

MARATHON COUNTY DEPARTMENT OF SOCIAL SERVICES

EVALUATION OF RACIAL DISPARITY

CHILD WELFARE SYSTEM

JUNE 2021

INITIAL LOOK AT LOCAL DATA

- CHALLENGES AND NEXT STEPS
 - COMMUNITY RACIAL DATA NOT SPECIFIC TO CHILD POPULATION
 - DATA TRACKING IS INCOMPLETE – UNDOCUMENTED OR UNKNOWN
 - ADDITIONAL MEASURES ARE NEEDED FOR LOCAL DATA
 - DATA MUST BE EVALUATED TO BETTER UNDERSTAND RESULTS

WHAT WILL WE HEAR ABOUT TODAY?

- MCDSS CHILD PROTECTIVE SERVICES “ACCESS AND INITIAL ASSESSMENT” DATA
- 2019 DATA COMPARISONS WITH OTHER COUNTIES AND THE STATE

CHILD PROTECTIVE SERVICES (CPS) MALTREATMENT REPORTS - RACE DIFFERENTIAL

JAN. 1, 2019 – DEC. 31, 2020, MARATHON COUNTY
3,050 CPS REPORTS

- **RACE OF ALLEGED VICTIM**

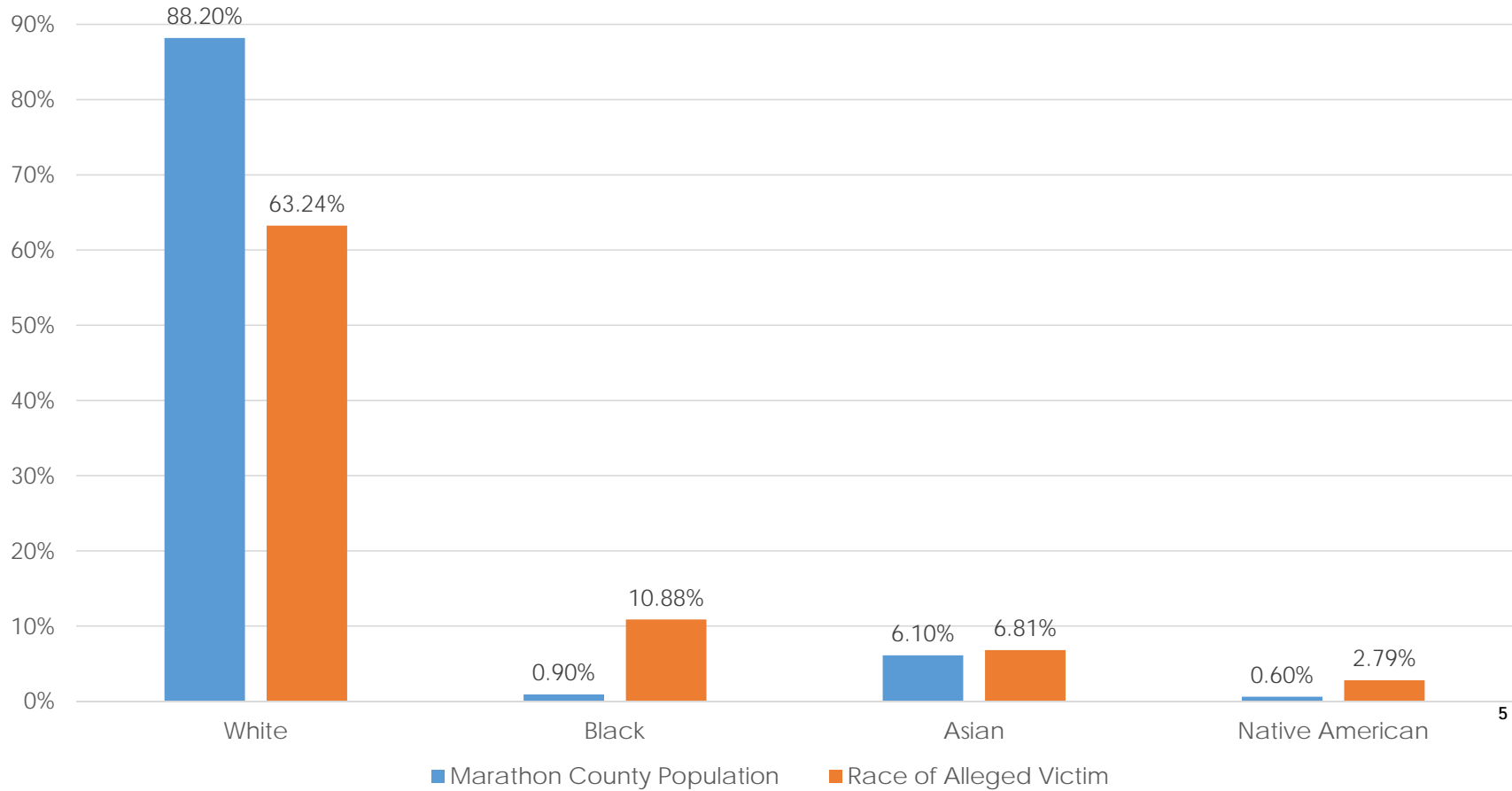
- WHITE = 63.24% (3,011)
- NOT DOCUMENTED = 11.38% (542)
- BLACK = 10.88% (518)
- ASIAN = 6.81 (324)
- UNABLE TO DETERMINE = 4.75% (226)
- NATIVE AMERICAN = 2.79% (133)
- NATIVE HAWAIIAN = .11 (5)
- DECLINED = .04 (2)
- TOTAL UNKNOWN RACE = 16.13% (768)

- **MARATHON COUNTY POPULATION AS OF 2019 – ALL AGES ***

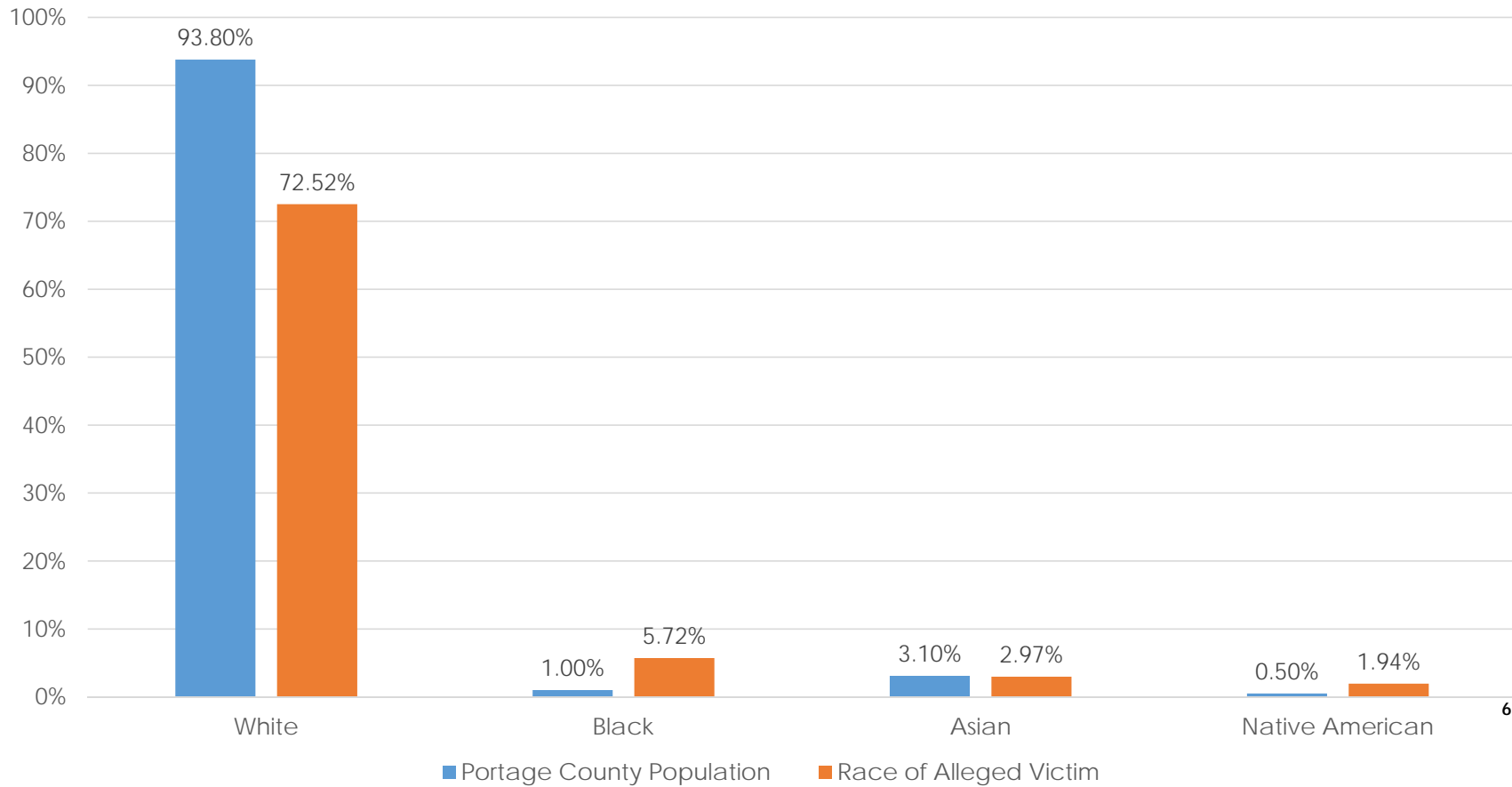
- WHITE = 88.2%
- BLACK = 0.9%
- ASIAN = 6.1%
- NATIVE AMERICAN = 0.6%

*CENSUS DATA NOT FOUND FOR CHILDREN

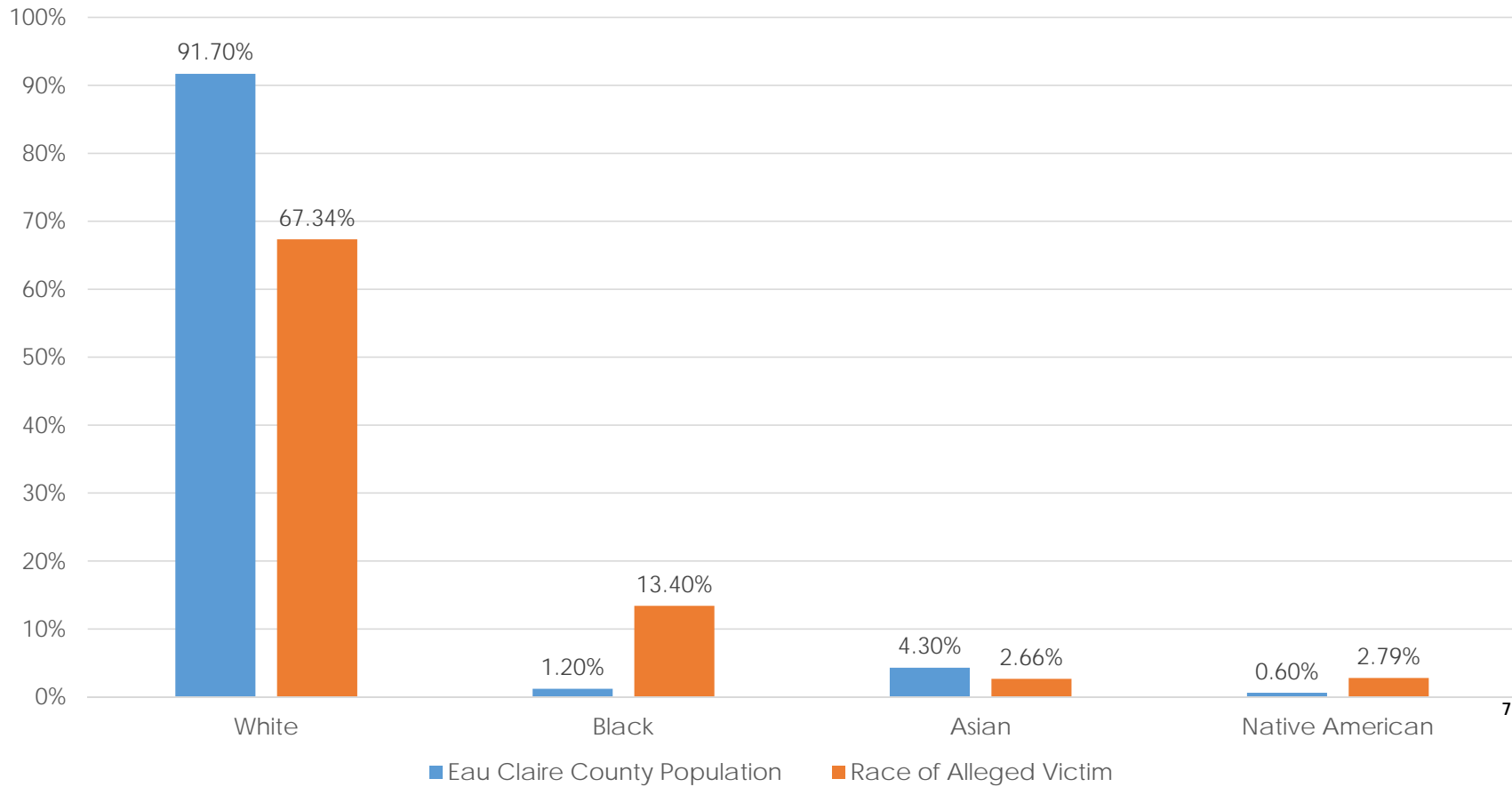
Marathon County CPS Maltreatment Reports
Jan. 1, 2019, to Dec. 31, 2020
Race of Alleged Victim compared against Marathon County
population



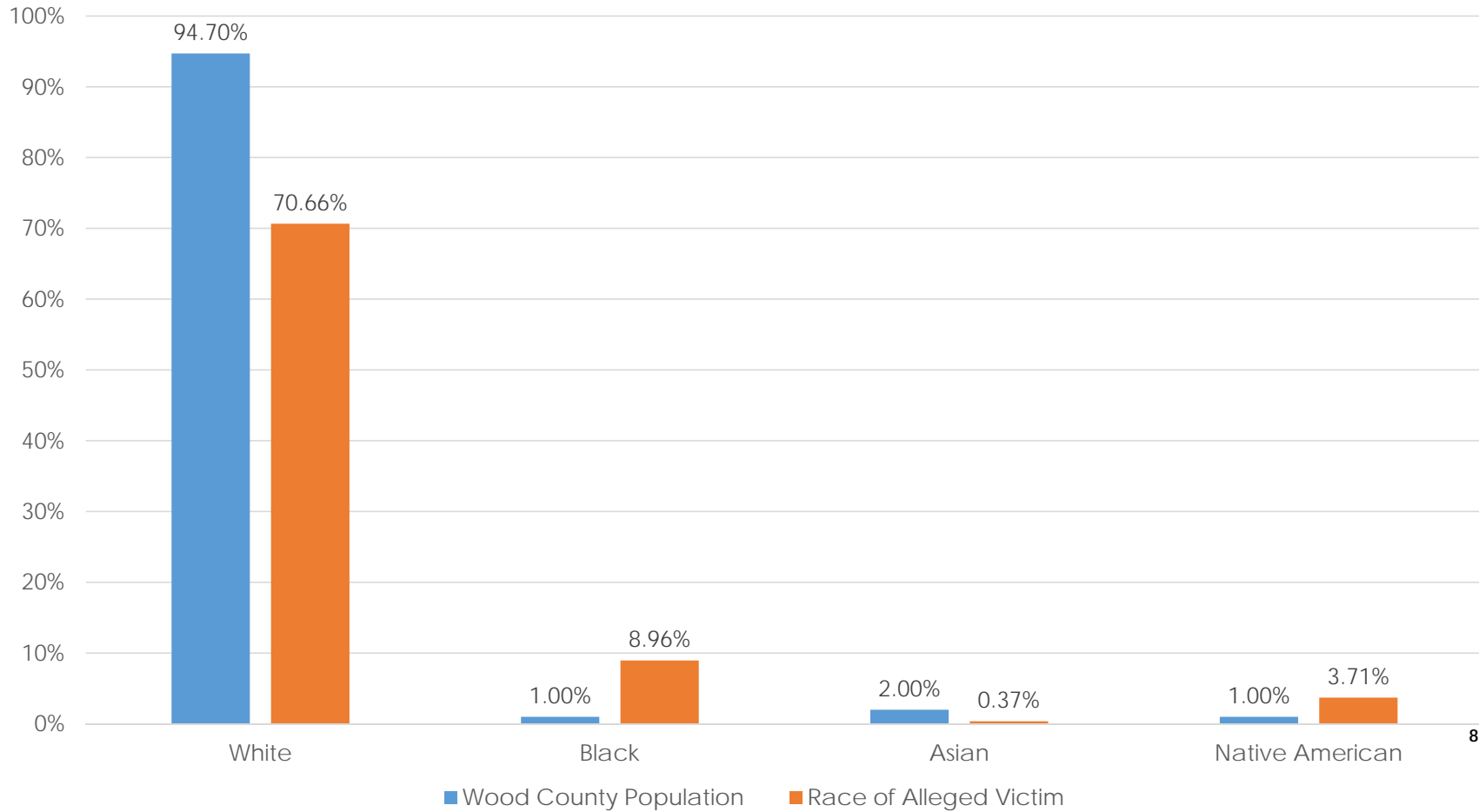
Portage County CPS Maltreatment Reports
Jan. 1, 2019, to Dec. 31, 2020
Race of Alleged Victim compared against Portage County
population



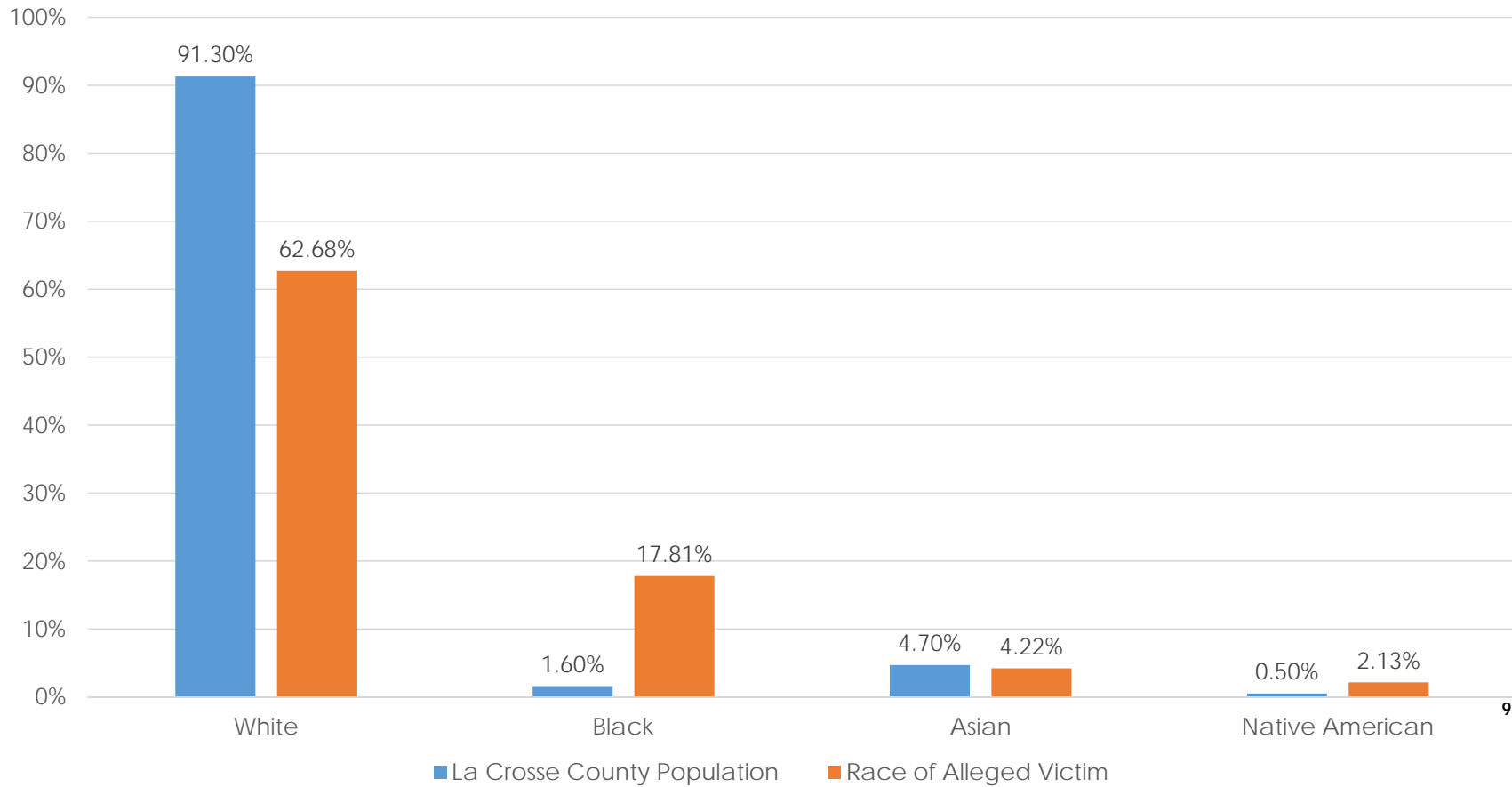
Eau Claire County CPS Maltreatment Reports
Jan. 1, 2019, to Dec. 31, 2020
Race of Alleged Victim compared against Eau Claire County
population



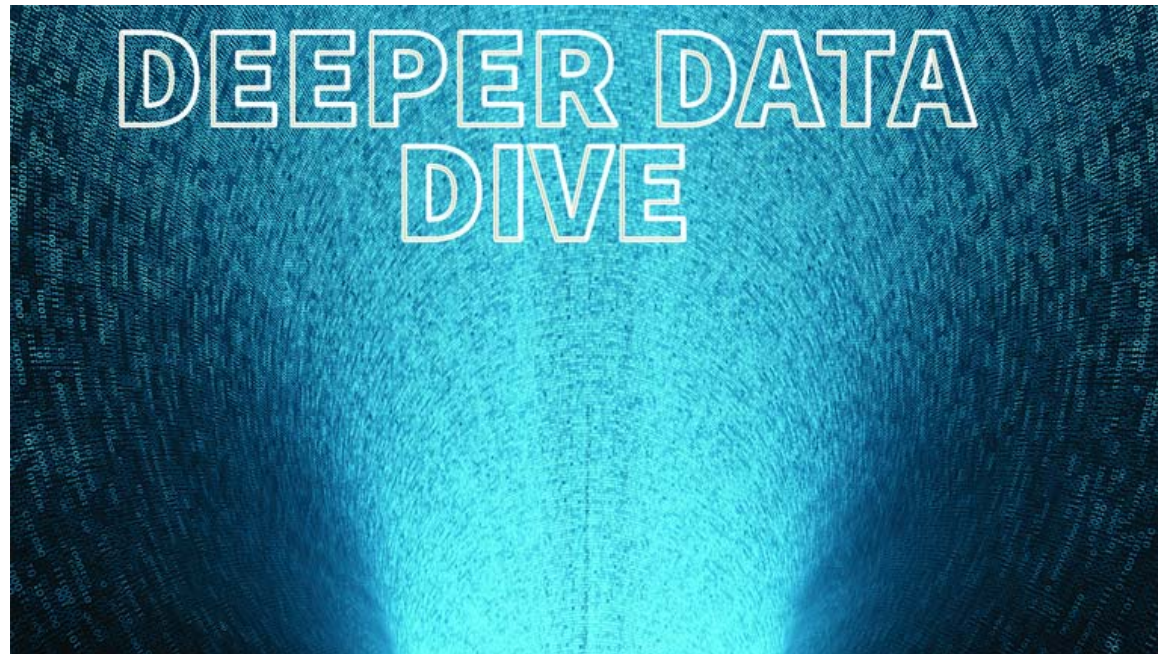
Wood County CPS Maltreatment Reports
Jan. 1, 2019, to Dec. 31, 2020
Race of Alleged Victim compared against Wood County population



La Crosse County CPS Maltreatment Reports
Jan. 1, 2019, to Dec. 31, 2020
Race of Alleged Victim compared against La Crosse County
population



2019 MARATHON COUNTY AND STATE OF WISCONSIN



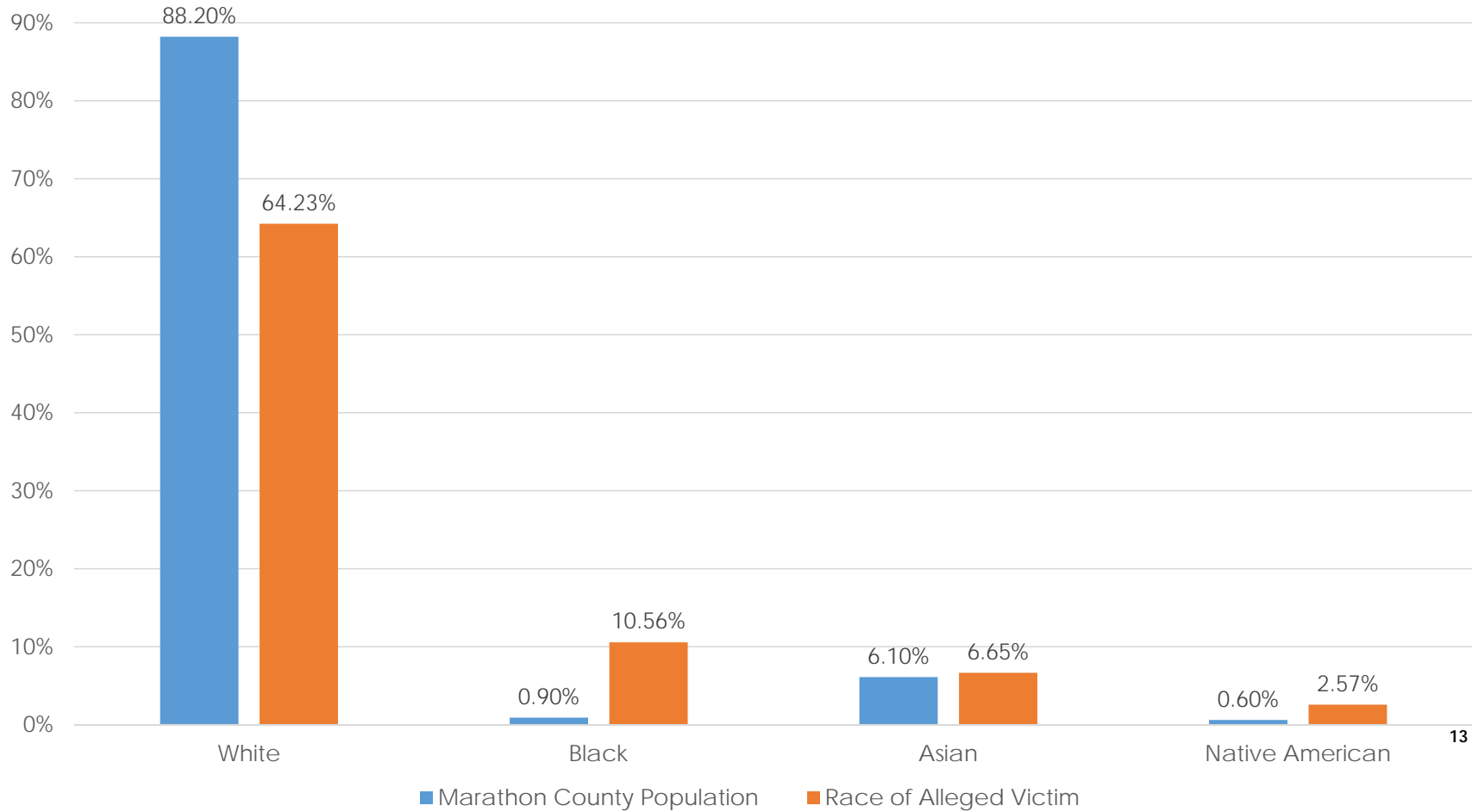
MARATHON COUNTY 2019 TOTAL CPS MALTREATMENT REPORTS ACCESS

- 1,673 CPS REPORTS
 - 36.46% SCREEN IN
 - 63.54% SCREEN OUT
- REPORTERS:
 - NOT DOCUMENTED 23.45%
 - LAW ENFORCEMENT 20.08%
 - EDUCATIONAL PERSONNEL 17.69%
 - MENTAL HEALTH 8.55%
 - PARENT 6.93%
 - SOCIAL SERVICES 6.10%
 - MEDICAL 3.95%
 - RELATIVE 3.83%

MARATHON COUNTY 2019 TOTAL CPS MALTREATMENT ALLEGATIONS ACCESS

- 2,603 TOTAL ALLEGATIONS
 - WHITE = 64.23%
 - UNDOCUMENTED = 11.22%
 - BLACK = 10.56%
 - ASIAN = 6.65%
 - UNABLE TO DETERMINE = 4.61%
 - NATIVE AMERICAN = 2.57%
 - NATIVE HAWAIIAN = .08%
- **MARATHON COUNTY POPULATION AS OF 2019 – ALL AGES**
 - WHITE = 88.2%
 - BLACK = 0.9%
 - ASIAN = 6.1%
 - NATIVE AMERICAN = 0.6%

Marathon County 2019 Total CPS Maltreatment Allegations Race of Alleged Victim compared against Marathon County population



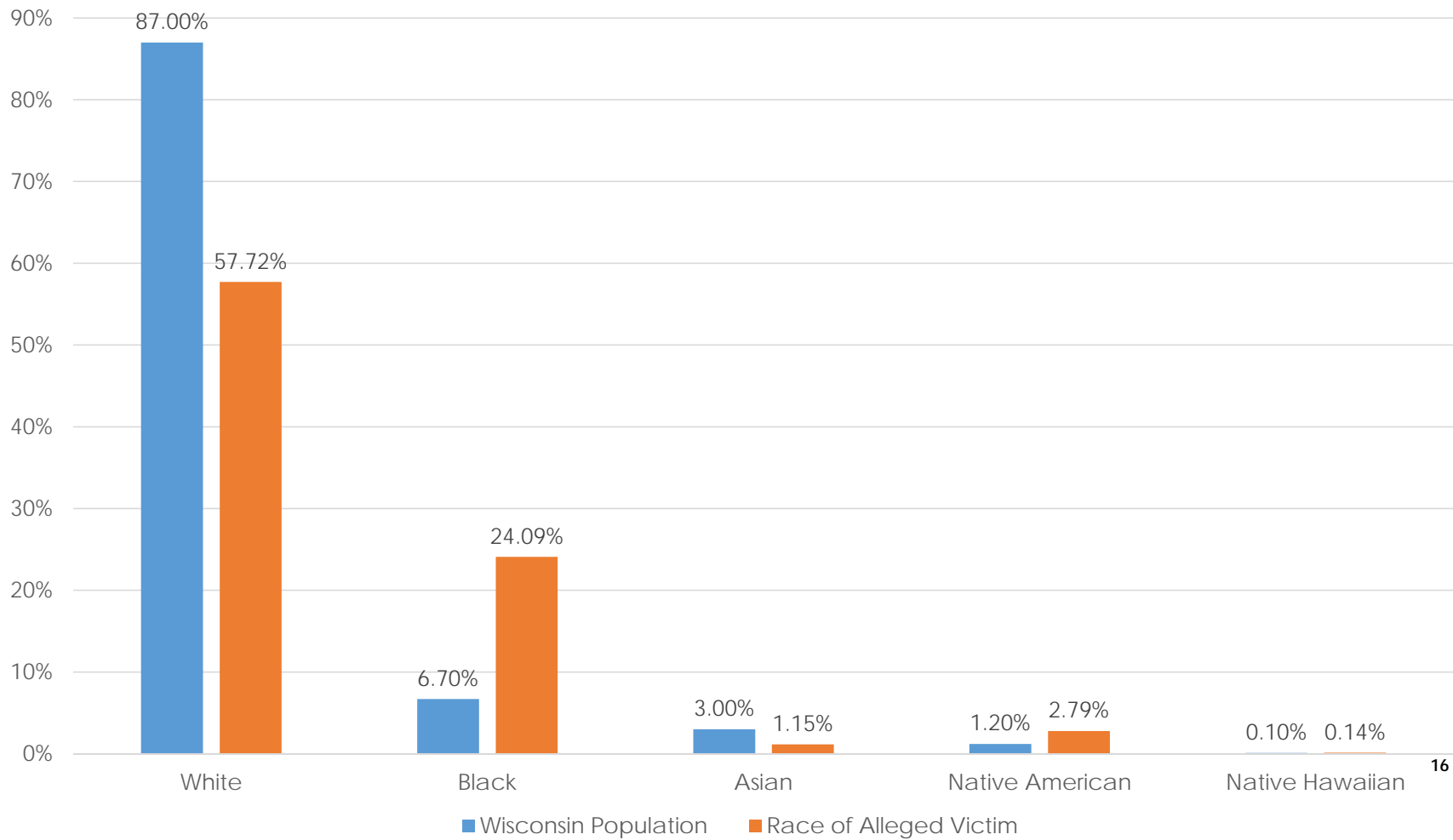
WISCONSIN 2019 TOTAL CPS MALTREATMENT REPORTS ACCESS

- 81,567 CPS REPORTS
 - 32.64% SCREEN IN
 - 67.36% SCREEN OUT
- REPORTERS:
 - EDUCATIONAL PERSONNEL 20.75%
 - LE 18.72%
 - SOCIAL SERVICES 12.94%
 - MENTAL HEALTH 9.03
 - PARENT 7.60
 - NOT DOC 6.82
 - MEDICAL 5.39
 - OTHER 5.41

STATE OF WISCONSIN 2019 TOTAL CPS MALTREATMENT ALLEGATIONS ACCESS

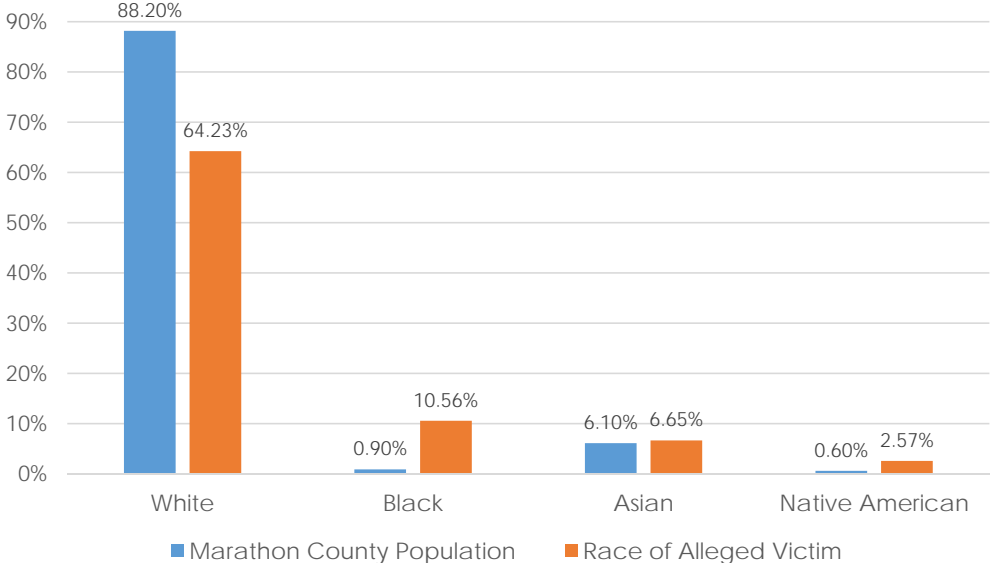
- 129,049 TOTAL ALLEGATIONS
 - WHITE = 57.72%
 - BLACK = 24.09%
 - UNDOCUMENTED = 8.60%
 - NATIVE AMERICAN = 4.22%
 - UNABLE TO DETERMINE = 4.07%
 - ASIAN = 1.15%
 - NATIVE AMERICAN = 2.79% (133)
 - NATIVE HAWAIIAN = .14%
 - DECLINED = .02
- **WISCONSIN POPULATION AS OF 2019 – ALL AGES**
 - WHITE = 87.0%
 - BLACK = 6.7%
 - ASIAN = 3.0%
 - 2 OR MORE RACES = 2.0%
 - NATIVE AMERICAN = 1.2%
 - NATIVE HAWAIIAN = 0.1%

State of Wisconsin 2019 Total CPS Maltreatment Allegations Race of Alleged Victim compared against Wisconsin population

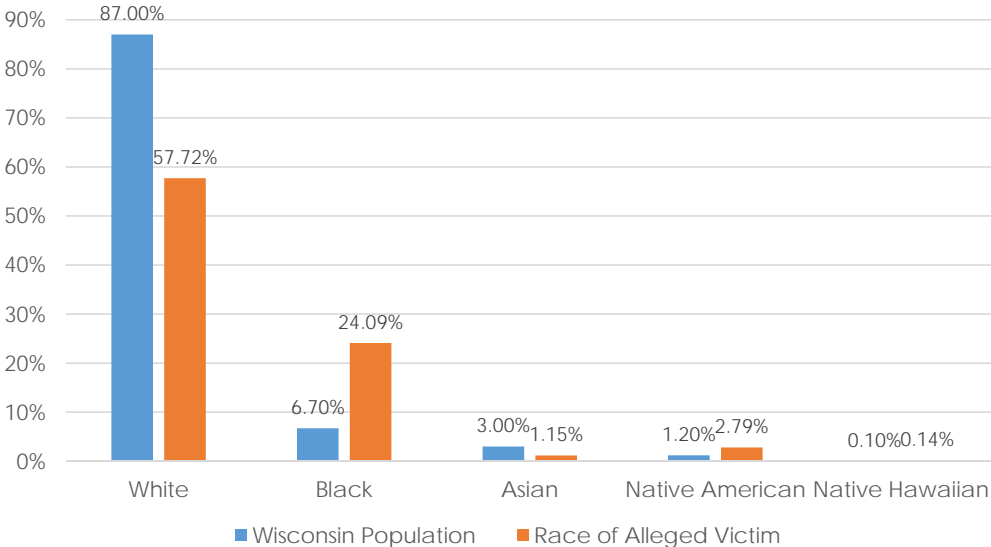


CPS REPORTS - RACE OF ALLEGED VICTIM COMPARISON

Marathon County 2019 Total CPS Maltreatment Allegations
Race of Alleged Victim compared against Marathon County population



State of Wisconsin 2019 Total CPS Maltreatment Allegations
Race of Alleged Victim compared against Wisconsin population



2019 MARATHON COUNTY AND STATE CPS INITIAL ASSESSMENT SCREENED-IN REPORTS

- MARATHON COUNTY

- 1,098 ALLEGATIONS

- 845 ALLEGED VICTIMS

- WHITE = 572 OR 67.69%
- ASIAN= 101 OR 11.95%
- BLACK= 101 OR 11.95%
- NOT DOC = 47 OR 5.56%
- NATIVE AMERICAN = 22 OR 2.60%
- OTHER = 2 OR 0.24%

- STATE OF WISCONSIN

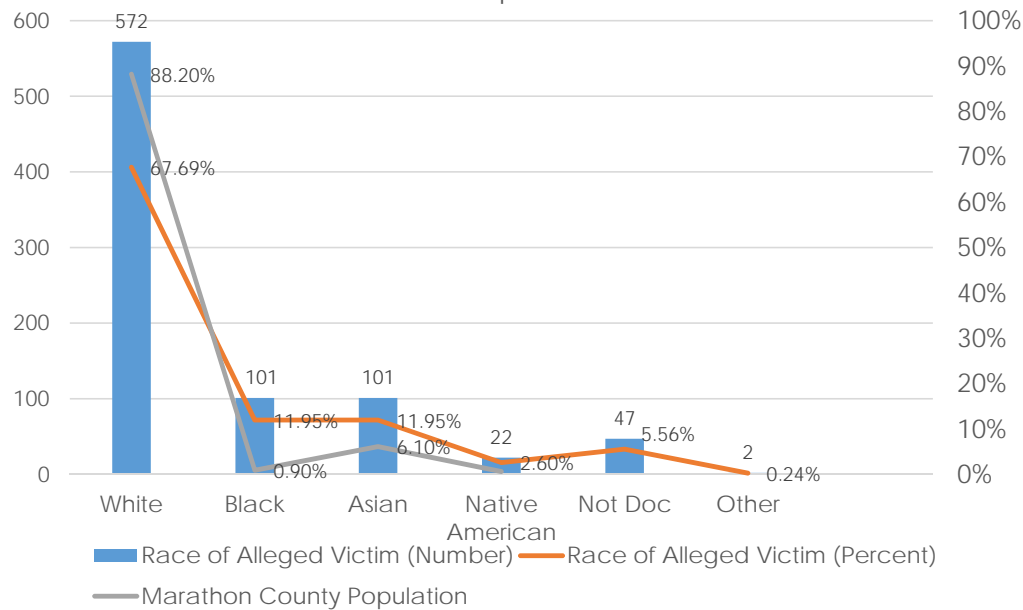
- 74,656 ALLEGATIONS

- 35,023 ALLEGED VICTIMS

- WHITE = 20,249 OR 57.82%
- BLACK= 10,765 OR 30.74%
- NOT DOC = 1,733 OR 4.95%
- NATIVE AMERICAN = 1,623 OR 4.63%
- ASIAN = 596 OR 1.70%
- OTHER = 57 OR .16%

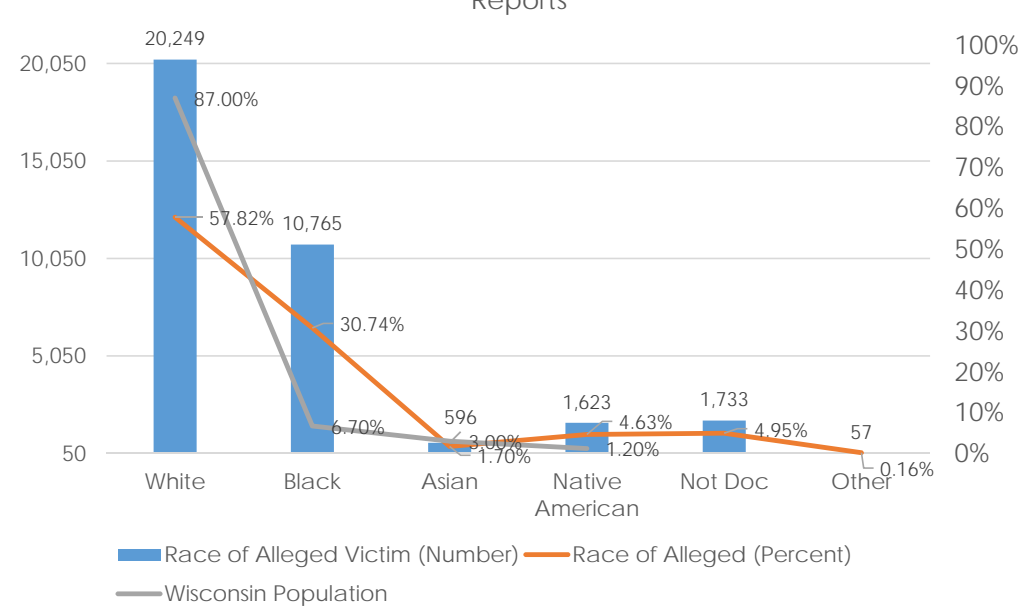
2019 MARATHON COUNTY AND STATE OF WISCONSIN CPS INITIAL ASSESSMENT SCREENED-IN REPORTS

Marathon County 2019 CPS Initial Assessment Screened-In Reports



- 1,098 Allegations
- 845 Alleged Victims

State of Wisconsin 2019 CPS Initial Assessment Screened-In Reports



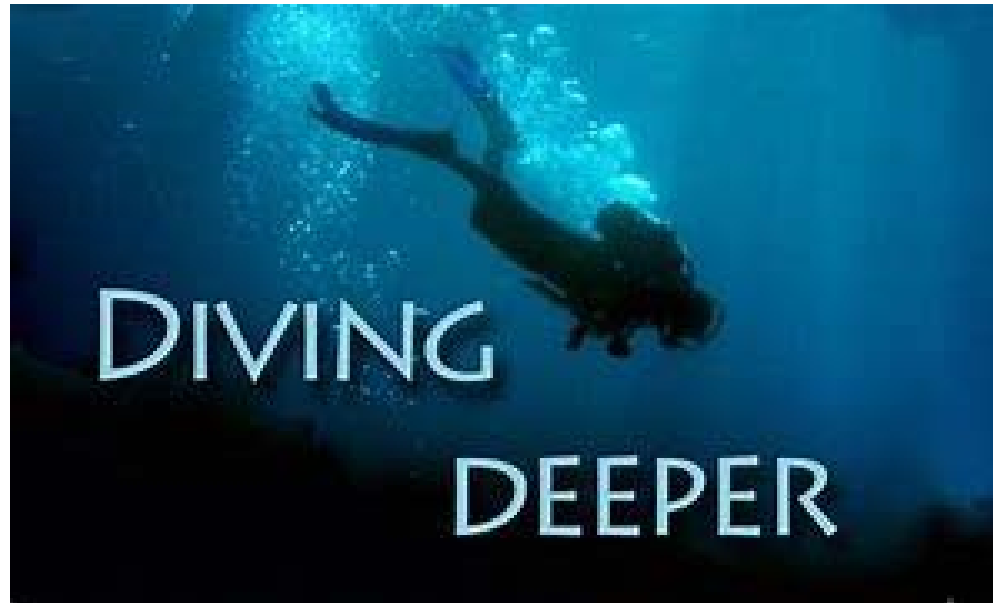
- 74,656 Allegations
- 35,023 Alleged Victims

QUESTIONS & NEXT STEPS



- SUBSTANTIATION RATES AND OUT OF HOME PLACEMENT DATA

DATA RELATED TO SUBSTANTIATION AND OUT OF HOME CARE 2019



2019 MARATHON COUNTY SUBSTANTIATION OF MALTREATMENT DATA BY RACE

98 UNIQUE VICTIMS

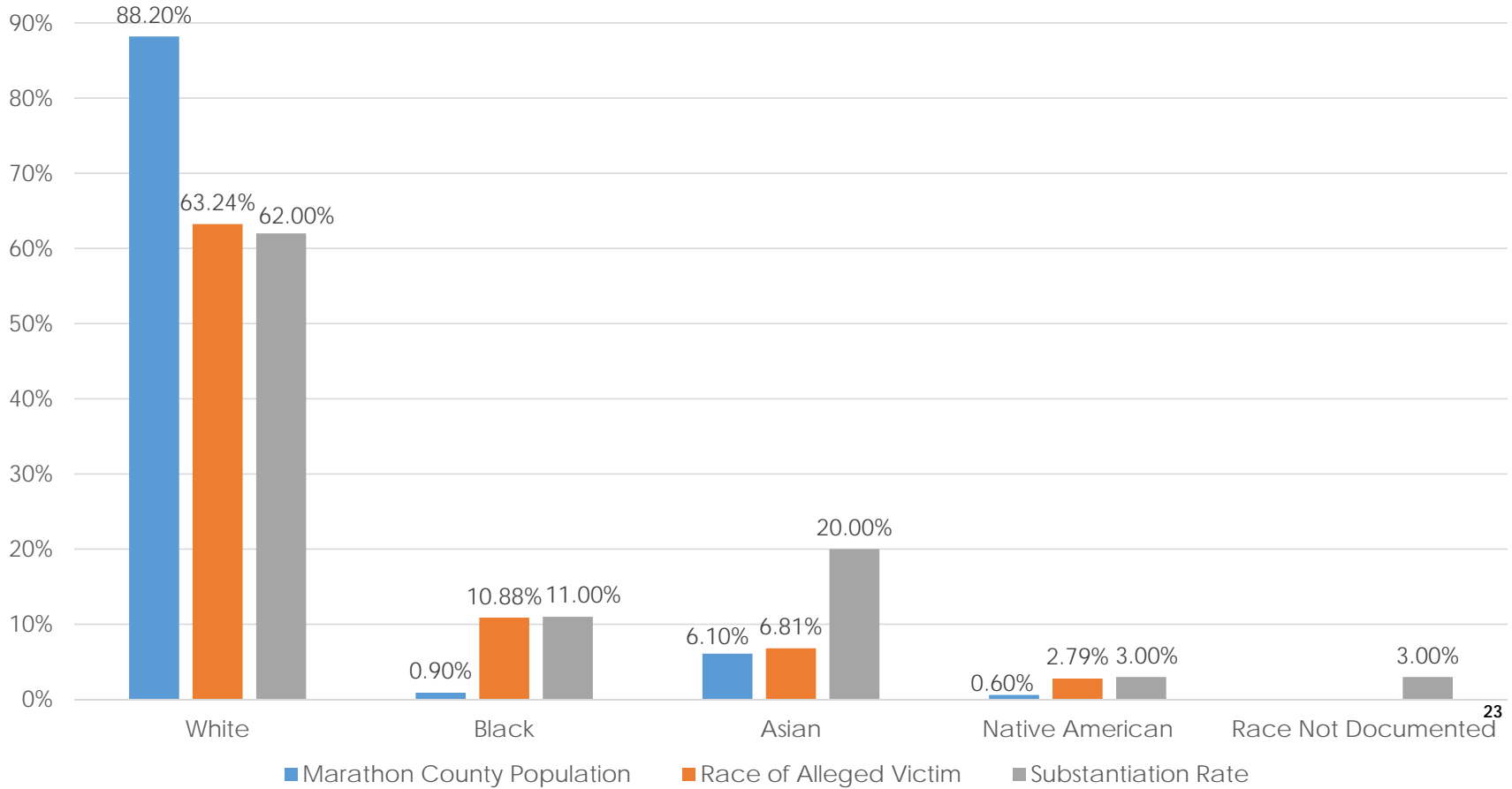
- 53 FEMALE / 42 MALE / 3 NOT DOC.
- 62% WHITE CHILDREN
- 20% ASIAN CHILDREN
- 11% BLACK CHILDREN
- 3% NATIVE AMERICAN
- 3% RACE NOT DOCUMENTED

SUBSTANTIATED ALLEGATIONS

- 69 NEGLECT
- 27 SEXUAL ABUSE
- 11 PHYSICAL ABUSE
- 1 EMOTIONAL DAMANGE

Marathon County CPS Maltreatment Reports
 Jan. 1, 2019, to Dec. 31, 2020
 Marathon County population

compared against Race of Alleged Victim and Substantiation Rate



2019 WOOD COUNTY SUBSTANTIATION OF MALTREATMENT DATA

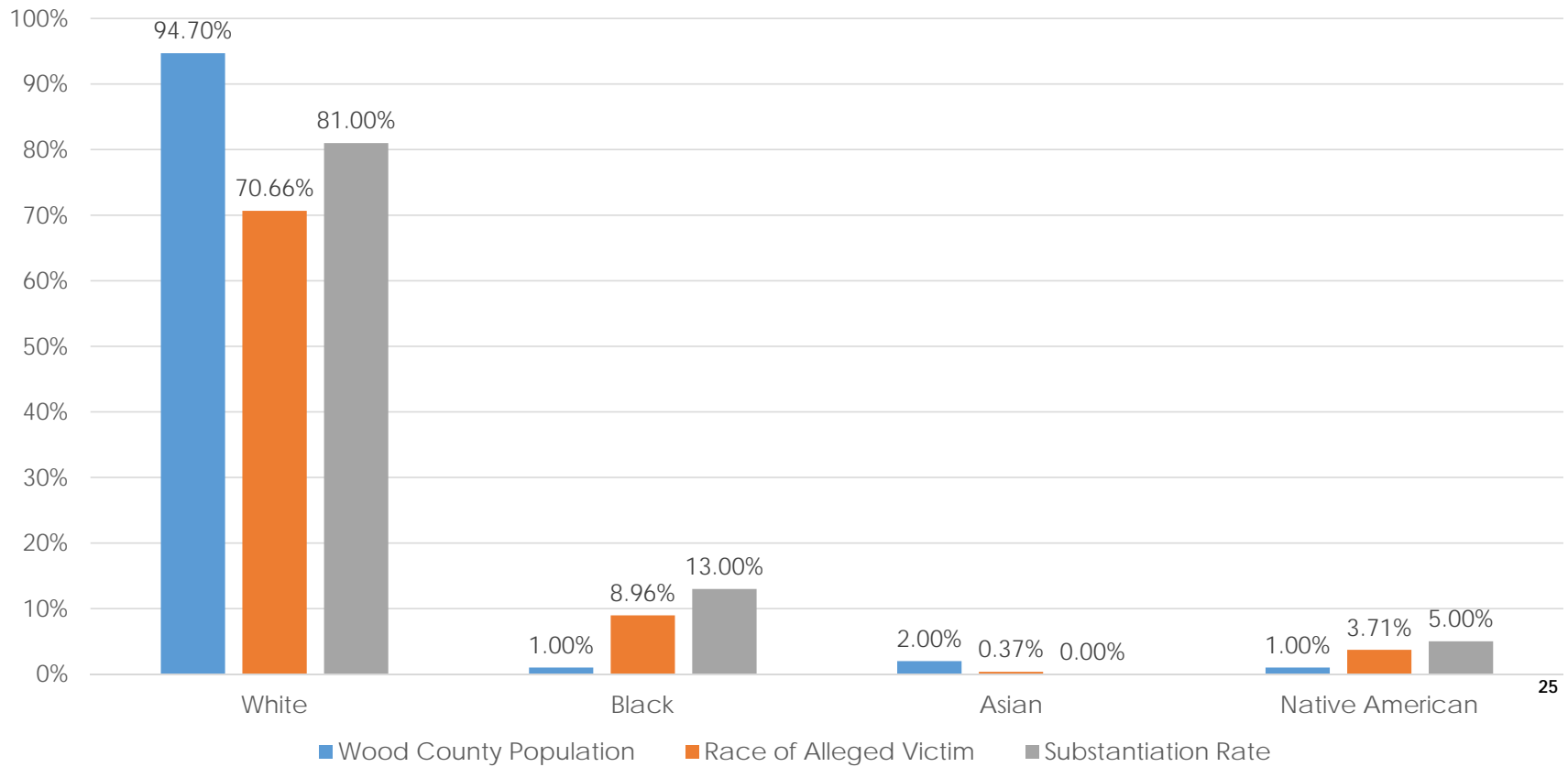
83 UNIQUE VICTIMS

- 40 FEMALE / 43 MALE
- 81% WHITE CHILDREN
- 13% BLACK CHILDREN
- 5% NATIVE AMERICAN

SUBSTANTIATED ALLEGATIONS

- 49 NEGLECT
- 21 SEXUAL ABUSE
- 15 PHYSICAL ABUSE

Wood County CPS Maltreatment Reports
 Jan. 1, 2019, to Dec. 31, 2020
 Wood County population compared against Race of Alleged Victim
 and Substantiation Rate



2019 PORTAGE COUNTY SUBSTANTIATION OF MALTREATMENT DATA

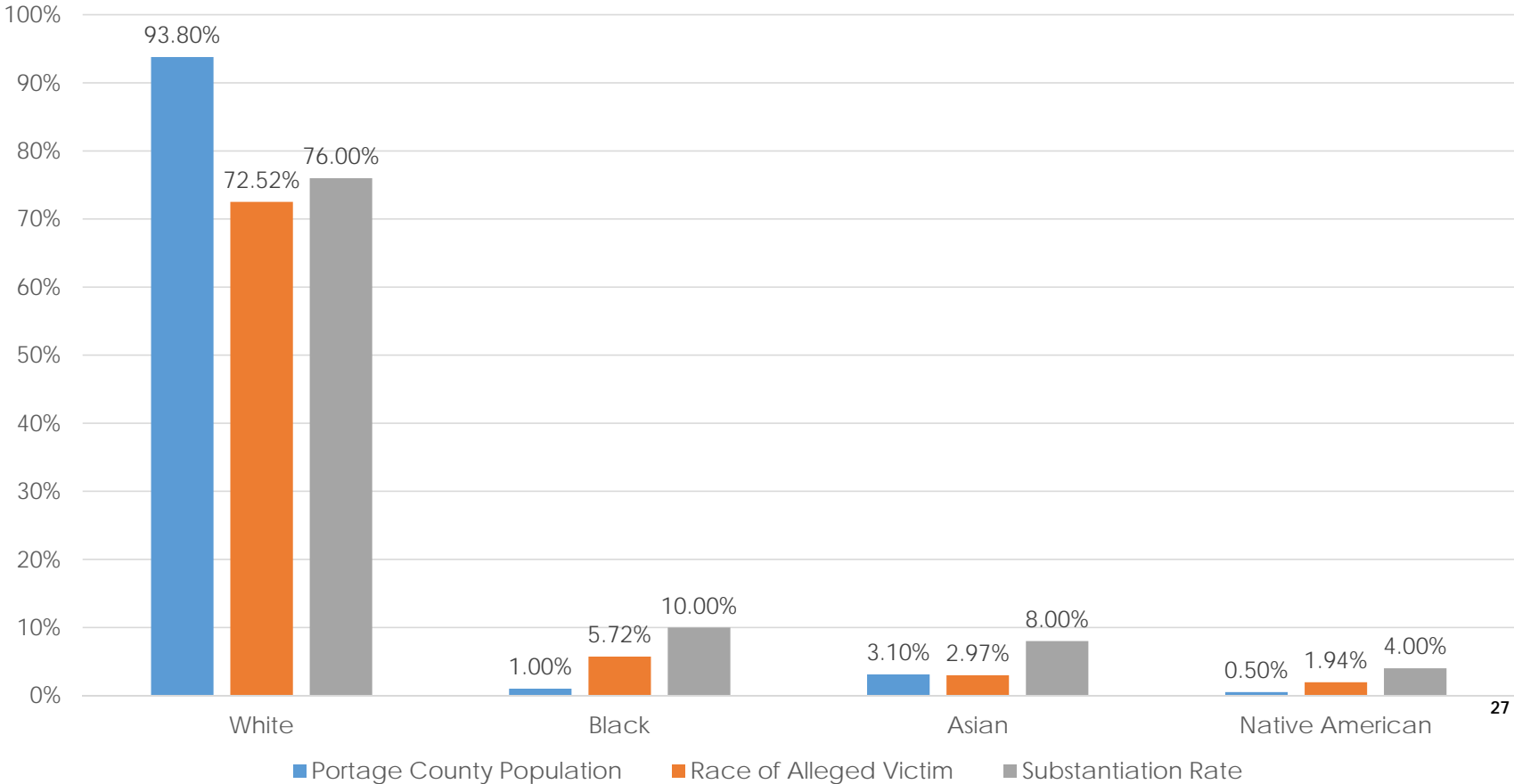
91 UNIQUE VICTIMS

- 45 FEMALE / 46 MALE
- 76% WHITE CHILDREN
- 10% BLACK CHILDREN
- 8% ASIAN CHILDREN
- 4% NATIVE AMERICAN

SUBSTANTIATED ALLEGATIONS

- 78 NEGLECT
- 13 SEXUAL ABUSE
- 4 PHYSICAL ABUSE
- 3 EMOTIONAL DAMAGE

Portage County CPS Maltreatment Reports
 Jan. 1, 2019, to Dec. 31, 2020
 Portage County population compared against Race of Alleged
 Victim and Substantiation Rate



OUT OF HOME CARE DATA



OUT OF HOME CARE DATA 2019

MARATHON COUNTY

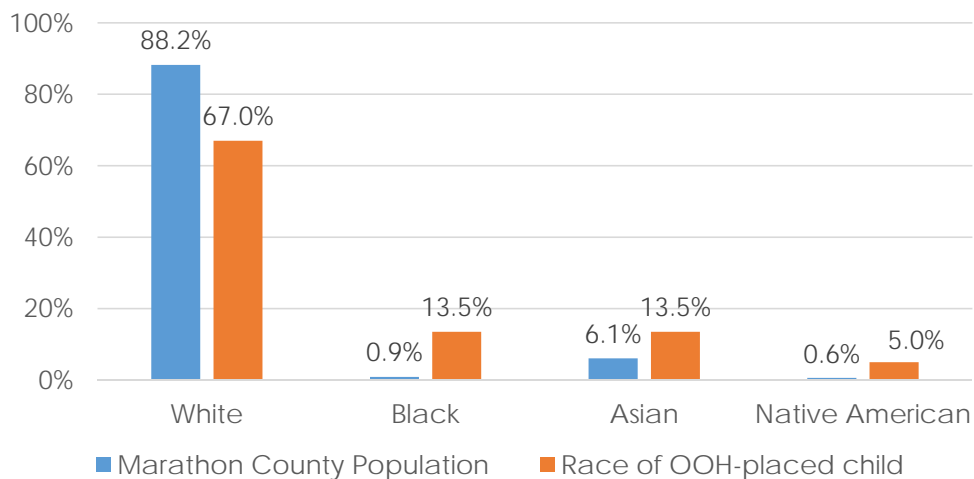
- 185 CHILDREN IN PLACEMENT
 - 104 MALE
 - 81 FEMALE
- RACE
 - 67% WHITE
 - 13.5% BLACK
 - 13.5% ASIAN
 - 5% NATIVE AMERICAN

STATE OF WISCONSIN

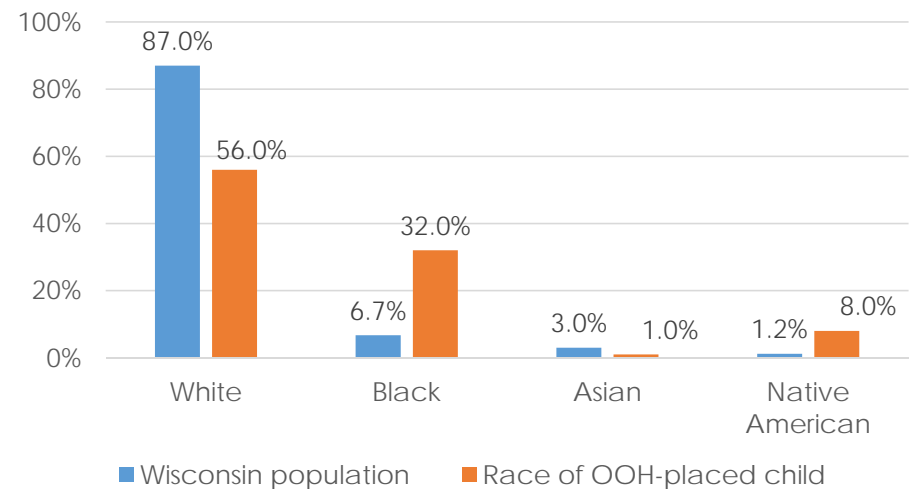
- 7,568 CHILDREN IN PLACEMENT
 - 3,943 MALE
 - 3,625 FEMALE
- RACE
 - 56% WHITE
 - 32% BLACK
 - 8% NATIVE AMERICAN
 - 1% ASIAN

OUT OF HOME (OOH) CARE DATA 2019 – MARATHON COUNTY AND STATE OF WISCONSIN

Marathon County population compared against race of OOH-placed child



State of Wisconsin population compared against race of OOH-placed child



- 185 CHILDREN IN PLACEMENT
 - 104 MALE
 - 81 FEMALE

- 7,568 CHILDREN IN PLACEMENT ³⁰
 - 3,943 MALE
 - 3,625 FEMALE

OUT OF HOME CARE DATA AS OF 6/1/2021



MARATHON COUNTY OUT OF HOME CARE DATA- 6/1/21

MARATHON COUNTY

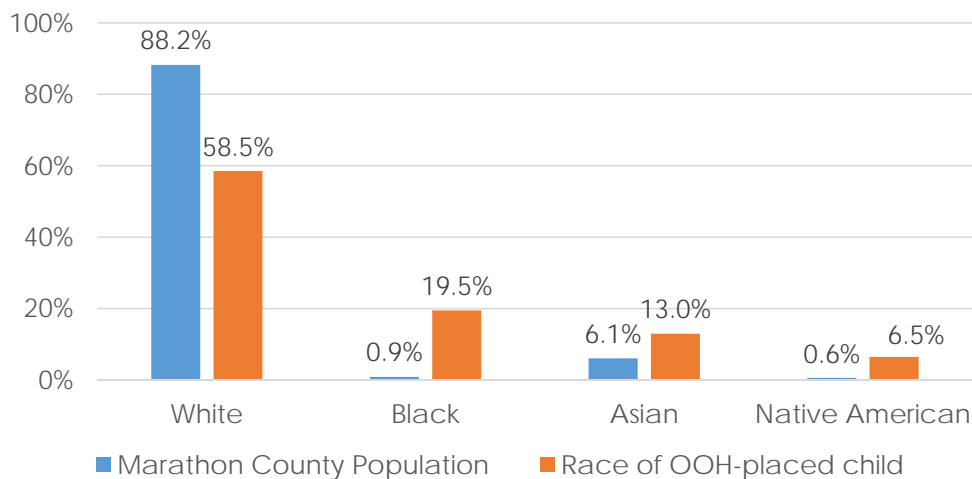
- 200 CHILDREN PLACED
- 98 FEMALE & 102 MALE
- WHITE = 58.5%
- BLACK = 19.5%
- ASIAN = 13%
- NATIVE AMERICAN = 6.5%
- RACE NOT DOC =2.5%

STATE OF WISCONSIN TOTALS

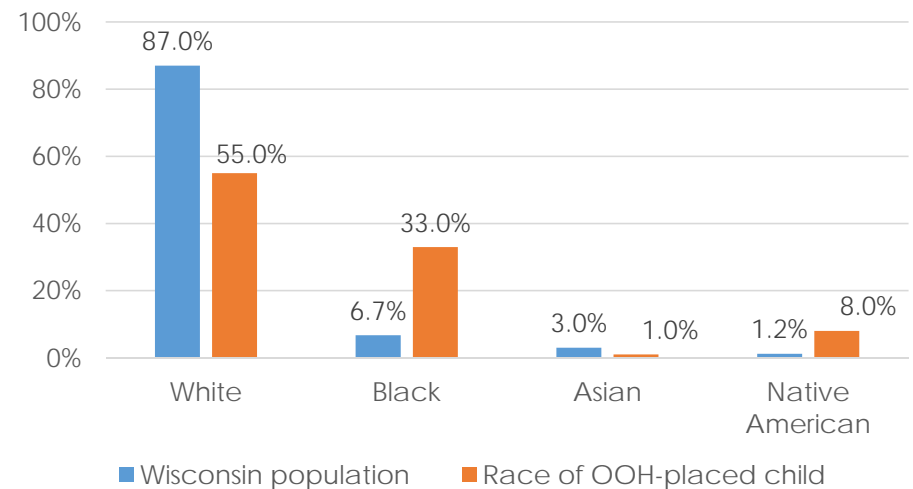
- 7,011 CHILDREN PLACED
- 3,343 FEMALE & 3,668 MALE
- WHITE = 55%
- BLACK = 33%
- NATIVE AMERICAN = 8%
- ASIAN = 1%
- RACE NOT DOC =2.5%

OUT OF HOME (OOH) CARE DATA 6/1/2021 – MARATHON COUNTY AND STATE OF WISCONSIN

Marathon County population compared against race of OOH-placed child



State of Wisconsin population compared against race of OOH-placed child



- 200 CHILDREN IN PLACEMENT
 - 102 MALE
 - 98 FEMALE

- 7,011 CHILDREN IN PLACEMENT ³³
 - 3,668 MALE
 - 3,343 FEMALE

COMPARISON OUT OF HOME CARE DATA

PORTAGE COUNTY

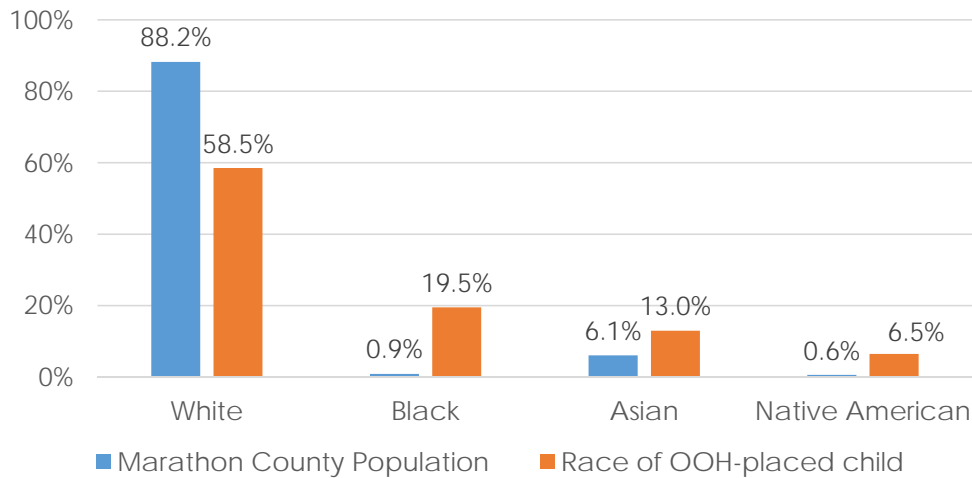
- 92 CHILDREN IN OHC (39F/53M)
 - 70% WHITE
 - 11 % BLACK
 - 10% ASIAN
 - 7% NATIVE AMERICAN
 - 3% UNKNOWN

WOOD COUNTY

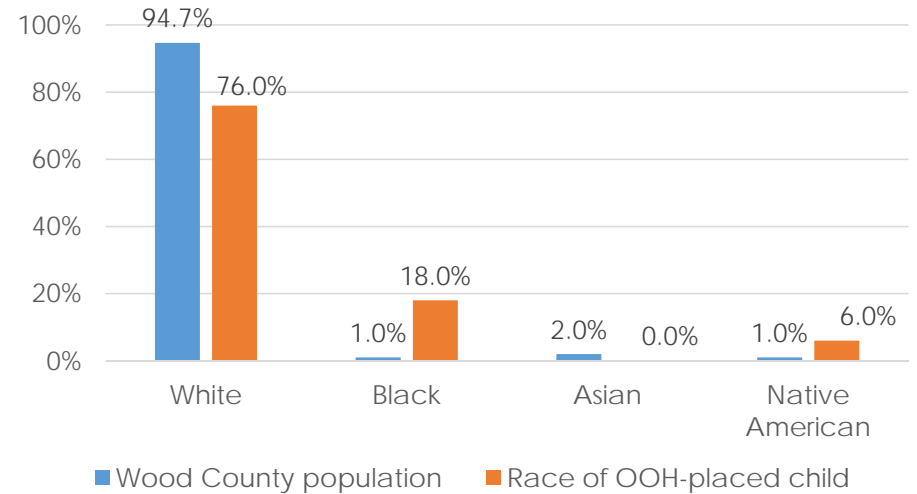
- 126 CHILDREN IN OHC (52F/74M)
 - 76% WHITE
 - 18% BLACK
 - 6% NATIVE AMERICAN

OUT OF HOME (OOH) CARE DATA 6/1/2021 – MARATHON COUNTY COMPARED AGAINST WOOD COUNTY

Marathon County population compared against race of OOH-placed child



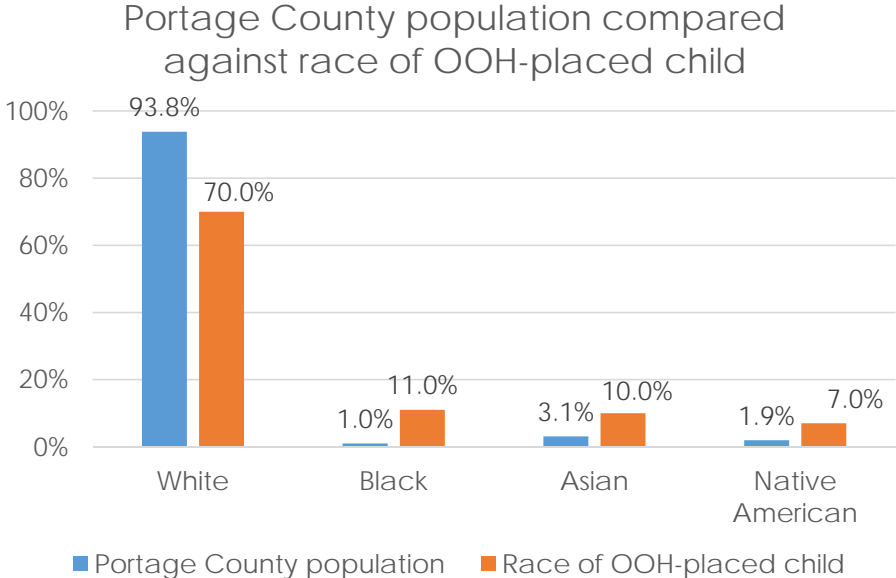
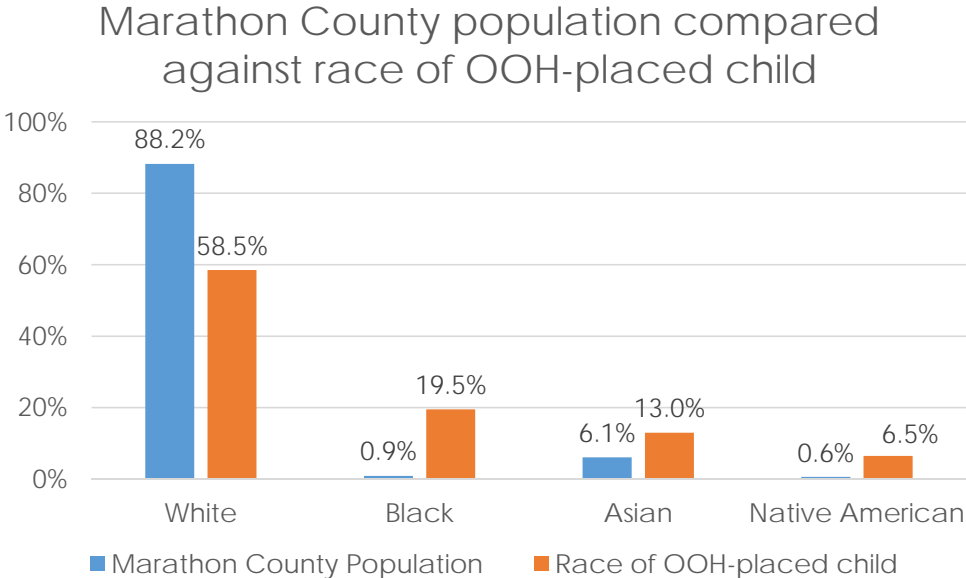
Wood County population compared against race of OOH-placed child



- 200 CHILDREN IN PLACEMENT
 - 102 MALE
 - 98 FEMALE

- 126 CHILDREN IN PLACEMENT ³⁵
 - 74 MALE
 - 52 FEMALE

OUT OF HOME (OOH) CARE DATA 6/1/2021 – MARATHON COUNTY COMPARED AGAINST PORTAGE COUNTY



- 200 CHILDREN IN PLACEMENT
 - 102 MALE
 - 98 FEMALE

- 92 CHILDREN IN PLACEMENT ³⁶
 - 53 MALE
 - 39 FEMALE



WHAT
COMES
NEXT?

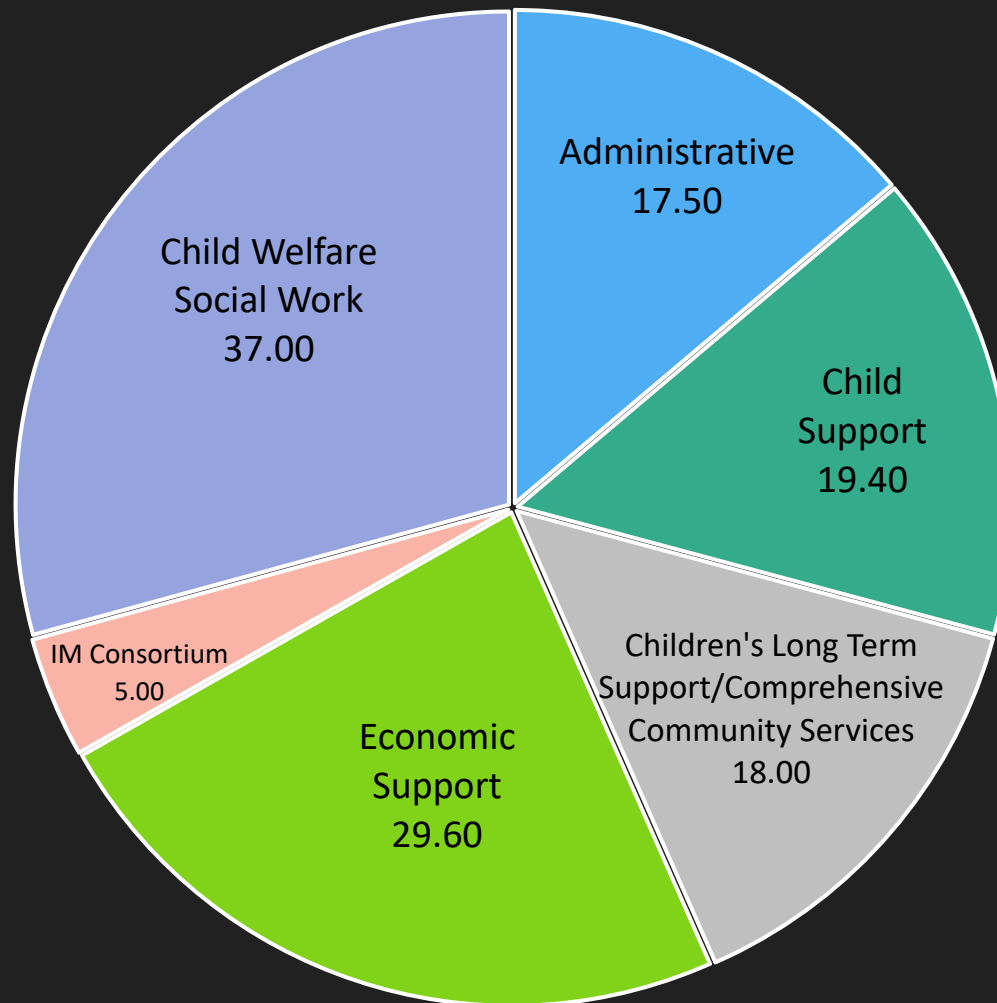
2021 BUDGET OVERVIEW



DSS BUDGET OVERVIEW

- Total Staff = 126.5 Full Time Equivalent (FTE)
- Total Budget = \$19,806,987
- Total State Revenues = \$12,012,338, 61%
- Total Levy = \$7,794,649, 39%

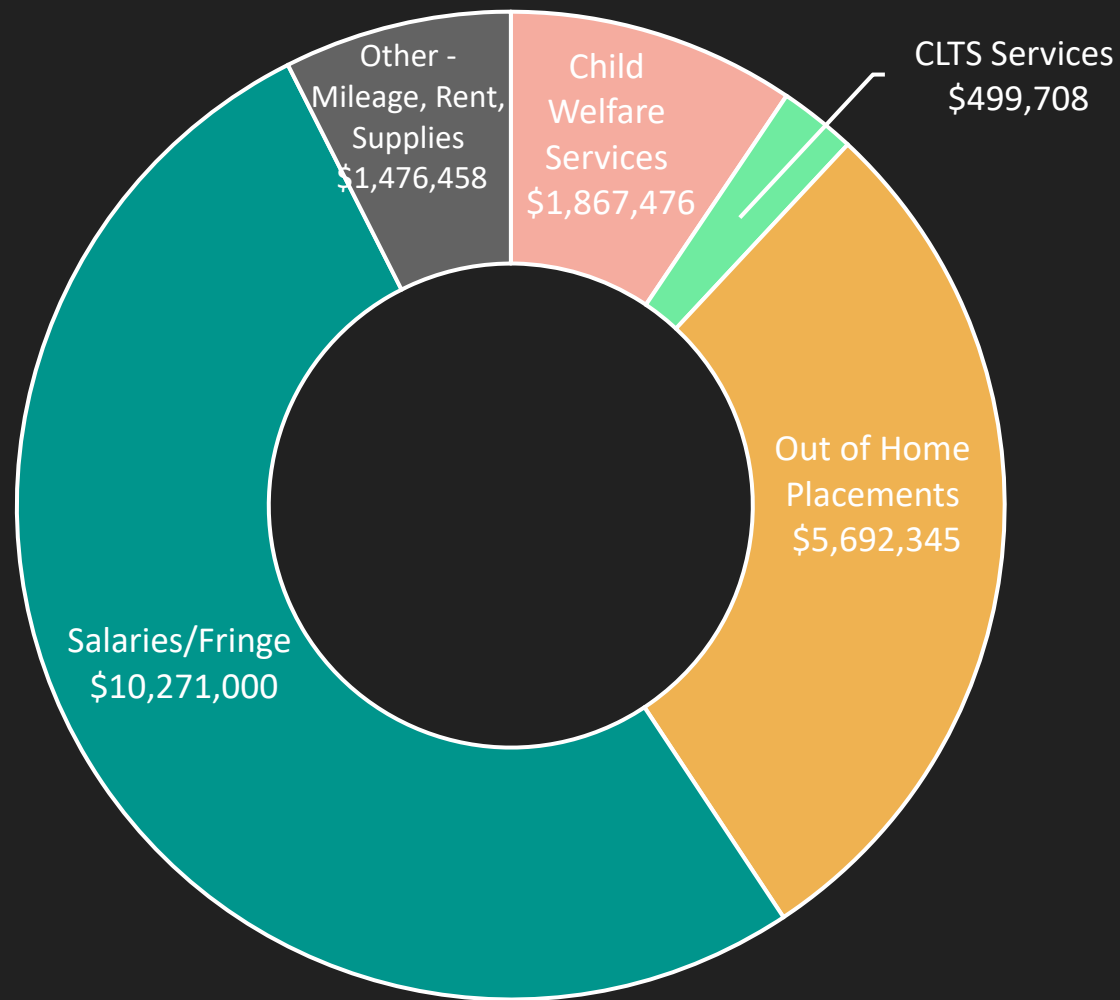
FULL TIME EQUIVALENT (FTE) COUNT BY UNIT



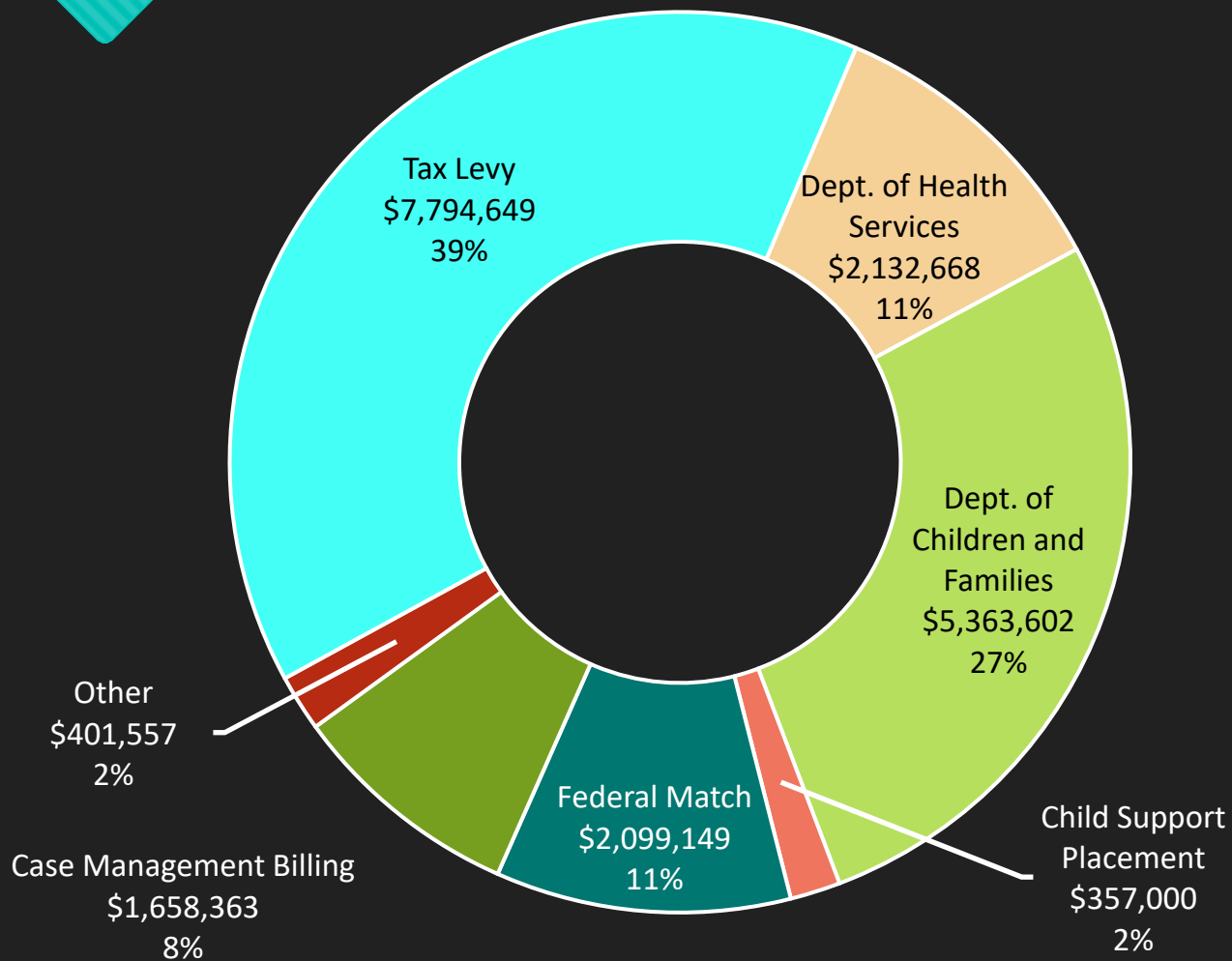
BUDGETED EXPENSES BY UNIT

Unit	2020	2021	Change
CPS-IA	1,721,701	1,694,020	(27,680)
CPS-Ongoing	5,844,615	5,772,897	(71,718)
Youth Justice	4,254,827	4,333,713	78,886
CLTS	4,793,858	2,674,766	(2,119,092)
Economic Support	3,323,651	3,433,935	110,284
Child Support	1,892,694	1,897,656	4,962
Total	21,831,346	19,806,987	(2,024,359)

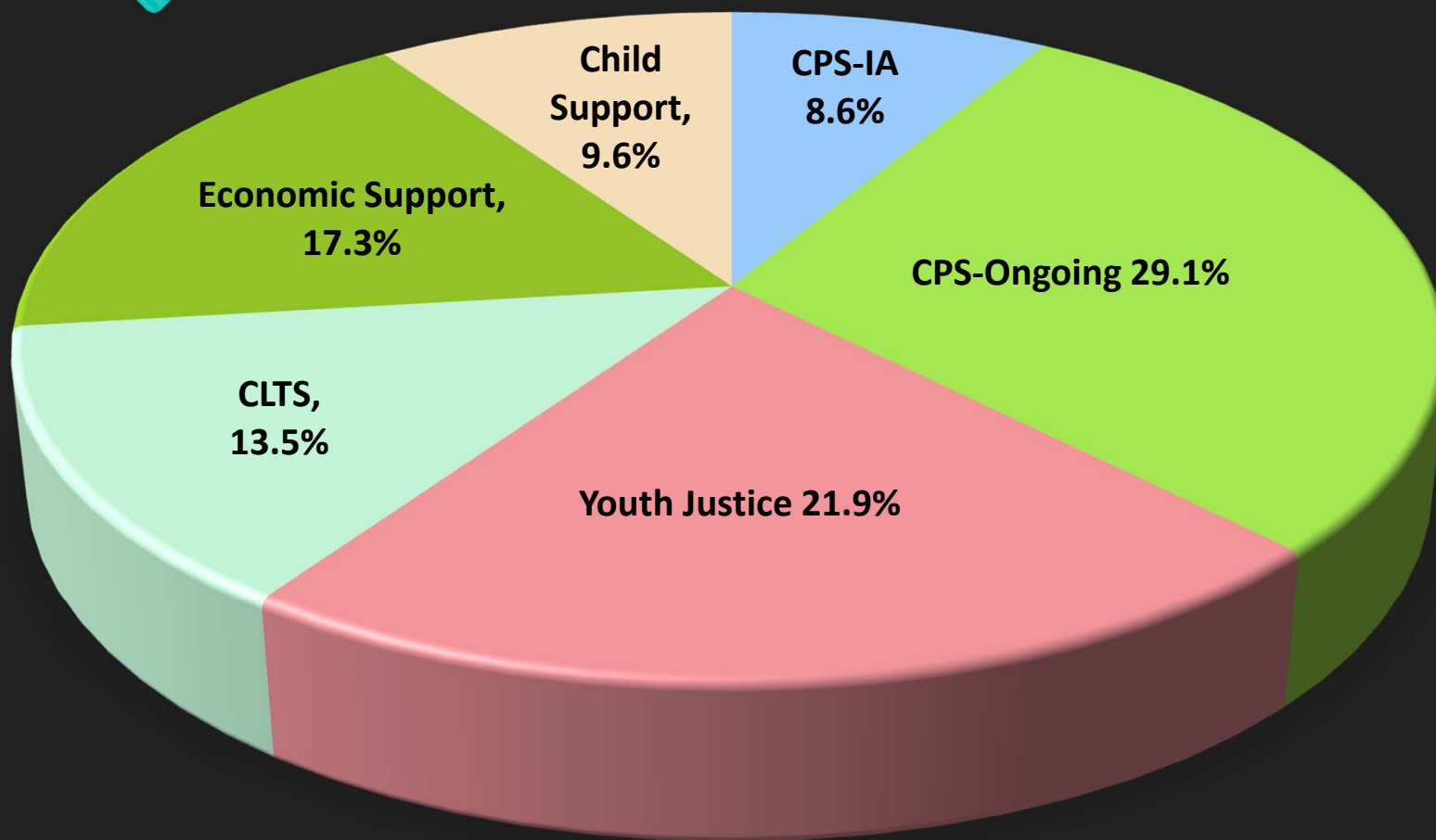
WHERE IS THE MONEY ?



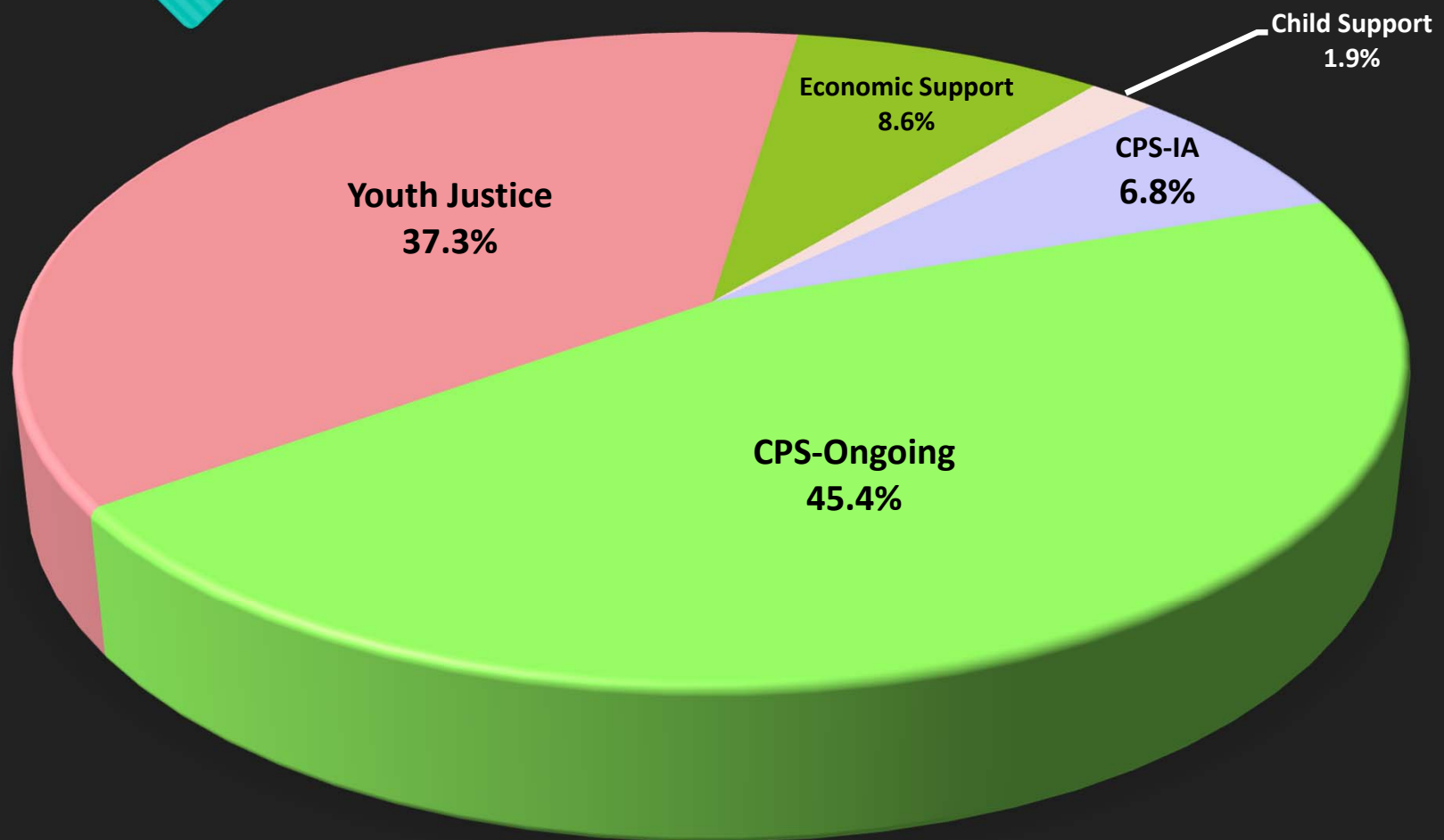
WHO SUPPORTS US ?



TOTAL EXPENSE BUDGET BY PROGRAM

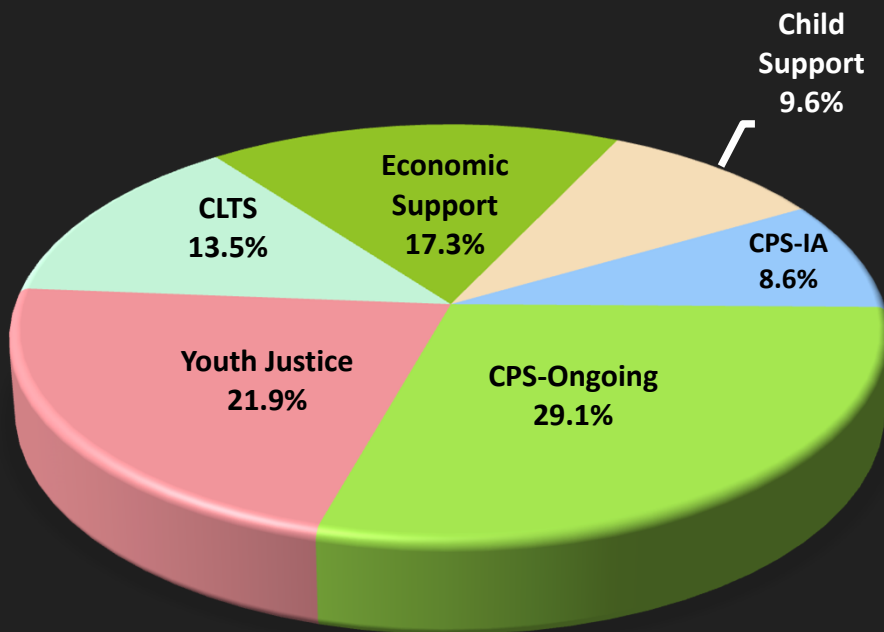


LEVY USAGE BY PROGRAM

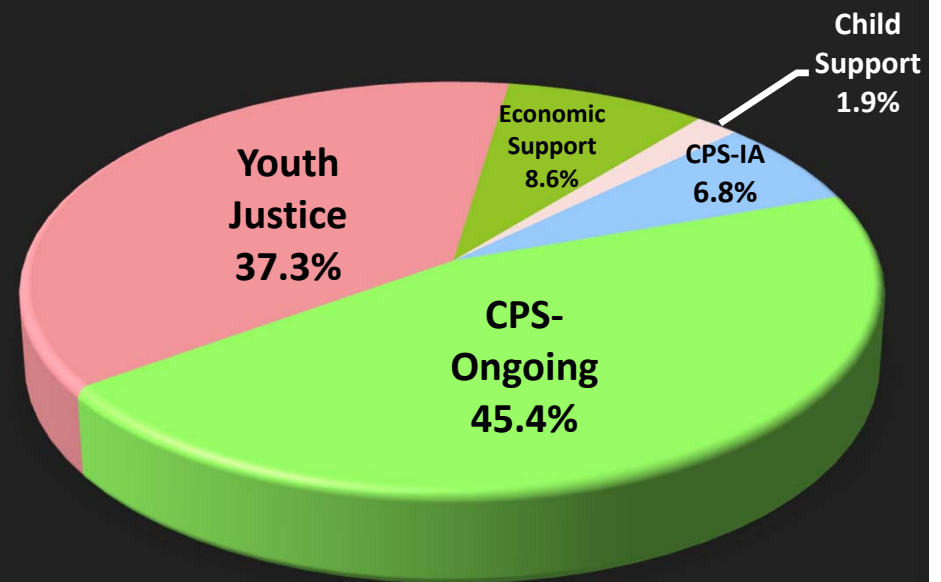


EXPENSES AS PERCENTAGE OF TOTAL BUDGET AND OF LEVY USAGE

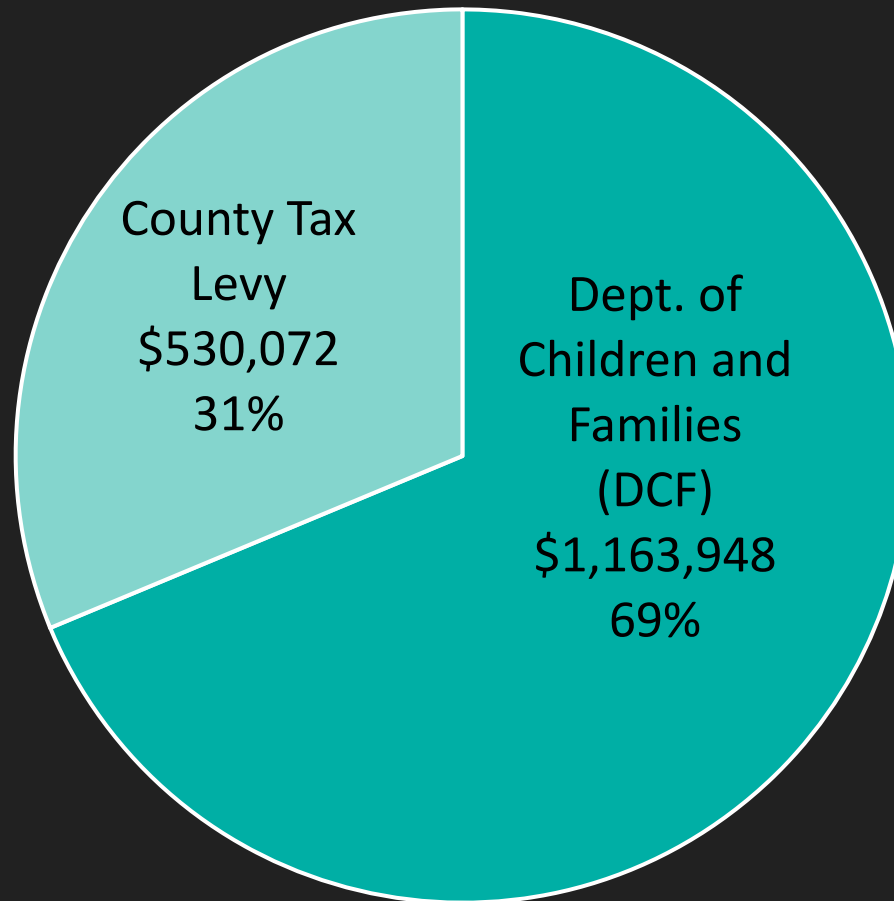
TOTAL EXPENSES BY PROGRAM



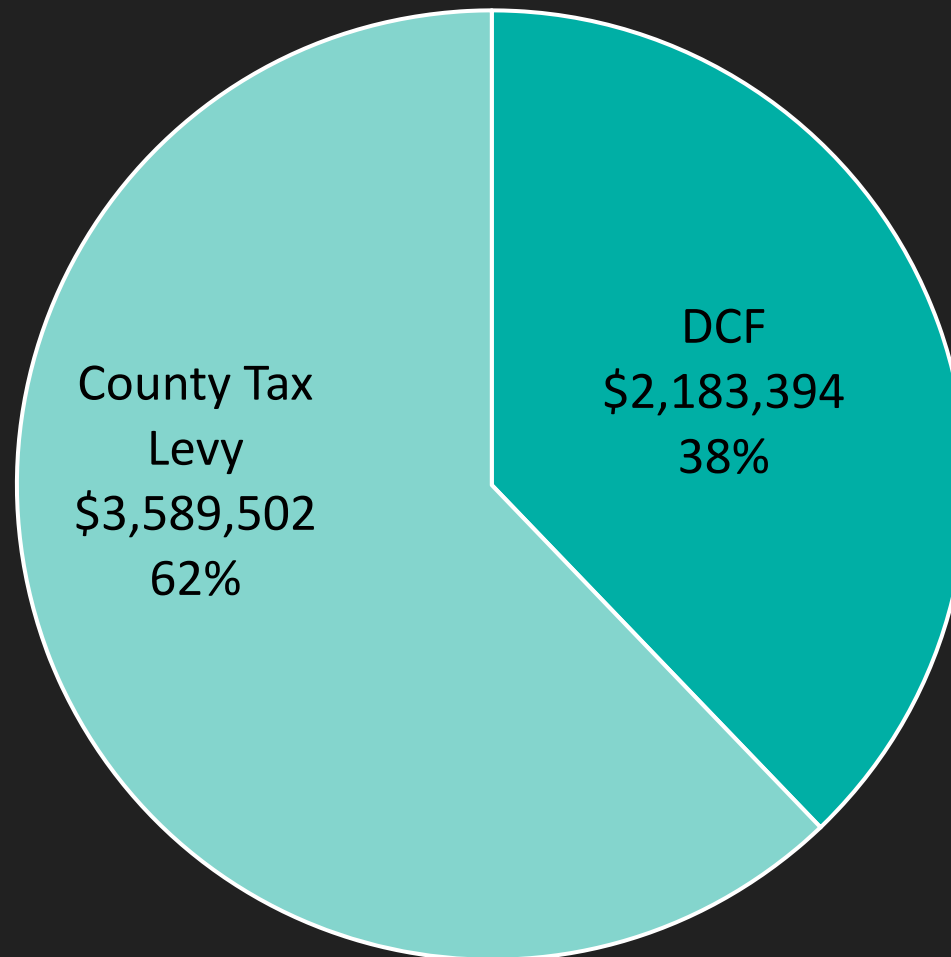
LEVY USAGE BY PROGRAM



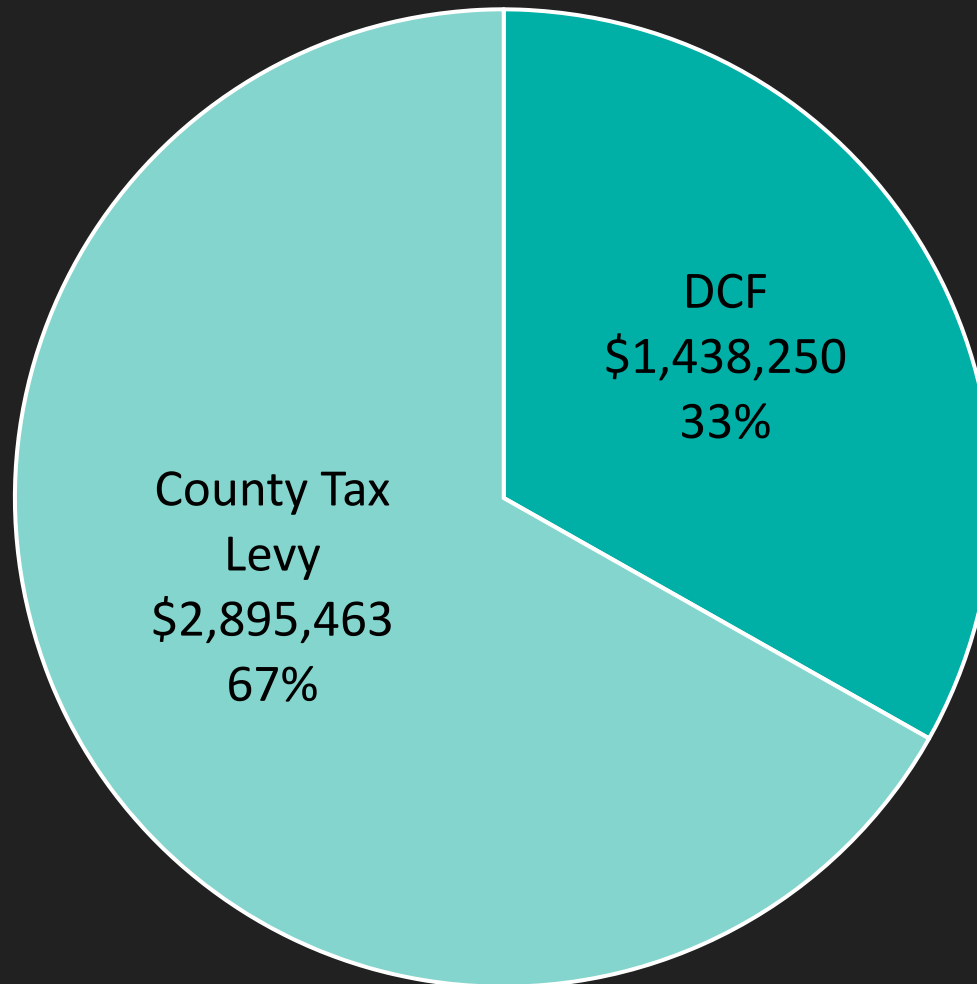
CPS-INITIAL ASSESSMENT REVENUE BY FUNDING SOURCE



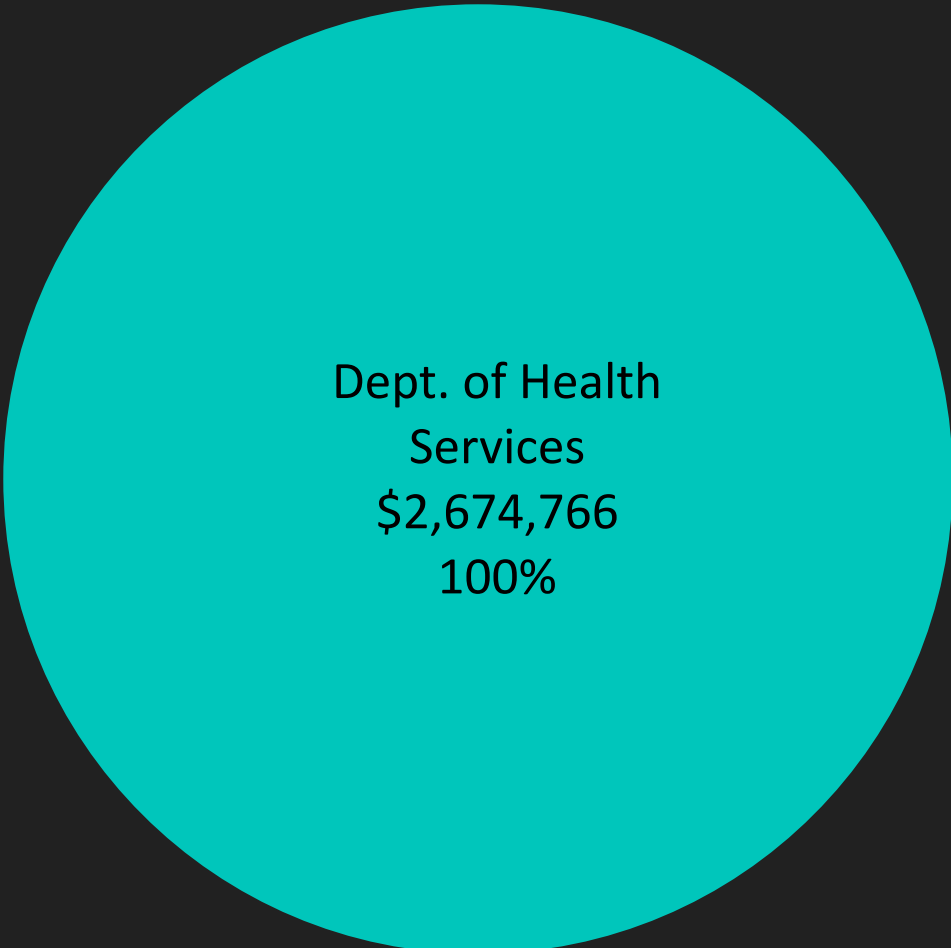
CPS-ONGOING REVENUE BY FUNDING SOURCE



YOUTH JUSTICE REVENUE BY FUNDING SOURCE



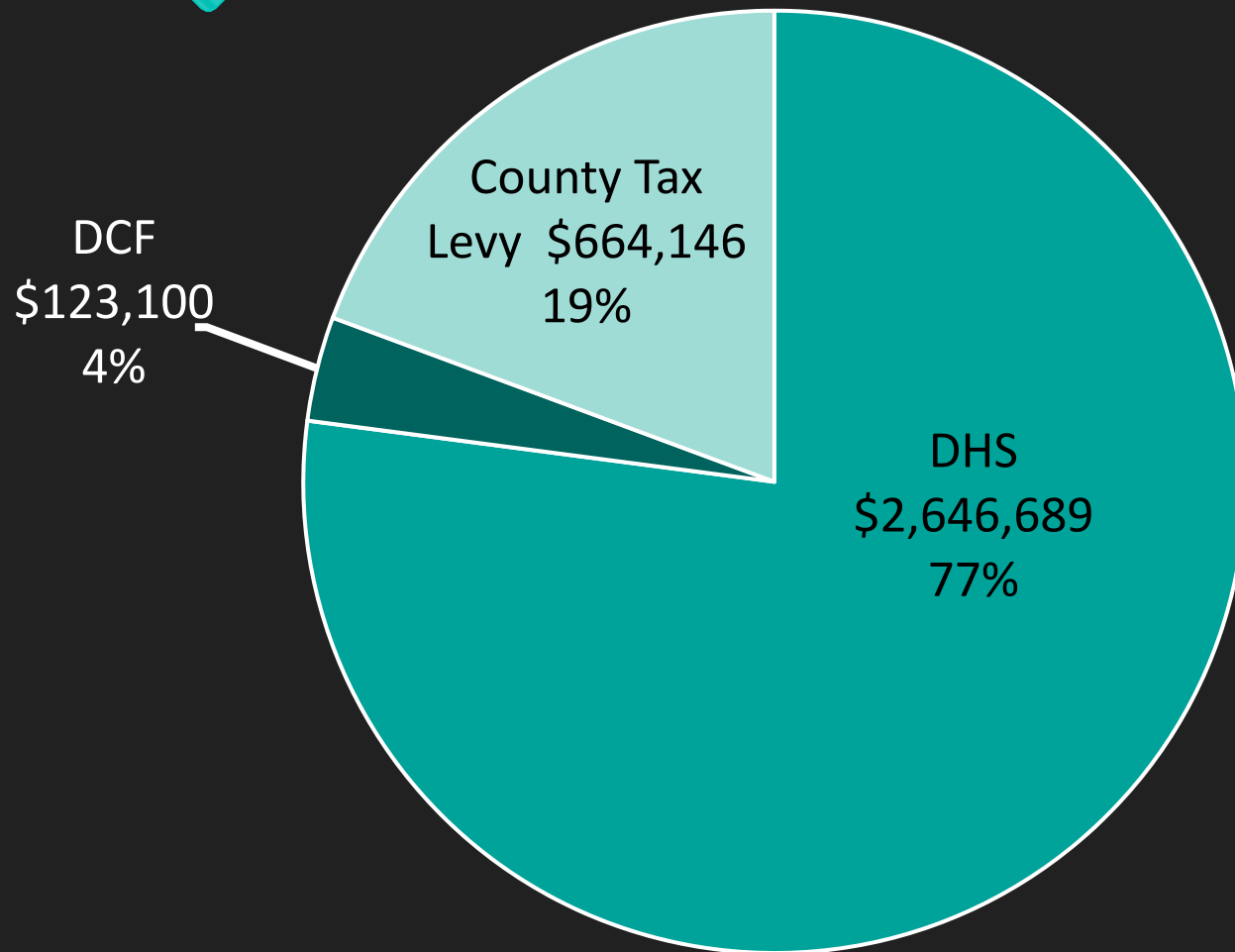
CHILDREN'S LONG TERM SUPPORT (CLTS) REVENUE BY FUNDING SOURCE



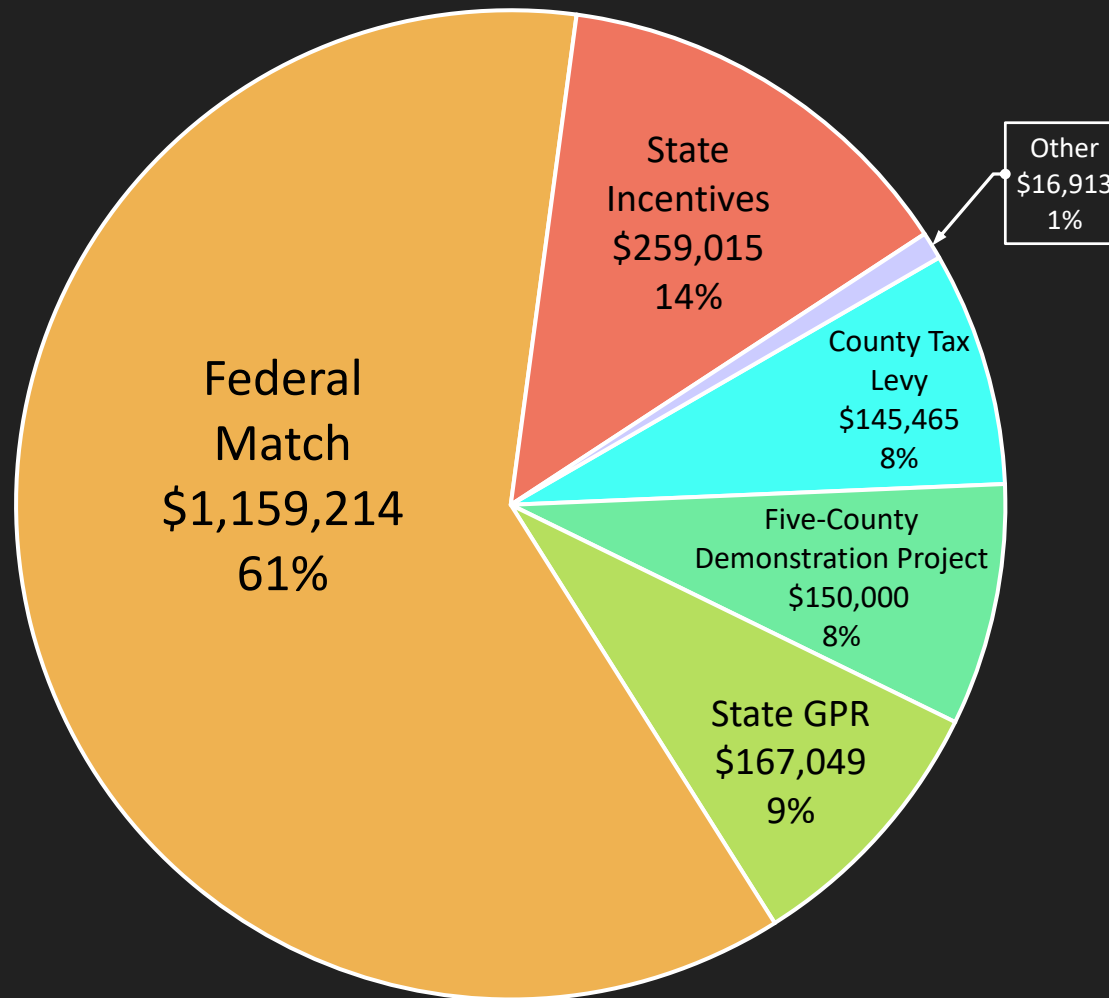
Dept. of Health
Services
\$2,674,766
100%

Funding Source	Revenue (\$)	Percentage (%)
Dept. of Health Services	\$2,674,766	100%

ECONOMIC SUPPORT REVENUE BY FUNDING SOURCE



CHILD SUPPORT REVENUE BY FUNDING SOURCE









**DEPARTMENT OF SOCIAL SERVICES
2021 WORK PLAN**

Project Complete	
Moderate to Significant Progress	
Minimal to Moderate Progress	
No Progress or Project No Longer Being Pursued	

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
1. Provide leadership in the field of Child Welfare on behalf of Wisconsin County Human Services Association (WCHSA) in coordination with the Department of Children and Families (DCF)	<ul style="list-style-type: none"> Chair of the Child Abuse and Neglect Prevention Board Chair of the Children Youth and Families subcommittee of WCHSA Co-Chair of state funding allocation methodology workgroup Lead for county coordination of Family First Prevention Services Act (FFPSA) 	<ul style="list-style-type: none"> Ensure counties have a voice in major system change and ongoing operations of child welfare statewide Support realistic and positive outcomes for children and families, ranging from prevention to case management in child protective services 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Balance with priorities within Marathon County 		<ul style="list-style-type: none"> Children Youth Family Allocation Methodology workgroup commits to a resulting recommendation by September 2021
2. Coordinate an approach to learn more about, and ultimately address, racial disparity in the child welfare system	<ul style="list-style-type: none"> Created general plan for inclusion of the Social Services Board in discussions Sought data from the Department of Children and Families Included this topic in DSS's strategic plan for FFPSA 	<ul style="list-style-type: none"> Understand the impacts of racial disparity on the child welfare system, to begin to adapt approaches in DSS practices to address over-representation of people in the system. 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Racial disparity in child welfare system needs to be addressed at a state and systems level for effective impact Coordination of discussion with other partners would need to occur to have an impact outside of DSS sphere of control 		<ul style="list-style-type: none"> Social work discussion on racial disparities occurred in March Discussions on racial disparities with the SS Board occurred in March and April
3. Provide support to county wide organizational culture process improvements	<ul style="list-style-type: none"> Implemented a structure for county wide participation in action planning (Culture Champions) 	<ul style="list-style-type: none"> All departments are engaged in the organizational culture improvement process 	<ul style="list-style-type: none"> Survey to occur in March 2021 	<ul style="list-style-type: none"> Evaluation of role of Culture Champions, and other potential strategies 		<ul style="list-style-type: none"> County wide Organizational Action Team (COAT) being formed with meetings to occur June – September DSS action planning in progress May – September
4. Priority Based Budgeting – Integrate information collected to further support Objective 3.3 of the County's Strategic Plan	<ul style="list-style-type: none"> Followed county's protocol for Priority Based Budgeting to date 	<ul style="list-style-type: none"> Key Performance Indicators will be used to create a dashboard to further support tracking progress of specific DSS programs, especially those that support Objective 3.3 		<ul style="list-style-type: none"> Technical assistance and support from county leadership and PBB consultants 		<ul style="list-style-type: none"> Completed new program rankings

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
5. Create a written succession plan for key management positions at DSS	<ul style="list-style-type: none"> Identified key individuals who have the aptitude and interest to assume more responsibility 	<ul style="list-style-type: none"> Smooth transition of leadership based on multiple scenarios to support continuation of operations 	<ul style="list-style-type: none"> By June 2021 	<ul style="list-style-type: none"> Resources need to be allocated to support professional development opportunities 		<ul style="list-style-type: none"> Internal discussions occurring on 5 leadership positions Initial draft to County Administrator by June 3, 2021
6. Prepare for DSS move to Marathon County – Lake View Drive facility	<ul style="list-style-type: none"> Toured the designated space and have begun to evaluate our business needs for remodel 	<ul style="list-style-type: none"> Improved connectivity of programs 	<ul style="list-style-type: none"> Building move planned for 1st quarter of 2023 Planning meeting to occur beginning Feb-March 2021 	<ul style="list-style-type: none"> Need to partner with FCM and County Administration on timing for DSS's remodeling needs 		<ul style="list-style-type: none"> Building and site tours Facility Needs Questionnaire First facility plan is complete to begin costing request to county leadership
7. Implementation of Family First Prevention Services Act (FFPSA) requirements	<ul style="list-style-type: none"> Tentative strategic plan for internal implementation Hired two new specialist positions 	<ul style="list-style-type: none"> Child Welfare system changes to support more prevention and less out of home care days 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Finalizing and implementing a strategic plan will require additional resources and planning in 2021 		<ul style="list-style-type: none"> Strategic Plan for SW section complete Series of facilitated discussions to prepare for FFPSA in progress
a. Develop and implement a plan to reduce out of home care days	<ul style="list-style-type: none"> Created two new key positions, created tracking tool for outcomes Improved social work and supervisor practice focus on in home services and permanency options 	<ul style="list-style-type: none"> Children stay safe with their families Compliance with Family First (FFPSA) 	<ul style="list-style-type: none"> Ongoing Will report initial outcomes to the Executive Committee in September 	<ul style="list-style-type: none"> Adequate DSS staffing to have manageable caseloads Additional service contracts/providers are needed in the community 		<ul style="list-style-type: none"> Performance measures are in place New staff are assigned cases
b. Involve child welfare partners, stakeholders and decision makers about the Family First Prevention Services Act	<ul style="list-style-type: none"> Presented to the Social Services Board, Women's Community Requested support from the Department of Children and Families for a model for community engagement 	<ul style="list-style-type: none"> Partners and decision makers support the concept behind the Act and recognize that children belong with their parents 	<ul style="list-style-type: none"> Analysis by DCF through change management contract is occurring over the first 6 months of 2021 	<ul style="list-style-type: none"> To go beyond awareness, need support from DCF to have most effective plan for community engagement including an understanding of specific service changes 		<ul style="list-style-type: none"> DCF is evaluating a plan to provide support to counties to initiate stakeholder conversations.
c. Evaluate continuation of Positive Alternatives Group Home contract beyond year five	<ul style="list-style-type: none"> Tracking of usage of beds and outcomes of youth 	<ul style="list-style-type: none"> Effective use of resources aligned with the vision of FFPSA 	<ul style="list-style-type: none"> Part of Child Welfare manager's 2021 strategic plan. 	<ul style="list-style-type: none"> Understanding quality improvements and requirements of congregate care facilities relating to FFPSA 		<ul style="list-style-type: none"> Recommendation is due June 2021
8. Contribute to Objective 3.3 Strategic Plan - Youth Justice impacts	<ul style="list-style-type: none"> Implementation of diversion programs 	<ul style="list-style-type: none"> Partner with other systems to reduce the number of youth entering the jail system 	<ul style="list-style-type: none"> Dependent on acceptance of UniverCity project 	<ul style="list-style-type: none"> UniverCity project proposals to include focus on early intervention, truancy 		<ul style="list-style-type: none"> Project was approved and in progress
9. Eliminate the wait list for Children's Long Term Support so all eligible children are served	<ul style="list-style-type: none"> Converted budget process to state operated wait list Filled vacant social work positions 	<ul style="list-style-type: none"> Children with disabilities remain safe with their families in the community 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Department of Health Services is the decision maker on which children are served from the wait list statewide DSS needs to be fully staffed 		<ul style="list-style-type: none"> 51 children newly approved for service in 2021 Preparing request for new positions in 2022

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
10. Ensure performance metrics for IM Central Consortium continue at high level throughout 2021	<ul style="list-style-type: none"> ▪ Improved call center metrics so that IM Central's performance is generally in the middle of the range as compared to all 10 consortia 	<ul style="list-style-type: none"> ▪ Good customer service 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> ▪ Challenge will be keeping metrics strong when work requirements are reinstated after public health emergency guidelines are ended. 		<ul style="list-style-type: none"> ▪ Metrics continue to be met
11. Demonstrate positive outcomes for Child Support participants of the ELEVATE grant program	<ul style="list-style-type: none"> ▪ Enrolled 50 plus people ▪ 2021 is Year 2 of the grant 	<ul style="list-style-type: none"> ▪ Child Support provides essential services to meet the goals of those they serve, ultimately ensuring meaningful employment and strong family relationships 	<ul style="list-style-type: none"> ▪ Ongoing 	<ul style="list-style-type: none"> ▪ Creativity in service delivery may be limited by grant conditions ▪ DSS needs to be fully staffed 		<ul style="list-style-type: none"> • Marathon County was one of only two counties to meet the enrollment expectations despite barriers due to the pandemic; and the only first generation county to do so
12. Align Administrative Support section structure to ensure proper staffing classifications and levels	<ul style="list-style-type: none"> ▪ Detailed time studies were completed in November 2020 	<ul style="list-style-type: none"> ▪ Positions are fully functional and support the most important duties 	<ul style="list-style-type: none"> ▪ Complete evaluation in January-February 2021 	<ul style="list-style-type: none"> ▪ Approval of county decision makers for reclassifications and position allocations that may be needed 		<ul style="list-style-type: none"> ▪ Initial review of data was conducted, more information is being sought. No recommendations for restructure at this time.
13. Implement process improvements led by DSS graduates of the Innovator training	<ul style="list-style-type: none"> ▪ Employees on various teams have been trained and are in the process of creating plans for quality improvement projects 	<ul style="list-style-type: none"> ▪ Create efficiencies in programs and protocols 	<ul style="list-style-type: none"> ▪ Throughout the year 	<ul style="list-style-type: none"> ▪ Projects need to be in scope and achievable 		<ul style="list-style-type: none"> • Child Support – Bond forfeiture process with legal system partners • Economic Support – New worker training and mentor using QC data • Economic Support- Development of Long Term Care team work assignment and scheduling of duties