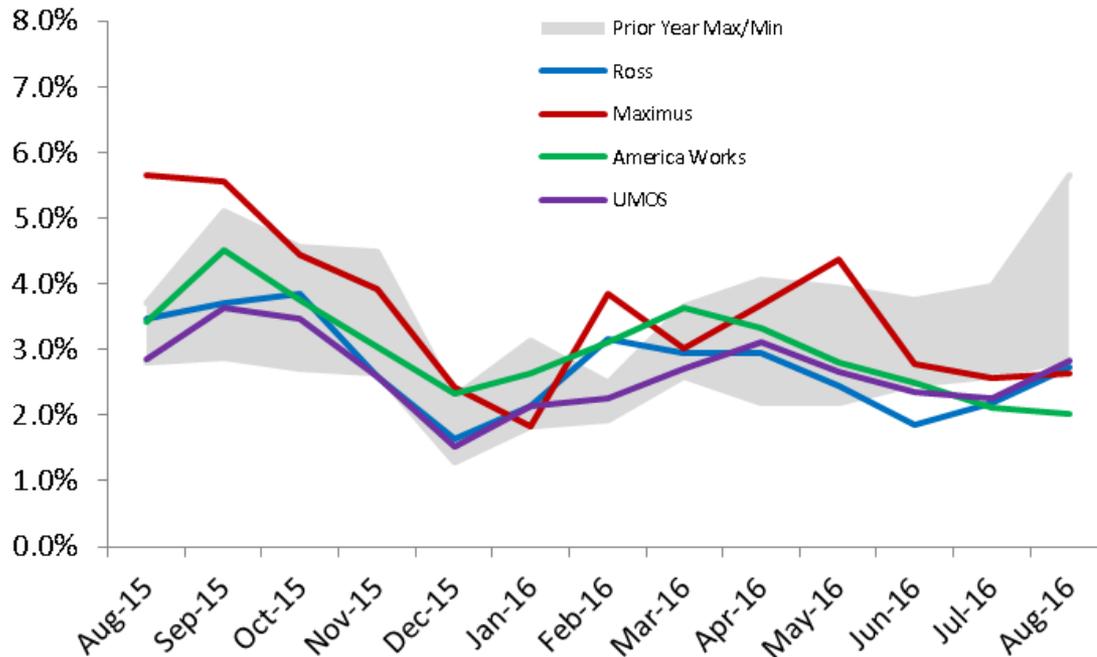
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PART-TIME JOB STARTS IN MILWAUKEE
Objective:	Increase the number of W-2 participants obtaining part-time jobs as a step towards obtaining full-time jobs.
Significance:	Obtaining employment for W-2 participants is key in establishing financial stability and reducing dependency on public assistance.
Target:	There is no target for this measure.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the number of W-2 participants who reported obtaining a part-time job in the month that was expected to last 31 days or more. Denominator is the unduplicated count of W-2 participants for that month. A part-time job is defined as less than 30 hours per week.

DFES Goal: Families increase income

Measured By: Part-time Job Start Rates for W-2 Participants in Milwaukee Agencies

Analysis



Part-time Job Start Rates for W-2 Participants in Milwaukee (August 2015 to August 2016). A part-time job start occurs when a W-2 participant reports obtaining at least one unsubsidized job of less than 30 hours per week that is expected to last more than 30 days. The shaded area is the range between the maximum and minimum monthly part-time job start rates of the four MKE agencies in the same month of the prior year (August 2014 to August 2015).

- In August 2016, part-time job start rate was:
 - 2.8% for UMOS.
 - 2.7% for Ross.
 - 2.6% for Maximus.
 - 2.0% for America Works.
- Comparing June 2016 to August 2016, part-time job start rate increased for Ross and UMOS and decreased for Maximus and America Works.
- Comparing August 2015 to August 2016, part-time job start rate decreased for each MKE agency except UMOS which stayed the same.
- Average monthly part-time job start rate for MKE W-2 participants was:
 - 3.1% (Sep 2014 – Aug 2015).
 - 2.9% (Sep 2015 – Aug 2016).
- From September 2015 to August 2016, average monthly part-time job start rate was:
 - 3.4% for Maximus.
 - 3.0% for America Works.
 - 2.7% for Ross.
 - 2.6% for UMOS.

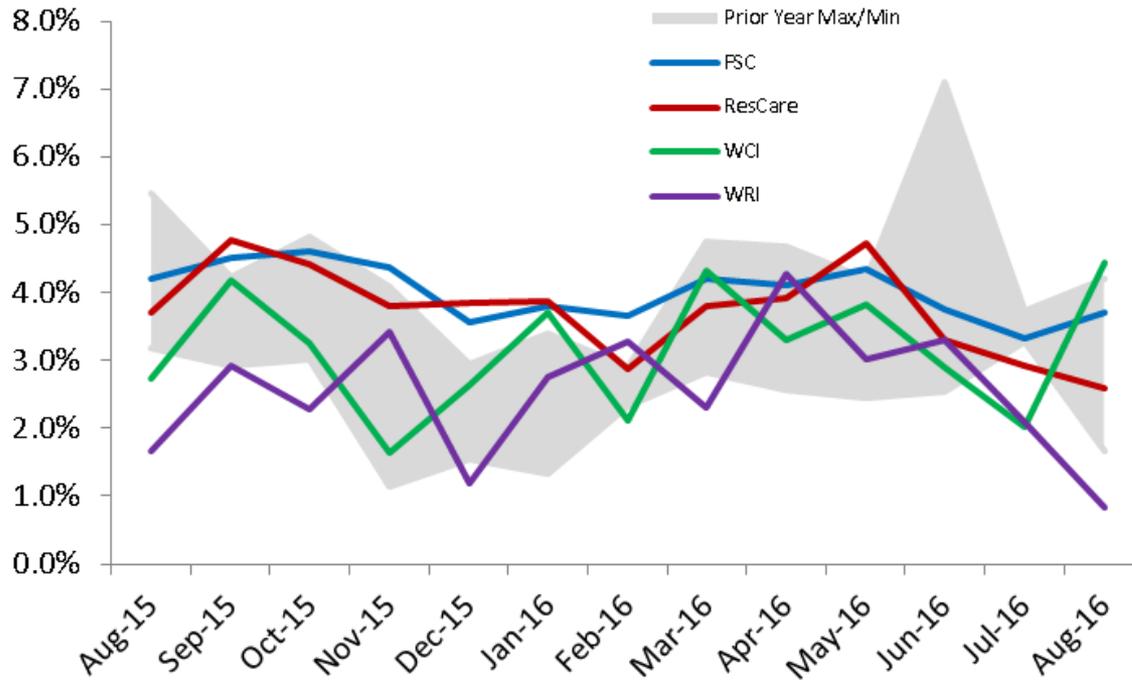
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PART-TIME JOB STARTS IN BALANCE OF STATE
Objective:	Increase the number of W-2 participants obtaining part-time jobs as a step towards obtaining full-time jobs.
Significance:	Obtaining employment for W-2 participants is key in establishing financial stability and reducing dependency on public assistance.
Target:	There is no target for this measure.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	Numerator is the number of W-2 participants who reported obtaining a part-time job in the month that was expected to last 31 days or more. Denominator is the unduplicated count of W-2 participants for that month. A part-time job is defined as less than 30 hours per week.

DFES Goal: Families increase income

Measured By: Full-time Job Start Rates for W-2 Participants in Balance of State Agencies

Analysis



- In August 2016, part-time job start rate was:
 - 4.4% for WCI.
 - 3.7% for FSC.
 - 2.6% for ResCare.
 - 0.8% for WRI.
- Comparing June 2016 to August 2016, part-time job start rate decreased for each BOS agency except WCI which increased.
- Comparing August 2015 to August 2016, part-time job start rate decreased for each BOS agency except WCI which increased.
- Average monthly part-time job start rate for BOS W-2 participants was:
 - 3.5% (Sep 2014 – Aug 2015).
 - 3.8% (Sep 2015 – Aug 2016).
- From September 2015 to August 2016, average monthly part-time job start rate was:
 - 4.0% for FSC.
 - 3.7% for ResCare.
 - 3.2% for WCI.
 - 2.6% for WRI.

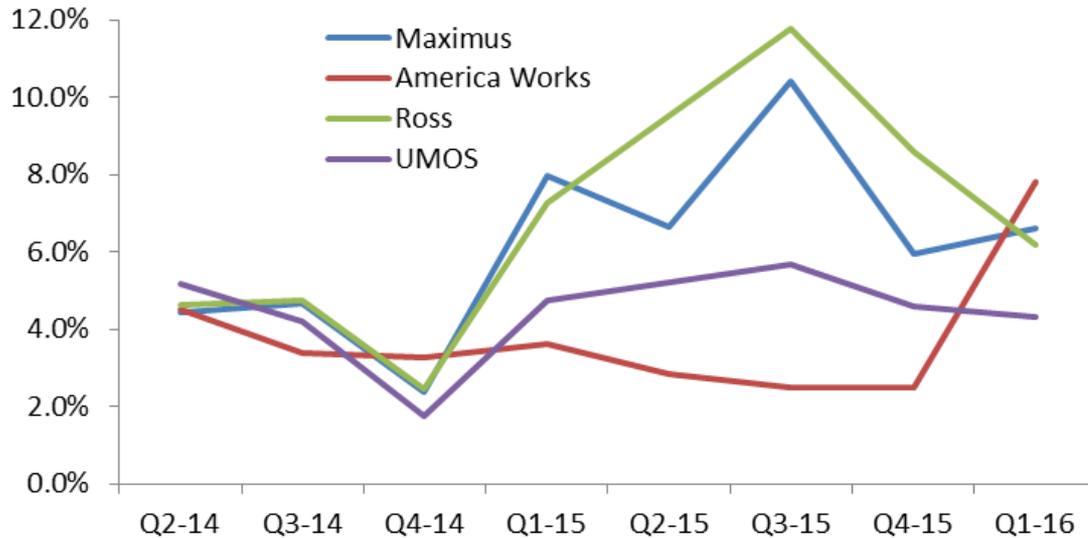
Part-time Job Start Rates for W-2 Participants in the Balance of State (August 2015 to August 2016). A part-time job start occurs when a W-2 participant reports obtaining at least one unsubsidized job of less than 30 hours per week that is expected to last more than 30 days. The shaded area is the range between the maximum and minimum monthly part-time job start rates of the four BOS agencies in the same month of the prior year (August 2014 to August 2015).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	FULL-TIME JOB STARTS FOR MILWAUKEE COUNTY LONG-TERM W-2 PARTICIPANTS
Objective:	Increase the number of long-term W-2 participants obtaining full-time jobs.
Significance:	Obtaining employment for W-2 participants is key in establishing financial stability and reduces dependency on public assistance.
Target:	There is no target for this measure.
Data Source:	Data is collected from the statewide case management database, CARES.
Measurement Method:	<p>Numerator equals the number of W-2 LTPs (long-term participants) that reported obtaining a full-time job in the month that was expected to last 31 days or more. The denominator is the unduplicated count of W-2 LTPs for that month. A full-time job is defined as 30+ hours per week.</p> <p>A long-term participant (LTP) is defined as a W-2 participant who meets the following conditions:</p> <ul style="list-style-type: none">- Paid placement at the end of the preceding year;- 24 or more months on state clock at the end of the preceding year;- 6 or more months on state clock during the preceding year;- Open case at the start of the quarter

DFES Goal: Families increase income
Measured By: Full-time Job Start Rates for W-2
Long-term Participants in Milwaukee Agencies

Analysis



Full-time Job Start Rates for W-2 Long-Term Participants in Milwaukee (Quarter 2 of 2014 to Quarter 1 of 2016). A full-time job start occurs when a W-2 long-term participant reports obtaining at least one unsubsidized job of 30 or more hours per week that is expected to last more than 30 days.

- In Q1 2016, the full-time job start rate for W-2 long-term participants (LTP) was:
 - 7.8% for America Works
 - 6.6% for Maximus
 - 6.2% for Ross
 - 4.3% for UMOS
- Comparing Q4 2015 to Q1 2016, the full-time job start rate for LTP increased for Maximus and America Works and decreased for Ross and UMOS.
- Comparing Q1 2015 to Q1 2016, the full-time job start rate for LTP decreased for each of the MKE agencies except America Works which increased.
- Average quarterly full-time job start rate for MKE LTP was:
 - 4.3% (Q2 2014 to Q1 2015)
 - 5.9% (Q2 2015 to Q1 2016)
- From Q2 2015 to Q1 2016, average quarterly full-time job start rate for LTP was:
 - 9.0% for Ross
 - 7.4% for Maximus
 - 5.0% for UMOS
 - 3.9% for America Works

The DECE slides are from the
November 17, 2016 KidStat.
Most of the measures use data
through September 2016.

Judy Norman Nunnery, Division Administrator, is the
owner for all DECE Performance Measures



This page has been intentionally left blank.



Wisconsin Department of Children and Families Performance Measures

Performance Measure:	SCALE OF OPERATIONS
Objective:	To provide high quality child care for children in Wisconsin
Significance:	Shows how the number of children served by Wisconsin Shares has changed over time.
Target:	There is no target for this measure.
Data Source:	Data is from the CARES Child Care Payment System Management Report.
Measurement Method:	Counts of the number of children and families served by the Wisconsin Shares program, as well as the number of providers participating in the program, per month.

Protecting Children. Strengthening Families. Building Communities.



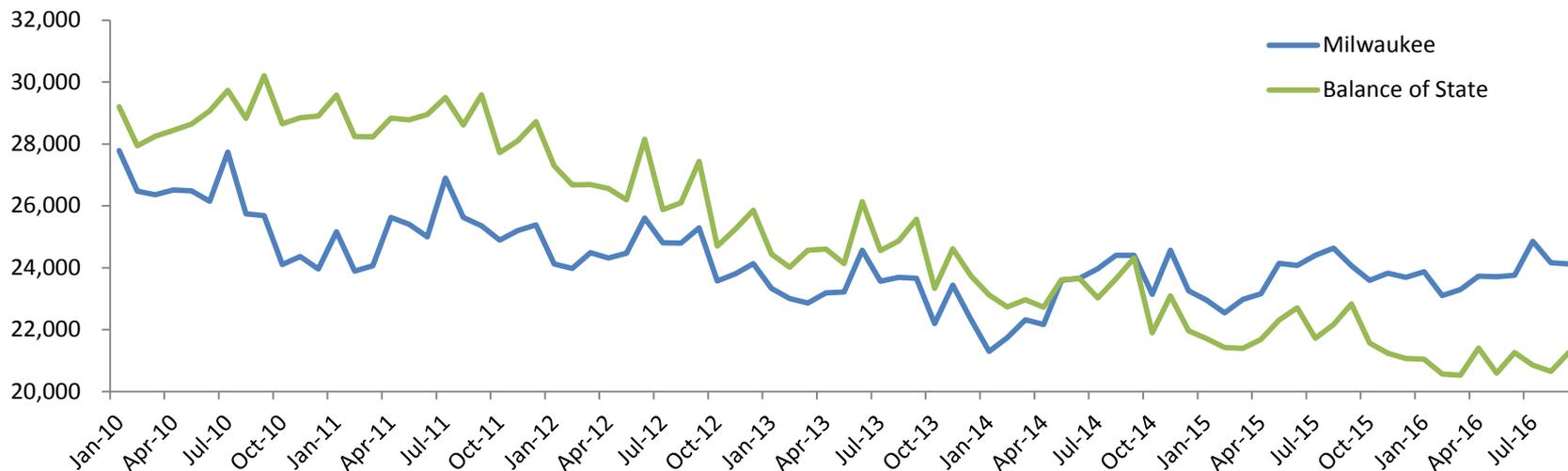
DECE Goal: Child care funds are well-spent, fraud is minimized and child care is accessible for all children

Measured by: Scale of operations, Wisconsin Shares

Table: Scale of Subsidized Child Care Operations in Wisconsin: Providers Currently Serving and Number of Children Served by the Wisconsin Shares Child Care Subsidy Program in Select Months.

Month	Providers	WI Shares Children Served		
	Wisconsin Shares Providers	Milwaukee	BOS	Statewide
September 2016	2,883	24,128	21,275	45,403
June 2016	2,981	23,754	21,266	45,020
September 2015	3,095	24,070	22,836	46,906

Note: Since the beginning of recorded data in May 1999, the maximum number of children served statewide was 61,876 (September 2007) and the minimum was 30,276 (August 1999).



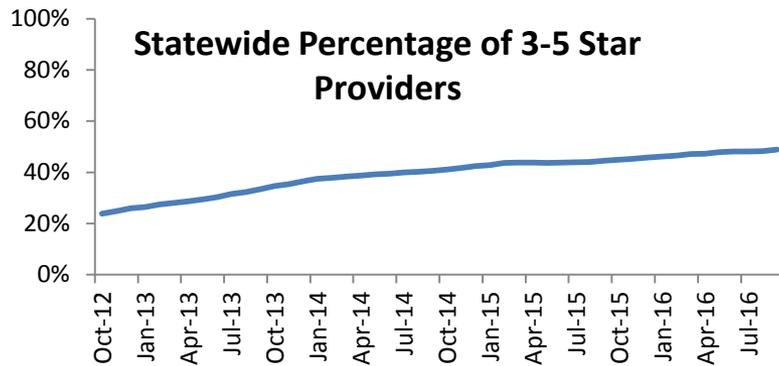
Children Served in Wisconsin Shares Child Care Subsidy Program in both Milwaukee and Balance of State, January 2010 through September 2016

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	WISCONSIN SHARES PROVIDERS 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:	49.0% of providers in the Wisconsin Shares program will provide high quality child care.
Data Source:	Data is from the YoungStar Case Management System.
Measurement Method:	<p>In the bar graph, numerator equals the number of Wisconsin Shares children attending a 3, 4, or 5 Star level rated provider. Denominator equals the number of children in Wisconsin Shares at centers with a final YoungStar rating.</p> <p>In the line graph, numerator equals the number of YoungStar child care programs with a 3, 4, or 5 Star rating. Denominator equals all child care providers with a YoungStar rating.</p>

DECE Goal: High quality programs exist for children to attend
Measured by: Providers by Star level

Target Direction: 



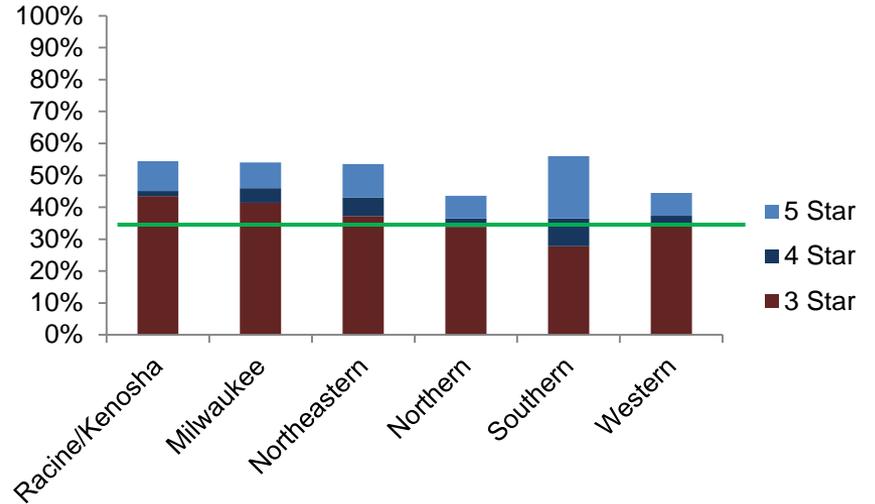
Percentage of high quality child care programs (YoungStar rated 3, 4 or 5 Stars), October 2012 through September 2016.

Analysis

For Northern and Western to meet the 49.0% benchmark, the following numbers of providers would have to move up from a 2 Star rating:

- Northern: 21 of 210 2 Star Providers
- Western: 23 of 278 2 Star Providers

Statewide, Wisconsin achieved this benchmark for Q3 2016, 52.1% > 49.0%



Percentage of child care programs by Star Level as of Q3 2016. The benchmark is that 49.0% of programs will be high quality (YoungStar rated 3, 4 or 5 Stars).

Analysis

Statewide, 52.1% of providers were rated as high quality child care programs in Q3 2016. This is 1.4 percentage points higher than Q2 2016. As the arrows below indicate, this occurred for all regions since Q2:

- 54.4% in Kenosha/Racine ↑
- 54.0% in Milwaukee ↑
- 53.6% in Northeastern ↑
- 43.5% in Northern ↑
- 56.0% in Southern ↑
- 44.5% in Western ↑

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	WISCONSIN SHARES CHILDREN BY STAR LEVEL
Objective:	High quality programs exist for children to attend.
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:	69.0% of children in the Wisconsin Shares program will attend high quality centers.
Data Source:	Data is from the YoungStar Case Management System and Child Care Statewide Administration on the Web (CSAW).
Measurement Method:	<p>In the bar graph, numerator equals the number of Wisconsin Shares children attending a 3, 4, or 5 Star rated provider for a given region. Denominator equals the total number of children attending a 2 or higher Star rated provider.</p> <p>In the line graph, numerator equals the total number of Wisconsin Shares children statewide attending a 3, 4, or 5 Star rated provider. Denominator equals the total number of children attending a 2 or higher Star rated provider.</p>

DECE Goal: High quality programs exist for children to attend
Measured by: Children by Star level



Analysis

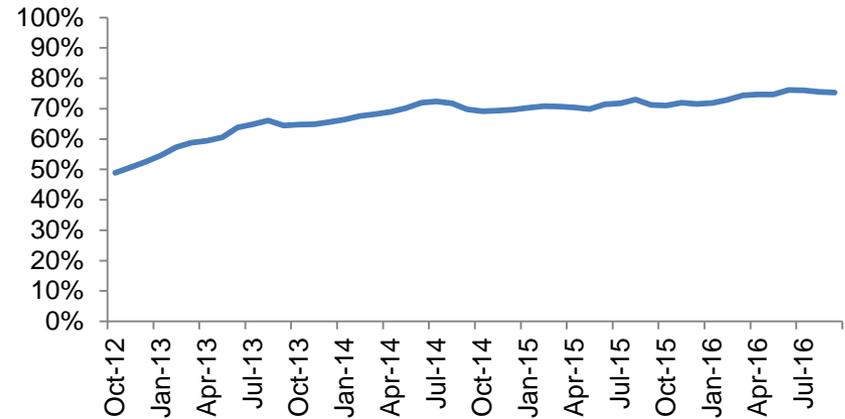
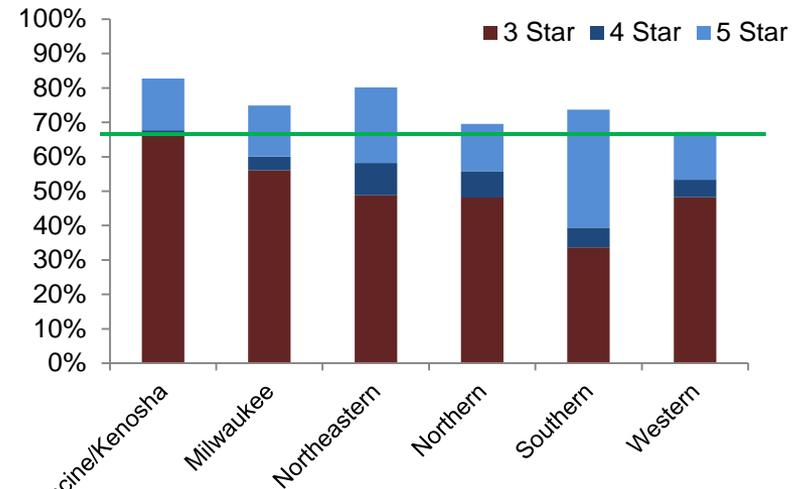
Statewide, 75.3% of children attended high quality child care programs in Q3 2016; a 0.9 point decrease compared to Q2 (76.2%). The arrows below indicate a decrease or increase from Q2 2016:

- 82.8% in Kenosha/Racine ↓
- 74.9% in Milwaukee ↓
- 80.1% in Northeastern ↓
- 69.6% in Northern ↑
- 73.7% in Southern ↓
- 67.2% in Western ↓

Northern achieved the 69.0% benchmark in Q3. For Western to meet this benchmark, the following number of children would have to move up from 2 Star providers:

- Western: 43 of 795 Wisconsin Shares Participants currently at a 2 Star provider.

Statewide, Wisconsin achieved this benchmark for Q3 2016, 75.3% > 69.0%



Statewide Percentage of Children in 3, 4, or 5 Star Programs, October 2012 through September 2016.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	CLIENT INVESTIGATION FLOW CHART SHOWING SCALE OF OPERATIONS
Objective:	The Milwaukee Early Care Administration (MECA) must ensure investigations into client issues are completed in a timely manner.
Significance:	Show how referrals are tracked and processed within the organization.
Target:	There is no target for this measure.
Data Source:	Data is collected administratively through the Milwaukee Early Care Administration (MECA).
Measurement Method:	Counts of referrals and types of referral outcomes.



DECE Goal: Child care funds are well spent and fraud is minimized

Measured by: MECA Client investigation flow chart overview

Initial Screenings:

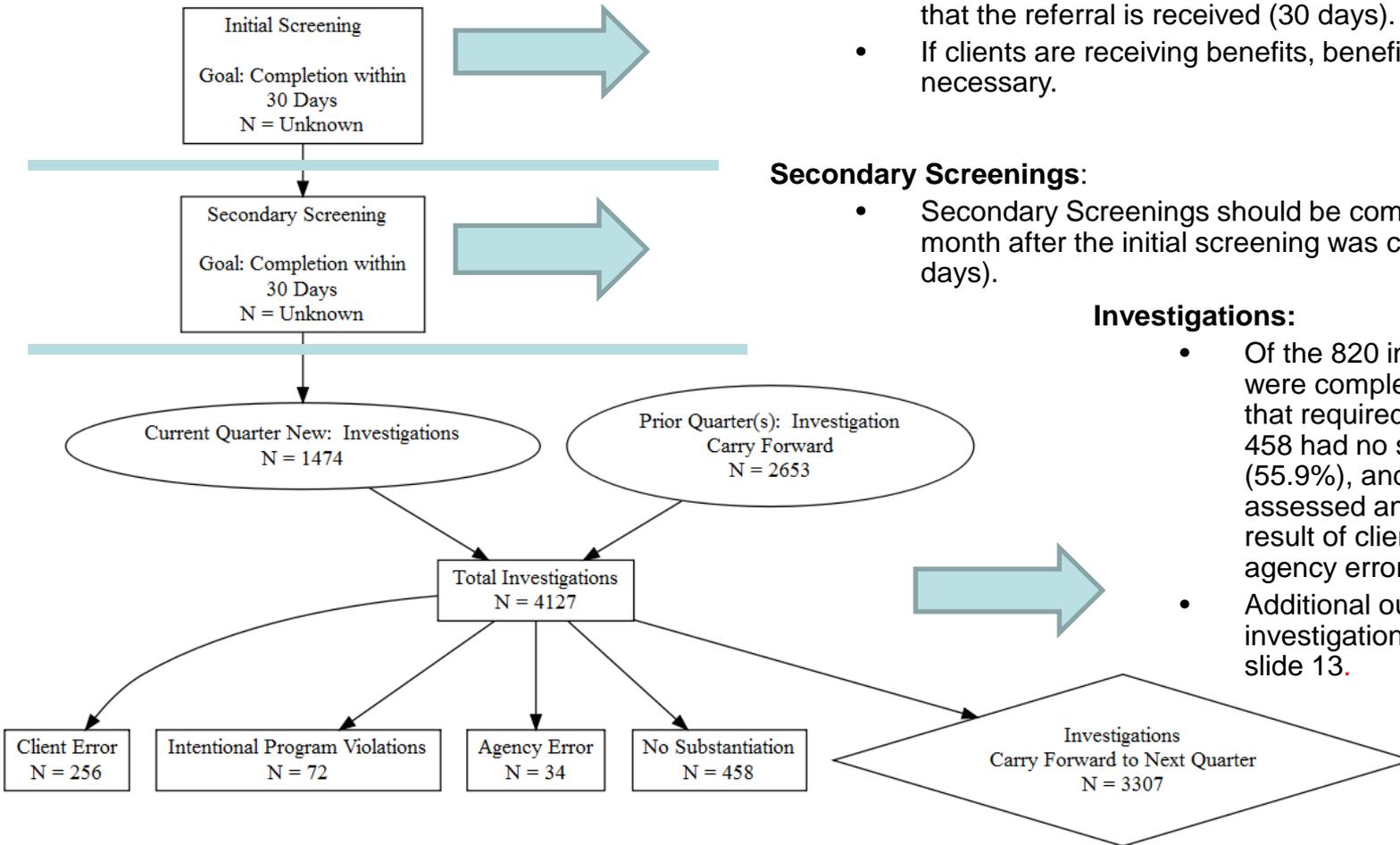
- Initial screening should be completed within the month that the referral is received (30 days).
- If clients are receiving benefits, benefits are altered if necessary.

Secondary Screenings:

- Secondary Screenings should be completed within the month after the initial screening was completed (30 days).

Investigations:

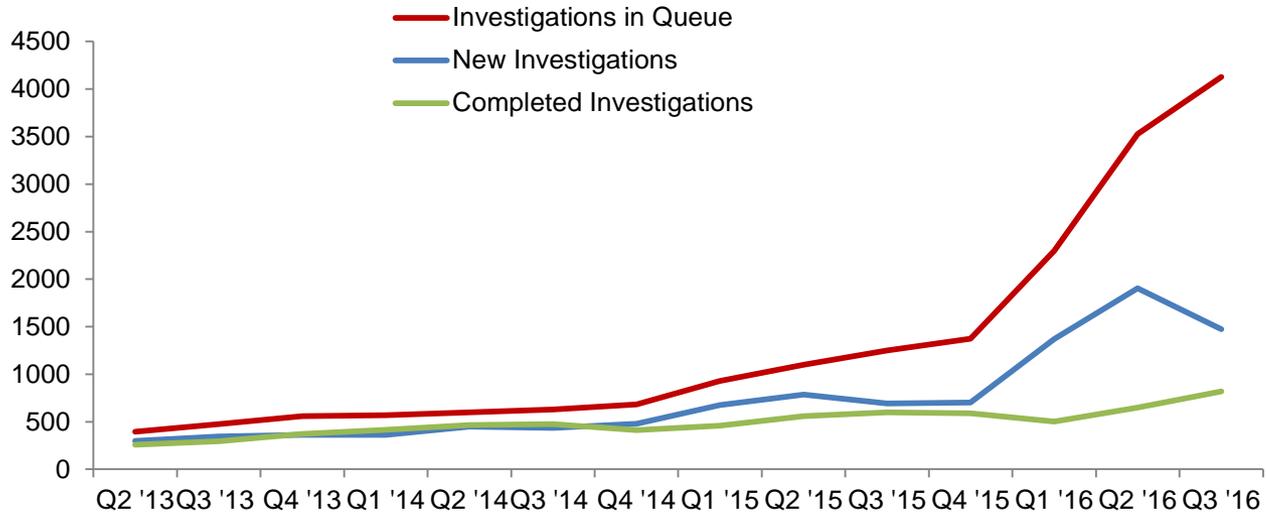
- Of the 820 investigations that were completed in Q3 2016 that required an investigation, 458 had no substantiation (55.9%), and 362 (44.1%) were assessed an overpayment as a result of client error, IPV or agency error.
- Additional outcomes of the investigations are provided in slide 13.



Wisconsin Department of Children and Families Performance Measures

Performance Measure:	ASSIGNED CLIENT INVESTIGATION TIMELINESS
Objective:	To ensure investigations into client issues are completed in a timely manner.
Significance:	The Milwaukee Early Care Administration (MECA) must follow up on referrals made regarding child care program recipients that may contradict program policies.
Target:	90.0% of investigations are completed within 30 days of being assigned.
Data Source:	Data is collected administratively through the Milwaukee Early Care Administration (MECA).
Measurement Method:	In the line graph, the three lines represent respectively and for each quarter counts all referrals in queue, counts of all new referrals, and counts of all completed investigations.

DECE Goal: Child care funds are well spent and fraud is minimized
Measured by: Client investigations for MECA



Total number of Client Investigations in Queue and New Investigations, Q2 2013 through Q3 2016.

Analysis

- Total Investigations awaiting processing have increased significantly since Q4 2015.
- MECA staff is currently working on investigations that first came in January and February of 2016.
- Based on current workload and the MECA investigation queue, new referrals that come into MECA in November 2016 will be completed approximately 19.5 months afterward or, that is, by July 2018. This is an improvement from last quarter when the expected completion time was an estimated 22 months.

Analysis

- In Q3 2016, the avg. time it took to process a referral to completion from the date the referral was received was 248 days (20.7 months).
 - Median: 277 days.
 - Min: <1 day.
 - Max: 553 days.
- In Q3 2016, 95.0% of referrals were completed within 30 days once they are investigated by a specialist.
- In Q3, MECA completed 820 referrals, a 26.3% increase in the number of referrals completed compared to Q2 '16 (649).

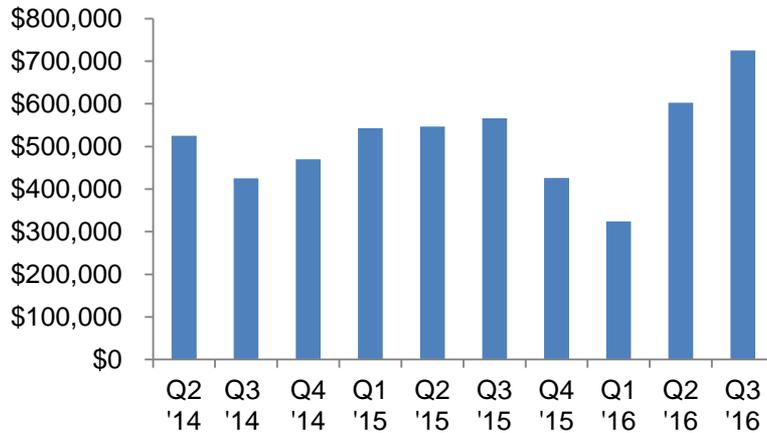
Wisconsin Department of Children and Families Performance Measures

Performance Measure:	CLIENT INVESTIGATIONS FOR MECA OUTCOMES
Objective:	To ensure client overpayments are found and processed.
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:	There is no target for this measure.
Data Source:	Data is collected administratively through the Milwaukee Early Care Administration (MECA).
Measurement Method:	<p>In the bar graph, data is the total amount of overpayments discovered from MECA client investigations for each quarter.</p> <p>In the line graph, numerator equals the number of completed MECA client investigations resulting in substantiation. Denominator equals the total number of completed MECA client investigations.</p>

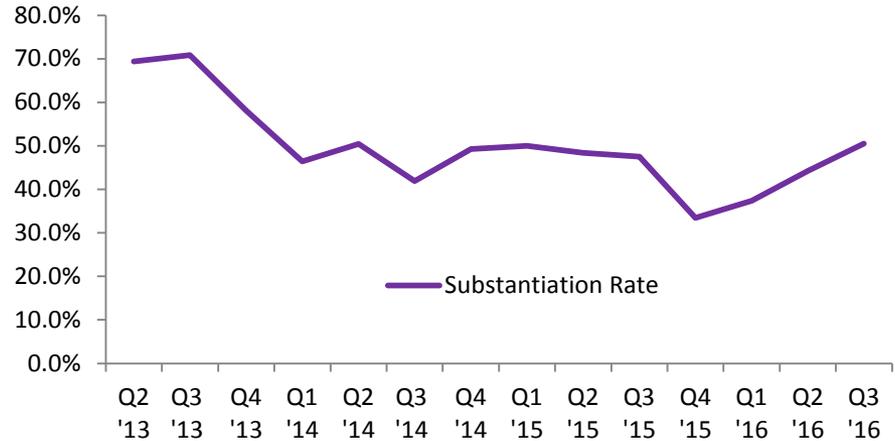


DECE Goal: Child care funds are well spent and fraud is minimized

Measured by: Client investigations for MECA outcomes



Overpayments entered based on MECA Client Investigations from Q2 2014 to Q3 2016.



Percentage of Completed MECA Client Investigations Resulting in Substantiations from Q2 2013 to Q3 2016

Analysis

- Out of the total investigations completed in Q3 2016, 44.1% (362/820) had substantiated claims:
 - 70.7% (256/362) Client Error;
 - 19.9% (72/362) Intentional Program Violation;
 - 9.4% (34/362) Agency Error
- \$725,286 of overpayments were entered in Q3 of 2016. This is a 20.4% increase from Q2 (\$602,380) and a 123.9% increase from Q1 (\$323,984). This is the highest quarterly figure recorded in the last two years.

Table: Comparative MECA Overpayment (OP) Data

	Q3 2015	Q3 2016
Total OPs established	285	362
Average OP amount	\$1,986	\$2,003
Median	\$1,006	\$1,167
Smallest OP amount	\$54.59	\$43.24
Largest OP amount	\$15,634	\$23,721

Wisconsin Department of Children and Families Performance Measures

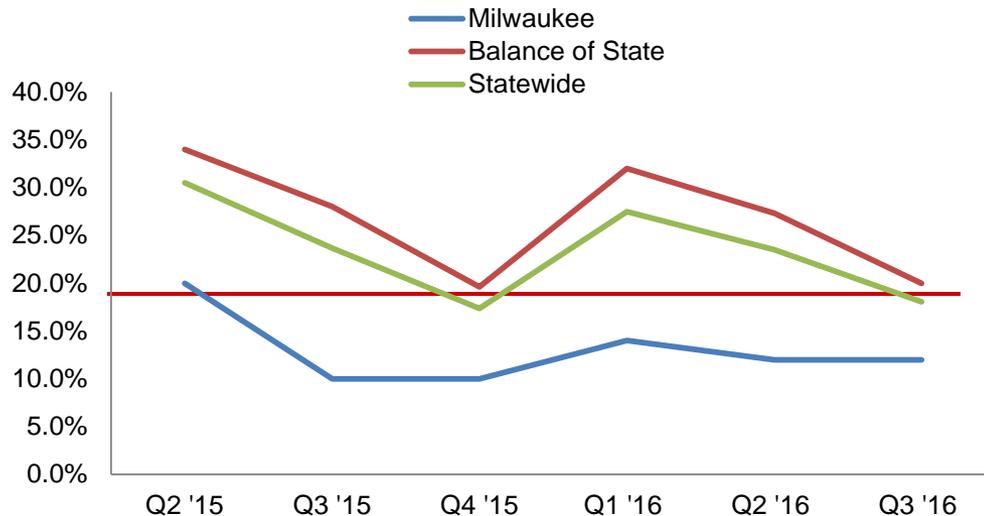
Performance Measure:	TARGETED CASE REVIEWS
Objective:	To ensure Wisconsin Shares caseworkers are properly verifying that parents receiving subsidized child care are working for a qualified employer or are engaged in other qualifying activities and that the parent is receiving the appropriate amount of child care.
Significance:	Reviewing Wisconsin Shares authorizations identifies where DECE needs to focus its attention on training to improve compliance.
Target:	No more than 20% of reviewed cases will have an error.
Data Source:	Data is gathered from the Child Care Statewide Administration on the Web (CSAW) system, CARES Worker Web (CWW), and an applicant's Electronic Case File (ECF).
Measurement Method:	Numerator equals the number of Wisconsin Shares cases in the Targeted Case Review (TCR) with an error per quarter. Denominator equals the total number of Wisconsin Shares cases in the Targeted Case Review (TCR) per quarter.

Protecting Children. Strengthening Families. Building Communities.



DECE Goal: Child care funds are well-spent and fraud is minimized

Measured by: Targeted case reviews



Quarterly percentage of Wisconsin Shares cases in the Targeted Case Review (TCR) with an error from Q2 2015 to Q3 2016. The benchmark is an error rate of 20.0%.

- DECE reviews cases on a quarterly basis. There is a 3 month delay in reviews, and data reviewed for Q3 2016 are from April 2016 (cases are randomly selected for review based on all cases with authorization for at least 1 day in review month).

Statewide, Wisconsin did achieve this benchmark for Q3 2016, 18.1% < 20.0%

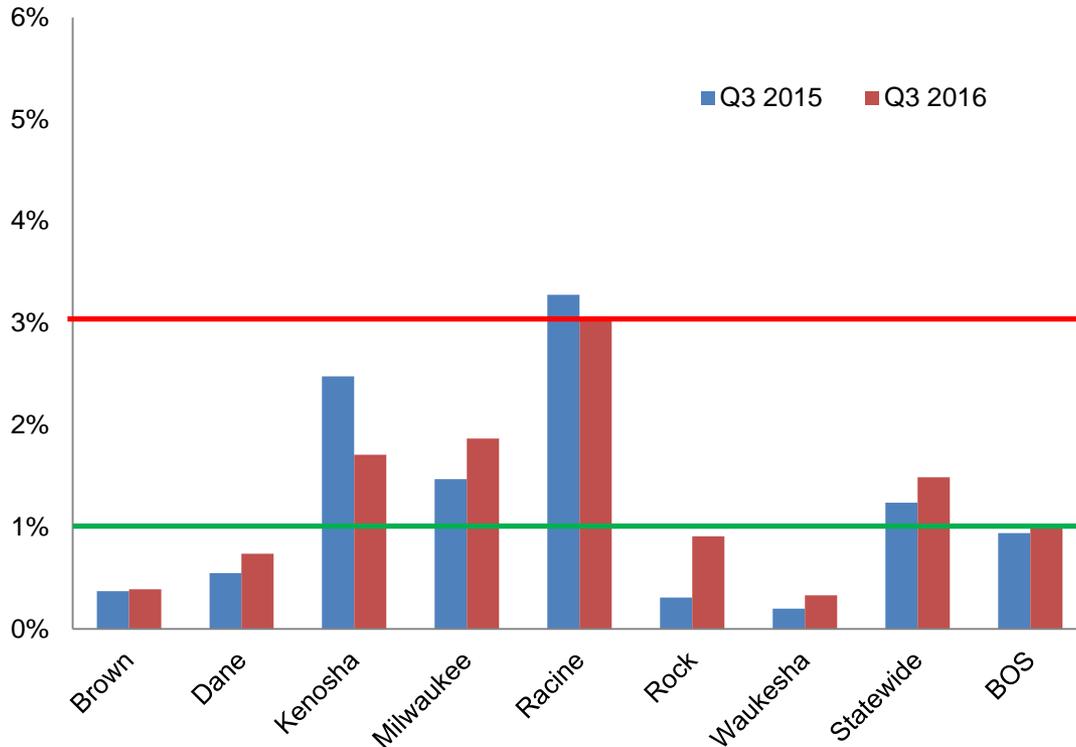
Analysis

- In Q3 2016, 205 cases were reviewed, with a statewide error rate of 18.1%:
 - 37 cases resulted in an error.
 - 74 errors were identified from these cases.
 - This represents a statewide average of 2.0 errors per case with errors.
- The most frequent errors were:
 - Authorization does not cover activity/travel (19 errors).
 - No comments/ECF to support authorization (15 errors).
- The statewide rate of 18.1% represents a 5.4 percentage point improvement from Q2 2016.
- The biggest change came in the BOS, which experienced a 7.3% reduction in errors from Q2 2016 (from 27.3% to 20.0%).
- In Milwaukee, 50 cases were reviewed with an error rate of 12.0%:
 - 6 cases resulted in an error.
 - 9 errors were identified from these cases.
 - 44.4% (n=4) of the errors can be attributed to MilES, and 55.5% (n=5) of the errors can be attributed to MECA.

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	CLIENT OVERPAYMENTS
Objective:	To ensure client overpayments are found and processed.
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.
Data Source:	Data is from the Child Care Statewide Administration on the Web (CSAW) system.
Measurement Method:	Numerator equals the total dollars YTD established as client overpayments. Denominator equals the Year-to-Date (YTD) dollars administered by Wisconsin Shares.

DECE Goal: Child care funds are well-spent and fraud is minimized
Measured by: Client overpayments



Analysis

- Overpayments established in Q3 2016:
 - Statewide: 532 claims for \$997,801.
 - BOS: 170 claims for \$272,515.
 - MKE: 362 claims for \$725,286.
- Milwaukee county represents 72.7% of all client overpayments, an increase of 10.5% since Q2 2016.
- Statewide, 1.5% of overpayments were established in Q3 2016.
- Brown, Dane, Rock, and Waukesha counties were below the target zone.

Total Client Overpayments as a percent of Wisconsin Shares Subsidy Issued per County for Q3 2015 and Q3 2016. The benchmark is between 1.0% and 3.0% of subsidy issuance is established as overpayment.

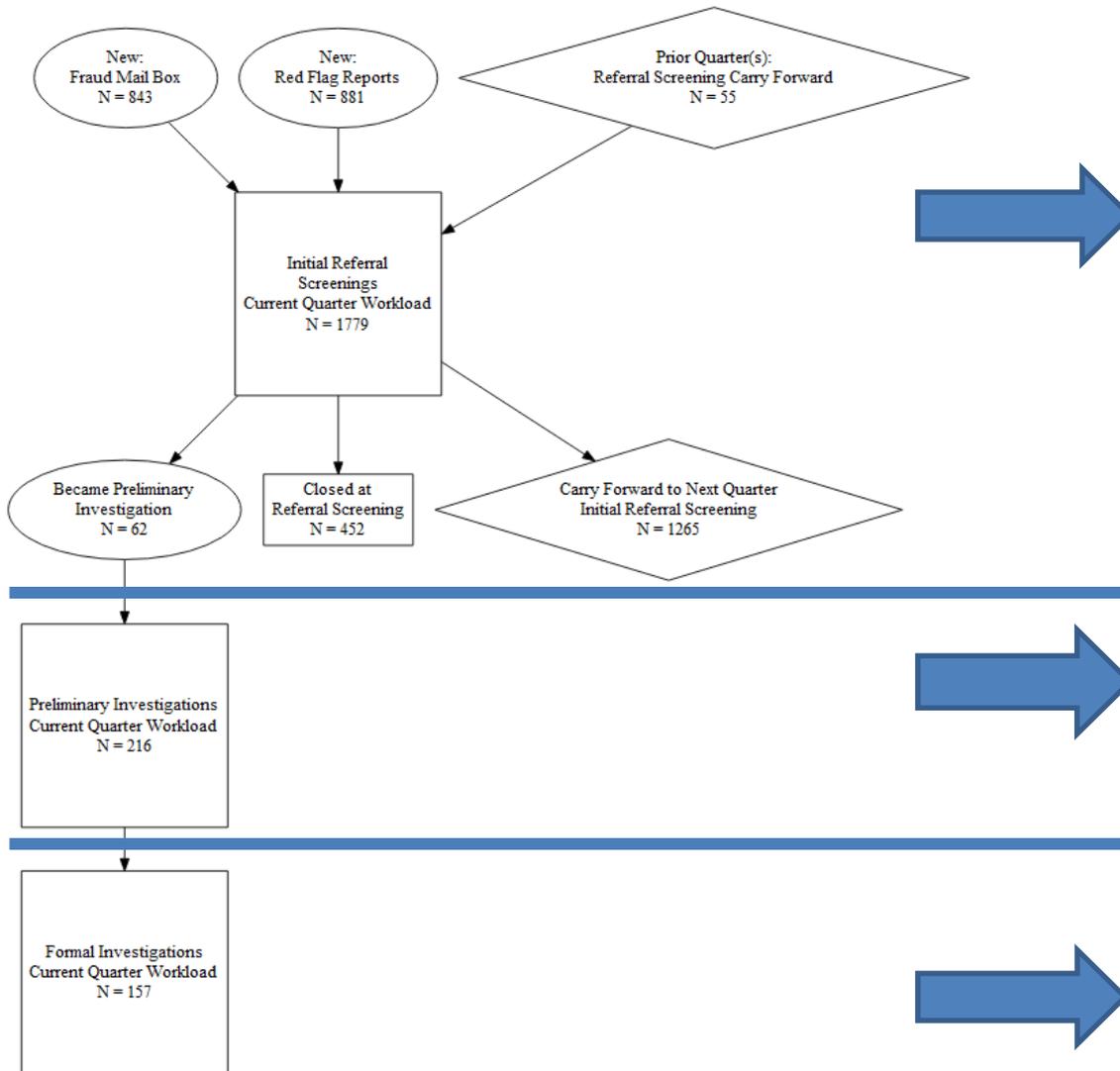
Statewide, Wisconsin achieved this benchmark for Q2 2016, 3.0% > 1.5% > 1.0%

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PROVIDER INVESTIGATION FLOW CHART SHOWING SCALE OF OPERATIONS
Objective:	To ensure investigations into client issues are completed in a timely manner.
Significance:	Show how referrals, preliminary and formal investigations are tracked and processed within the organization.
Target:	There is no target for this measure.
Data Source:	Data is collected administratively through the Bureau of Program Integrity.
Measurement Method:	Counts of referrals and types of referral outcomes.

DECE Goal: Child care funds are well spent and fraud is minimized

Measured by: Provider investigation flow chart overview



Referral Screening

- 1,779 Referrals were processed in Q3 2016: 452 (87.9%) were closed at screening and 62 (12.0%) became preliminary investigations.
- As of the end of Q3 2016, there were 1,265 (71%) referrals awaiting screening assignment. This is up from 55 at the end of Q2 2016.

Preliminary Investigations

- Timeliness of Preliminary Investigations Completed per quarter (Slide 18).

Formal Investigations

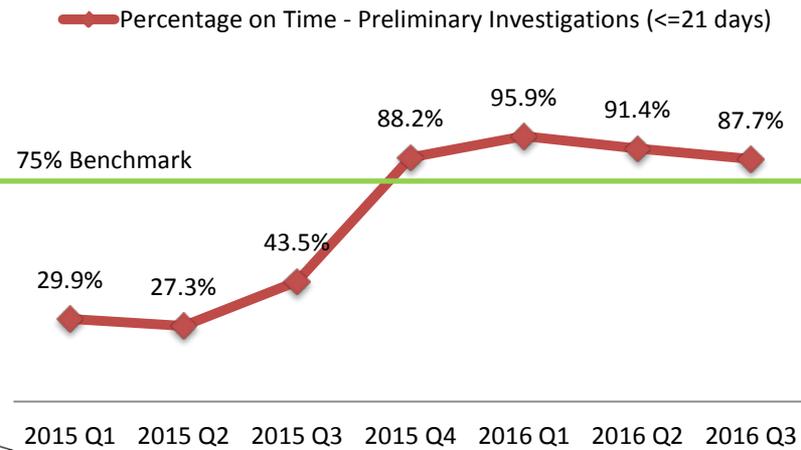
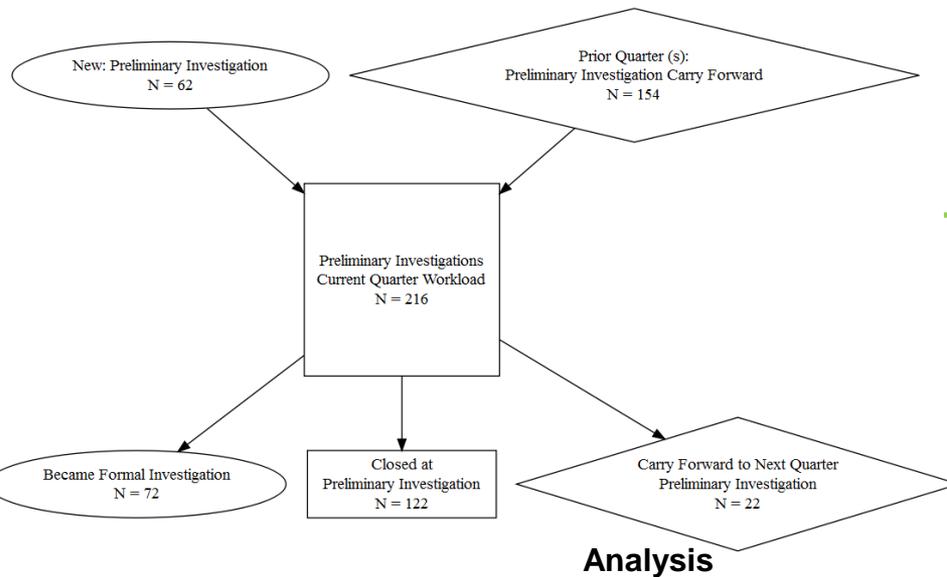
- Timeliness of Formal Investigations completed and Dispositions (Slide 19).

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PROVIDER INVESTIGATION FLOW CHART DETAIL OF PRELIMINARY INVESTIGATIONS
Objective:	To ensure investigations into client issues are completed in a timely manner.
Significance:	Show how preliminary investigations are tracked and processed within the organization.
Target:	Preliminary investigations should be completed within 21 days.
Data Source:	Data is collected administratively through the Bureau of Program Integrity.
Measurement Method:	<p>The flow chart shows counts of preliminary investigations and counts of their different outcomes.</p> <p>In the line graph, numerator equals the number of preliminary investigations completed on time. Denominator equals all open preliminary investigations.</p>

DECE Goal: Child care funds are well spent and fraud is minimized

Measured by: Preliminary investigations, timeliness of cases completed per quarter



- Preliminary investigations must be completed within 21 days.
- The percentage of preliminary investigations completed on time decreased 3.7 percentage points from 91.4% in Q2 2016 to 87.7% in Q4 2016.
- The average time for preliminary investigations is 18.1 days statewide in Q1 2016. This is up 1.7 days from Q2 2016 (16.4).

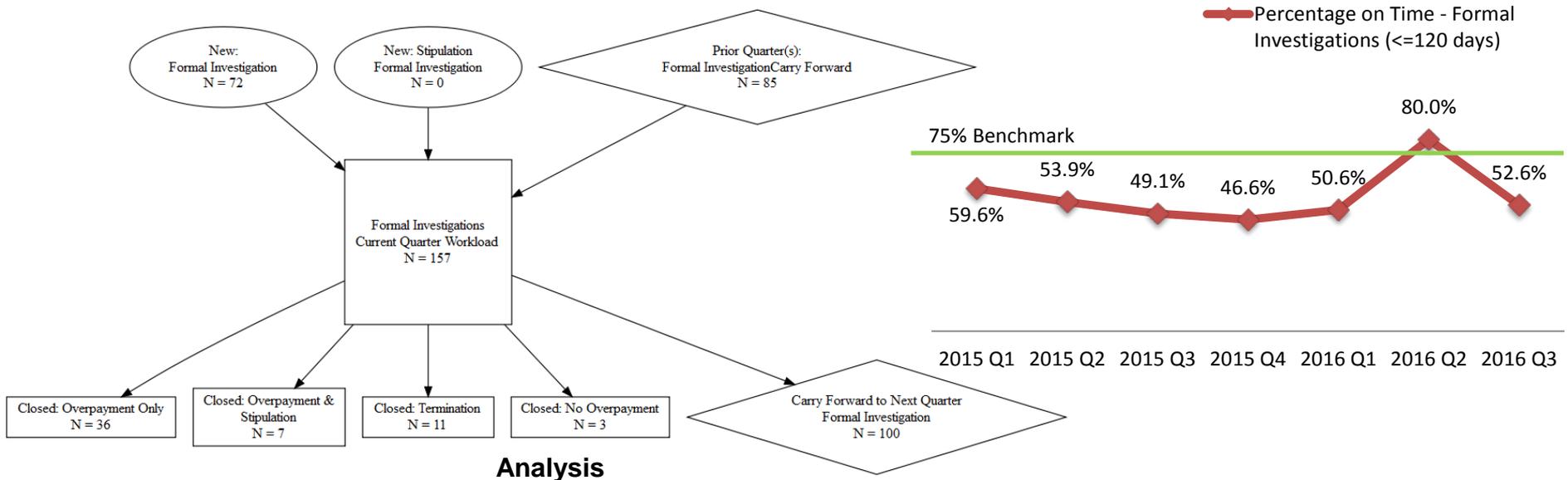
Statewide, Wisconsin achieved this annual benchmark in Q2 2016, 87.7% > 75.0%

Wisconsin Department of Children and Families Performance Measures

Performance Measure:	PROVIDER INVESTIGATION FLOW CHART DETAIL OF FORMAL INVESTIGATIONS
Objective:	To ensure investigations into client issues are completed in a timely manner.
Significance:	Show how formal investigations are tracked and processed within the organization.
Target:	Formal investigations should be completed within 120 days.
Data Source:	Data is collected administratively through the Bureau of Program Integrity.
Measurement Method:	<p>The flow chart shows counts of formal investigations and counts of their different outcomes.</p> <p>In the line graph, numerator equals the number of formal investigations completed on time. Denominator equals all open formal investigations.</p>

DECE Goal: Child care funds are well spent and fraud is minimized

Measured by: Formal investigations, timeliness of cases completed per quarter



- Formal investigations must be completed within 120 days. The total overpayment amount entered for 2016 Q3 is \$249,161.
- The percentage of formal investigations completed on time decreased 27.4 percentage points from 80.0% in Q2 2016 to 52.6% in Q3 2016.
- The average total time for formal investigations is 131.5 days statewide in Q3 2016. This is up 18.4 days from Q2 2016 (113.1).

Statewide, Wisconsin did not achieve this benchmark in Q3 2016, 52.6% < 75.0%