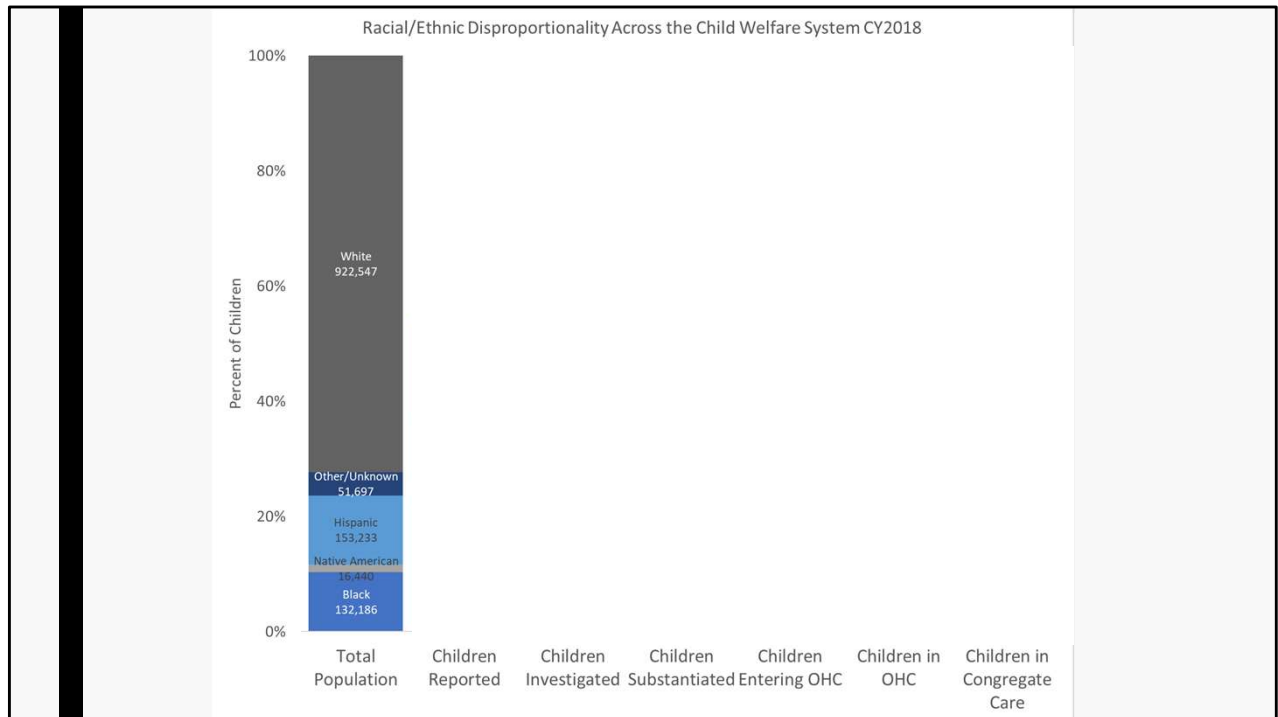
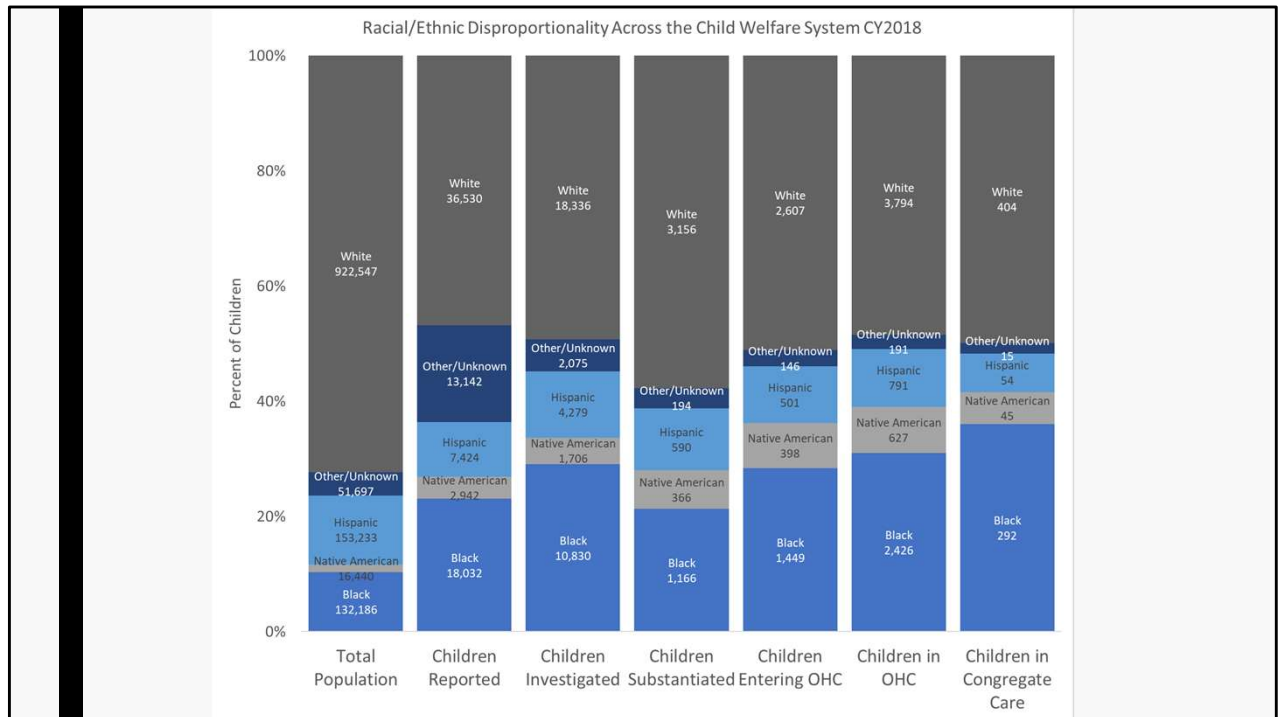


**WISCONSIN'S  
RACIAL DISPARITY:  
A TOUR OF THE  
AVAILABLE DATA**



This figure represents a progression of system involvement, narrowing in to some of the least favorable outcomes.

Column 1 is the total population. This is the template against which to compare all the following bars. If White children make up the majority of the population, and there were no disparity, that top bar would be the same across all areas of the system.



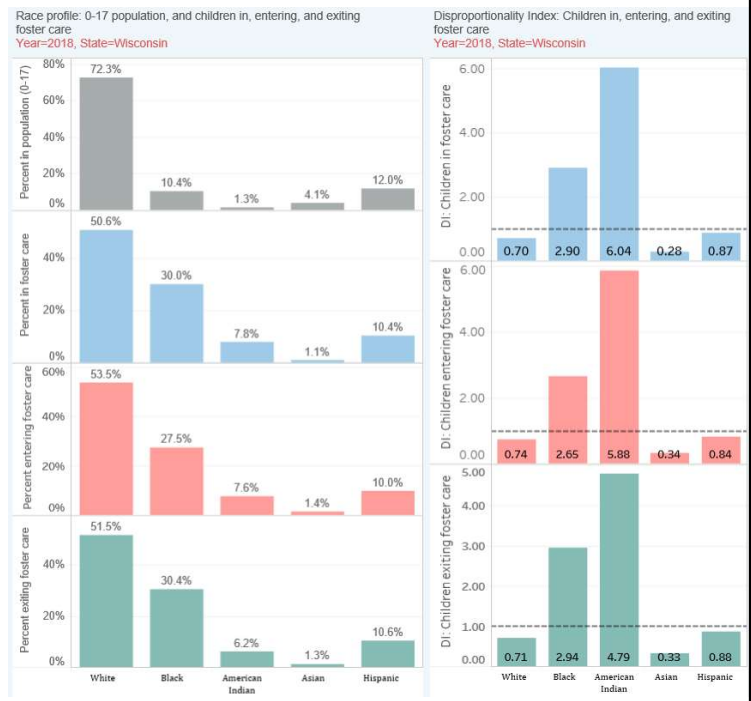
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## Race Profile and Disproportionality Index

Left: The race profile for children in the foster care system.

Right: The disproportionality index (DI) for these children. Overrepresentation is marked by DI values greater than 1.0.



Another way to look at this disparity is to look at the disproportionality index.

The race profile (left) for the child population (ages 0-17) and children in, entering, and exiting foster care in Wisconsin appears alongside the disproportionality index (DI) for children in, entering, and exiting foster care (right). Overrepresentation is marked by DI values greater than 1.0.

Taken from AFCARS Dashboard: [http://ncjj.org/AFCARS/Disproportionality\\_Dashboard.aspx](http://ncjj.org/AFCARS/Disproportionality_Dashboard.aspx)

## Trends in Disproportionality

Trends have slightly improved for Black children but increased for Native American children.

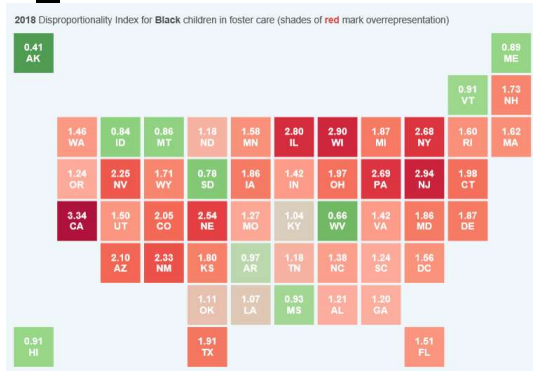


Here is how this has changed across time. From a data perspective, it is difficult to interpret the native American data because the classification may have changed with ICWA policy change.

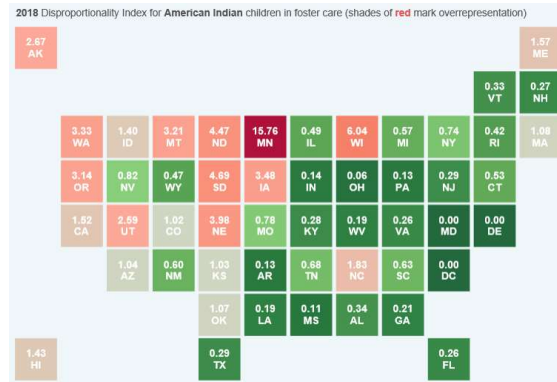
Taken from AFCARS Dashboard: [http://ncjj.org/AFCARS/Disproportionality\\_Dashboard.aspx](http://ncjj.org/AFCARS/Disproportionality_Dashboard.aspx)

# Disproportionality Varies by State

DI Rate for Black children



DI Rate for Native American children

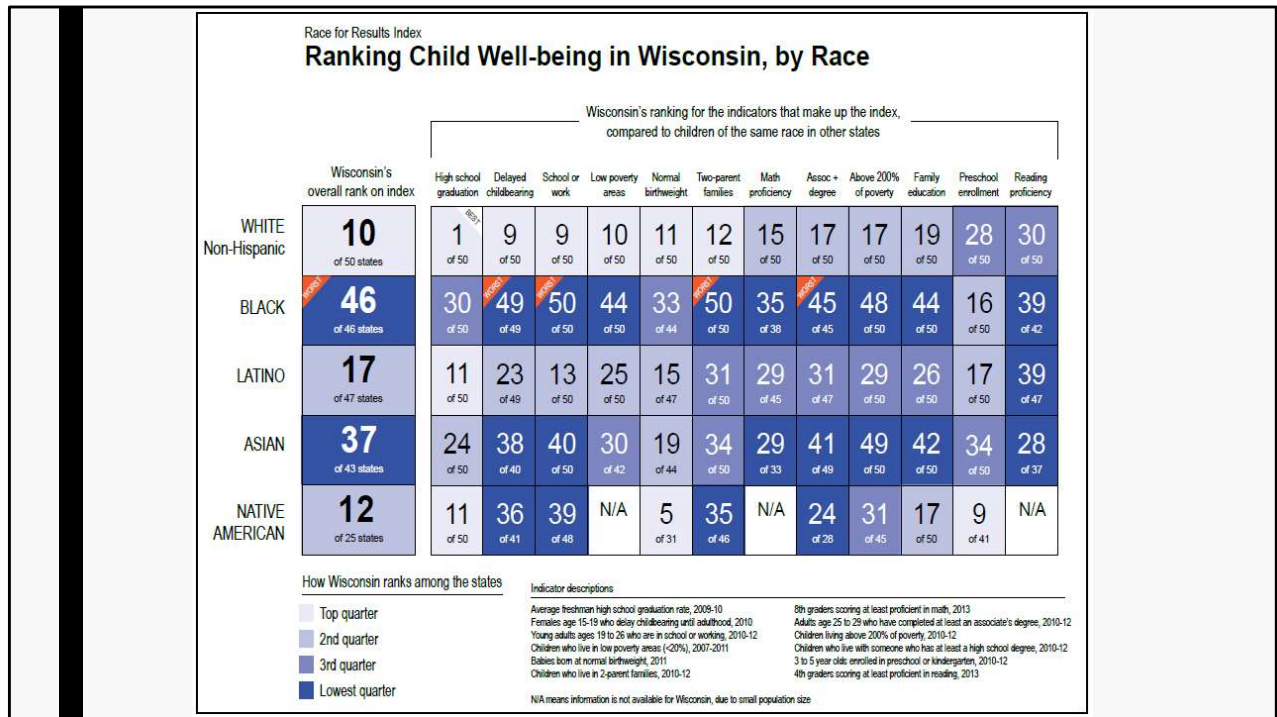


Disproportionality varies by state. The map shows the DI for children in OHC in 2018.

Wisconsin's disproportionality for Black children is among the worst, with only California and New Jersey having more extreme disparity between white and Black children.

Wisconsin's disproportionality for Native American children is among the worst, with only Minnesota having more extreme disparity between white and Native American children.

Taken from AFCARS Dashboard: [http://ncjj.org/AFCARS/Disproportionality\\_Dashboard.aspx](http://ncjj.org/AFCARS/Disproportionality_Dashboard.aspx)



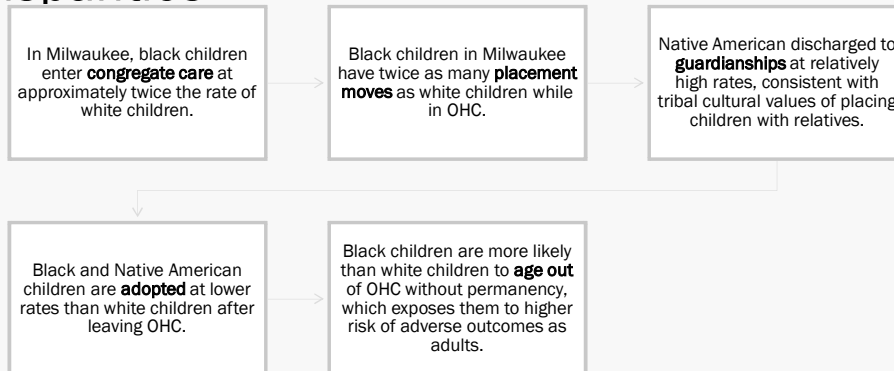
This is a comparison of Wisconsin to other states on a variety of indicators.

For white children, Wisconsin's indicators of child well-being are among the best in the nation. For example, Wisconsin has the highest rate of high school graduation for white children.

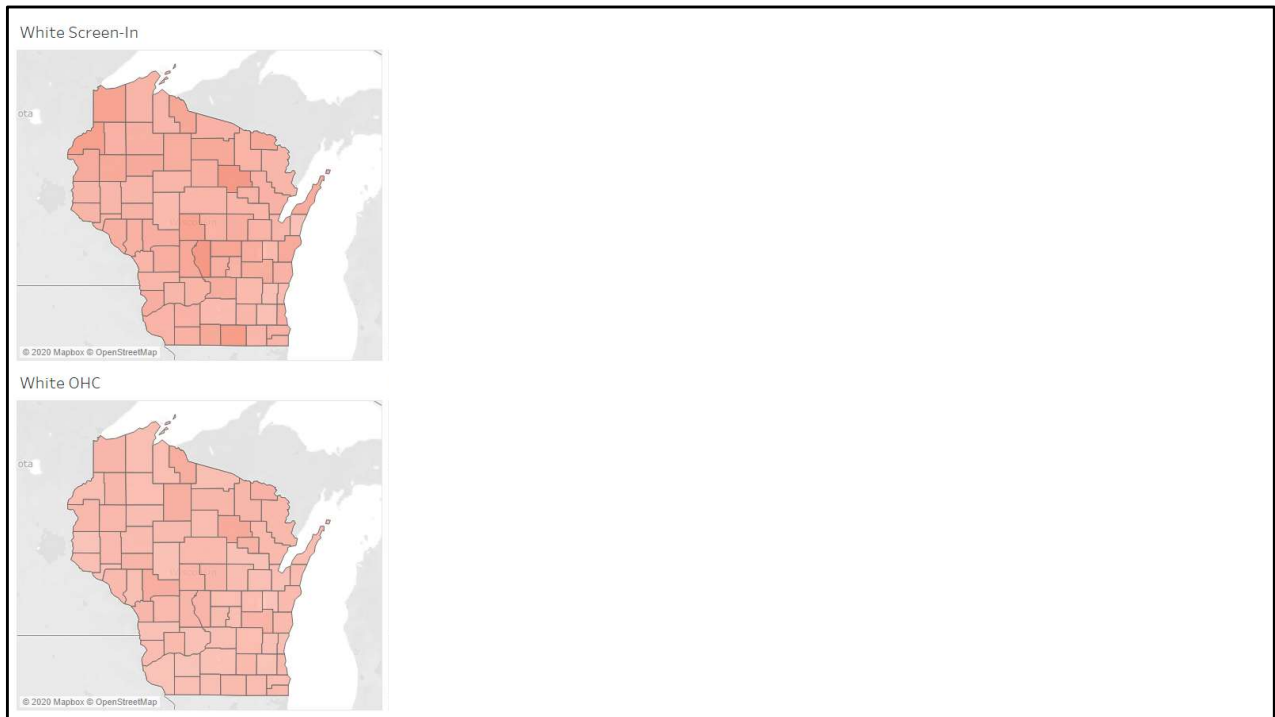
For Black children, Wisconsin's indicators are among the worst. Its overall rank is the lowest, and it is the worst in Delayed Childbearing, number of young adults in school or working, children who live in 2-parent families, and 20-year-olds with associate's degrees.

<http://kidsforward.net/assets/RaceForResults.pdf>

## Fredi's Racial Report: Child Welfare Decision Points with Significant Racial Disparities



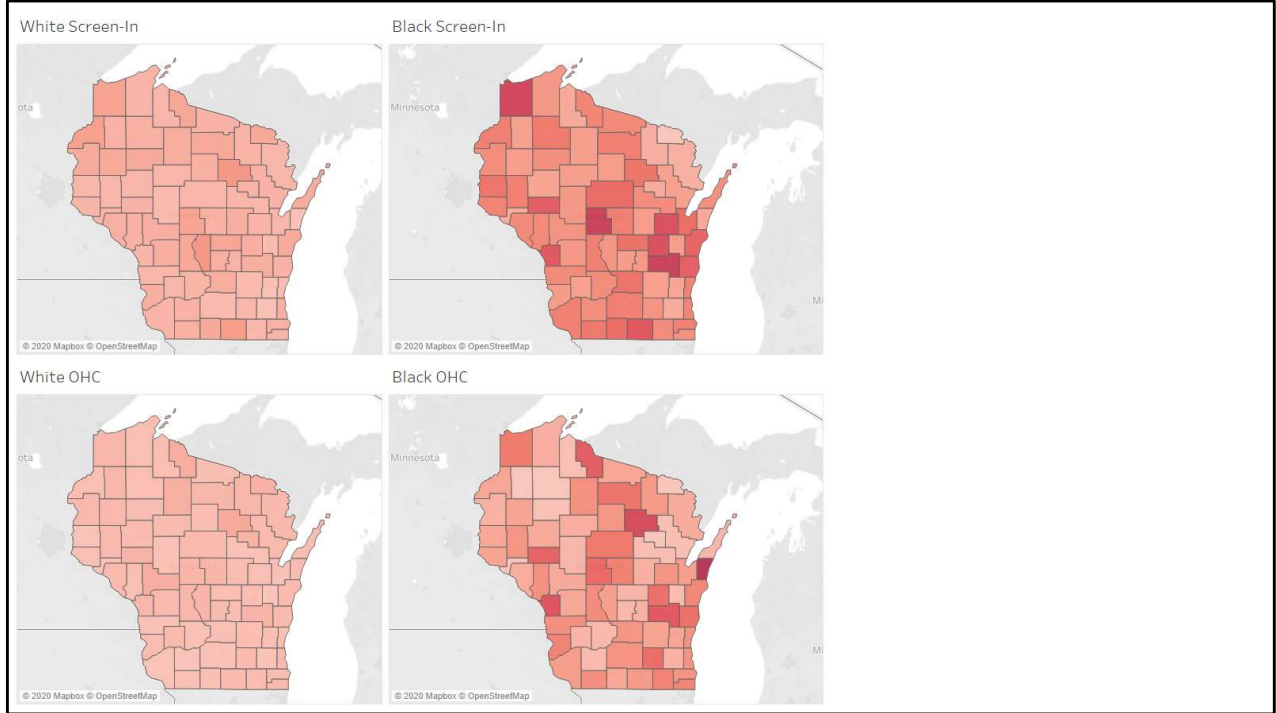




### Child Welfare System Involvement Per Capita

Pictured is data averaged over 10 years (2009-2019) with the average number of children of each racial group with an abuse investigation or in OHC as the numerator and the number in the total population in the denominator.

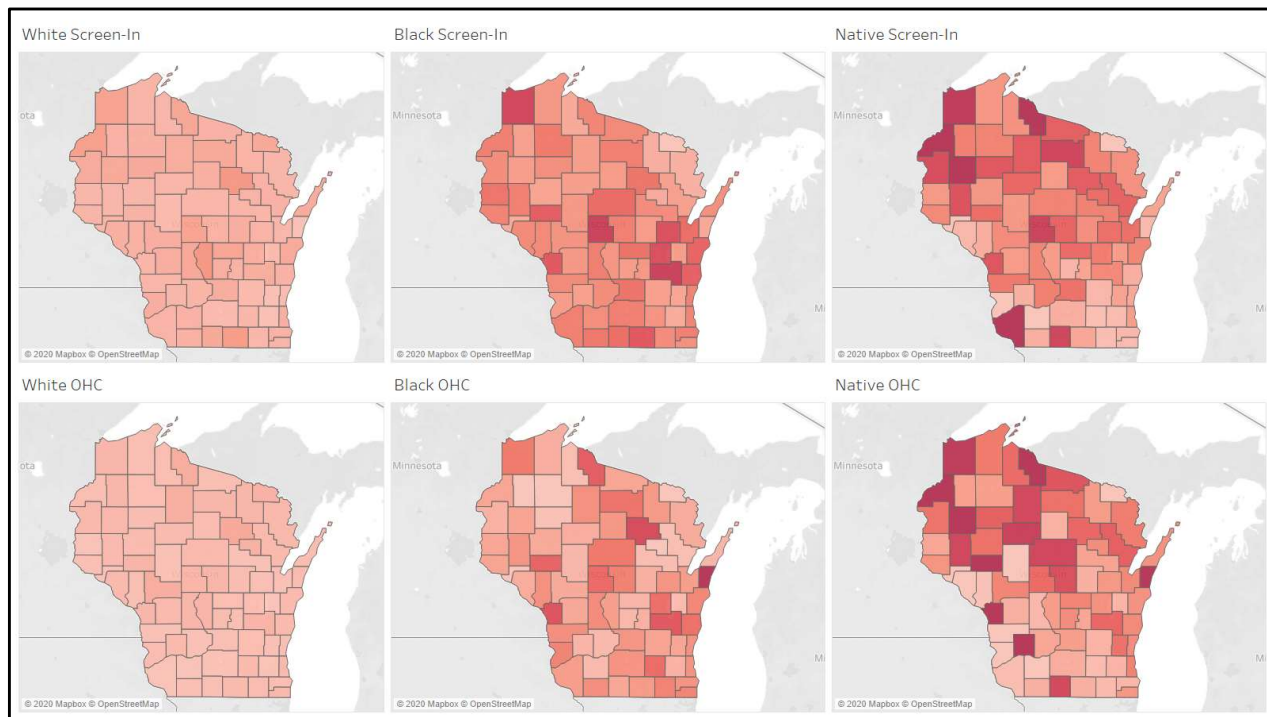
Darker colors refer to more per capita.



### Child Welfare System Involvement Per Capita

Pictured is data averaged over 10 years (2009-2019) with the average number of children of each racial group with an abuse investigation or in OHC as the numerator and the number in the total population in the denominator.

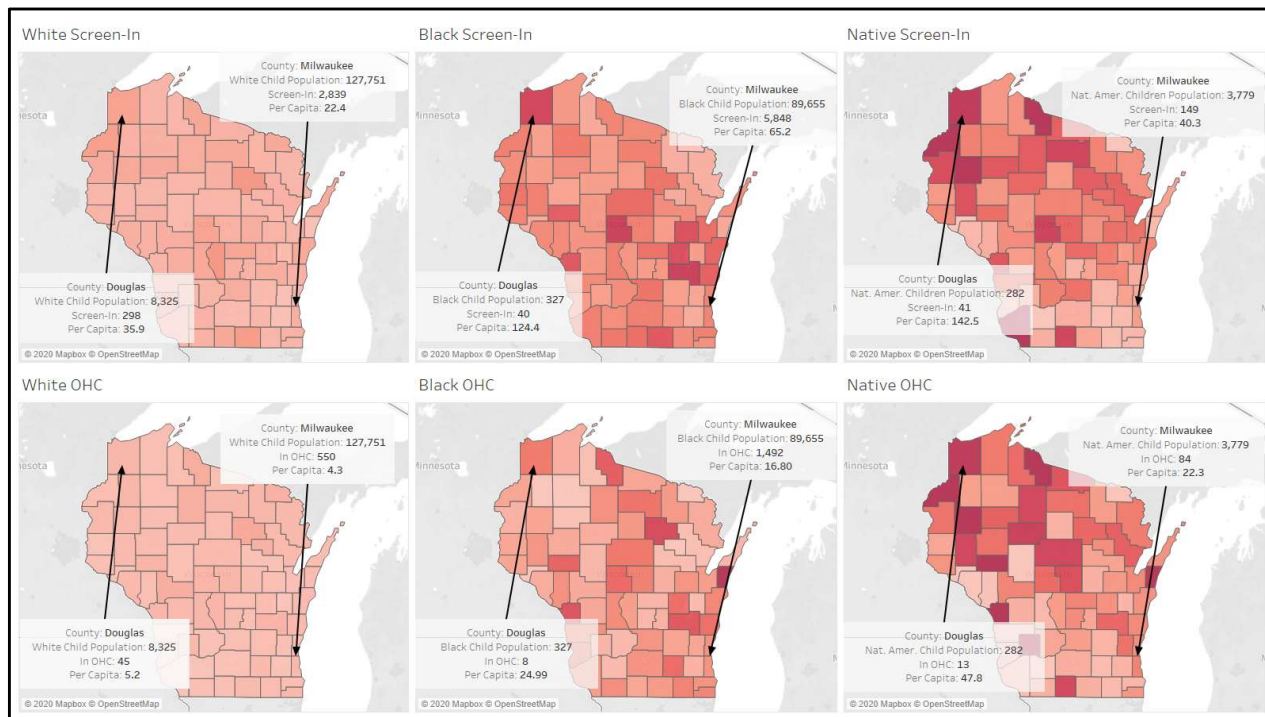
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### Child Welfare System Involvement Per Capita

Pictured is data averaged over 10 years (2009-2019) with the average number of children of each racial group with an abuse investigation or in OHC as the numerator and the number in the total population in the denominator.

Darker colors refer to more per capita.



For example, in Douglas County (top left), there are, on average, 327 Black kids that live there per year. On average, 40 (124 per capita) of those kids get an initial assessment and 8 (25 per capita) of them are in OHC. Also in Douglas, of the 282 Native American children that live there, 41 (142 per capita) get an initial assessment and 13 (48 per capita) of them are in OHC.

Contrast this with Milwaukee, which has 89,655 Black children, 5800 (65 per capita) of them get an initial assessment, and 1500 (17 per capita) are in OHC.

THANK YOU!









## DEPARTMENT OF SOCIAL SERVICES

### 2020 WORK PLAN


December 2020 - Update


Director Focus					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
1. Provide leadership within the Wisconsin County Human Services Association (WCHSA) to collaborate with other counties and the State Departments  2. WCHSA lead with the Department of Children and Families (DCF) on major initiatives regarding Child Welfare programming and funding  <b>Responsible person (s): Vicki Tylka</b>	<ul style="list-style-type: none"> <li>▪ Director serves as tri-chair for the WCHSA Children Youth and Families Policy Action Committee, Northern Region representative for the Child Welfare Workload Study, Continuous Quality Improvement Committee, Wisconsin Child Welfare Professional Development System Steering Committee; and serves as Chair for the Child Abuse and Neglect Prevention Board.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislators will be educated on the needs of local government and the customers we serve.</li> <li>▪ Marathon County's perspective will be shared with state staff and officials especially in regard to decision making that impacts the county.</li> <li>▪ County voice will be fully considered in major change initiatives – Child Welfare Workload Study, Children and Families Allocation, and implementation of the federal Family First Prevention Services Act (FFPSA).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislative involvement and committee meetings vary.</li> <li>▪ Workload Study is projected to be complete by September 2020.</li> <li>▪ Wisconsin's FFPSA plan is due October 2020, with full implementation in October 2021.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Organized recommendations to request work load reductions and presented to DCF in January 2020. MCDSS Supervisor is a lead on the permanency planning improvement workgroup.</li> <li>▪ Workload time study was shortened based on COVID-19, final report is delayed.</li> <li>▪ Assumed position as Chair of the Child Abuse and Neglect Prevention Board in February.</li> <li>▪ Provided leadership in consultation with DCF for child welfare response to the pandemic</li> <li>▪ Serving as co-chair with DCF leadership on discussions of to evaluate Children and Family Aids funding methodology.</li> <li>▪ The WCHSA Children Youth and Family Policy Action Committee is the lead group in consultation with DCF for FFPSA. Discussions of federal funding changes has occurred and monthly updates are scheduled.</li> </ul>
3. Provide leadership for activities stemming from 2019 County Wide Organizational Culture survey  <b>Responsible person (s): Vicki Tylka</b>	<ul style="list-style-type: none"> <li>▪ Created a process and piloted with the Culture Champions to offer a diagonal slice conversation on Inclusivity.</li> <li>▪ Created team action plans at DSS to sustain strong culture survey scores.</li> <li>▪ The majority of DSS staff are IDEAS trained, numerous have completed Innovator training, with several more interested.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborative opportunity for multi-level/disciplines.</li> <li>▪ Improvement of future culture survey results, increased staff engagement, and improved customer service.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pilot to be offered to county employees in spring 2020.</li> </ul>		<p>County Wide employee Inclusivity discussion has been delayed due to COVID-19.</p> <p>Culture Champions met in August to discuss how working from home is affecting our culture, and share ways to continue our positive momentum.</p> <p>Numerous DSS staff are participating in Innovator training and will lead continuous improvement activities at DSS.</p>
4. Leadership on Objective 3.3 Strategic Plan – Ensure that every child makes it to adulthood with health, stability, and growth opportunities  <b>Responsible person (s): Vicki Tylka with support of Social Work Section</b>	<ul style="list-style-type: none"> <li>▪ Evaluation of Marathon County's trauma informed practices, strengths, gaps and recommendations.</li> <li>▪ Shared report with the Trauma Informed (Child Welfare and the Courts).</li> <li>▪ Established internal plans to impact outcome measures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ County wide:               <ul style="list-style-type: none"> <li>• Increase in high school graduation rates;</li> <li>• Reduction in number of out of home care days;</li> <li>• Practice change to decrease the number of young adults in jail.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation of the scope of the Trauma Informed (Child Welfare and the Courts) to occur after the County Board's action on the report.</li> <li>▪ Evaluate expansion of Handle with Care in May 2020.</li> </ul>		<p>County Board received the Trauma Informed Practices paper and presentation at their May meeting.</p> <p>Handle with Care was successfully implemented with Wausau school district, but expansion on hold due to school closures.</p> <p>Child Welfare and the Courts workgroup is on hold.</p>

Child Welfare - focus on keeping children, families, and the community safe					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
5. Increase youth crisis stabilization services  <b>Responsible person (s): Vicki Tylka, Social Work Management</b>	<ul style="list-style-type: none"> <li>Supported application of grant by NCHC for crisis stabilization facility.</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes for youth in crisis.</li> <li>A residential treatment option in the community to maintain youth near their families.</li> </ul>	<ul style="list-style-type: none"> <li>Grant submission due 02.14.2020.</li> </ul>		NCHC received a grant to operate a youth crisis stabilization facility with plans to be operational by January 2021.
6. Preparation for implementation of Family First Prevention Services Act  <b>Responsible person (s): Vicki Tylka, Stacia Burrows, and Social Work Supervisors</b>	<ul style="list-style-type: none"> <li>Scheduled a Social Work retreat for February to begin evaluation of philosophical and practice changes needed.</li> <li>Presented on FFPSA to Women's Community.</li> </ul>	<ul style="list-style-type: none"> <li>Work with collaborative partners to implement evidence-based programs in the court system and in child welfare practice that will result in improved outcomes for children and families and compliance with FFPSA.</li> </ul>	<ul style="list-style-type: none"> <li>Continual evaluation of strategic implementation of initiatives over the course of 2020.</li> <li>Provide education of FFPSA in the second quarter of 2020 to county committees and stakeholder groups.</li> </ul>		<p>February retreat was held and participants reported value in the retreat. Creation of two new positions to support decrease of out of home care days starting in 2021.</p> <p>Presented overview of FFPSA to SS Board in August 2020, continue to budget service dollars for prevention of out of home care to be compliant with the federal law.</p>
7. Collaborate with partners to improve the high school graduation rates (objective 3.3)  <b>Responsible person (s): Becky Bogen</b>	<ul style="list-style-type: none"> <li>Begun initial dialog with partners (DA, Law Enforcement, Schools, and Providers) to determine root causes of elementary school truancy.</li> </ul>	<ul style="list-style-type: none"> <li>Recommended programs/services to address the truancy issue will be well informed and supported by partners.</li> <li>Addressing truancy at earliest point of intervention rather than involving formal dispositional orders through court support students, families, schools and the formal system.</li> </ul>			<p>Some programs are modified due to school closings.</p> <p>Youth Justice presentation on diversion programs occurred in July for the SS Board.</p>

Child Support - focus on major system improvement					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
8. Implement the ELEVATE grant, a 5 county demonstration project to inform major system change in the state and recommendations at the federal level  <b>Responsible person (s): Kelly Gross with support from Vicki Tylka</b>	<ul style="list-style-type: none"> <li>Hired a grant project coordinator, have begun enrolling individuals in the program, presented on the grant scope with numerous partners, formed a "think tank" for grant components, and provided mediation training to staff.</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement of customers, and improved outcomes that will lead to increased federal incentives.</li> </ul>			Individuals are being enrolled into the grant program. Some adaptations had to be made due to COVID-19. Full report occurred in September for the SS Board.



Administrative Support – support major organizational efforts					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
9. Implement the Work from Home program 10. Restructure offices to better meet the needs of our customers 11. Coordinate the implementation of a new system to communicate staff's location for safety and availability  <b>Responsible person (s):            Julia Wicke with support from            Vicki Tylka</b>	<ul style="list-style-type: none"> <li>▪ Submitted a plan for the implementation to County Administration and Employee Resources. Developed an Employee Agreement, coordinating technology and logistical needs.</li> <li>▪ Created a draft plan for office restructuring.</li> <li>▪ Researched software programs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficient use of resources.</li> <li>▪ Flexibility for workforce leading to higher retention.</li> <li>▪ Better customer service.</li> <li>▪ Increase staff safety and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work From Home pilot will begin in February, focusing on Child Support and Economic Support.</li> </ul>		<p>Work from Home was implemented on a fast paced scale beginning in March. 85% of staff are working from home, from a few days a week to full time.</p> <p>Great progress has been made on ensuring needed IT equipment.</p> <p>Performance measurements indicate strong performance in working from home. Employee COVID survey responses showed positive outlook on communication and support. The DSS building is able to provide space for social distancing.</p> <p>Lobby and front desk restructured for social distancing and safety. Customer service offices have been created.</p> <p>Electronic In and Out Board was rolled out, ensuring awareness of staff's whereabouts for safety and security purposes.</p>

Economic Support – IM Central Consortia - focus on multi-county collaboration					
Activity	What We have Already Done	Outcomes	Time Line	Progress	Progress
12. Improve Customer Service through focus on the call center activity  <b>Responsible person (s):            Nicole Rolain and ES            Supervisors</b>		<ul style="list-style-type: none"> <li>▪ Consistently meet contractual performance outcomes.</li> <li>▪ Demonstrate responsiveness to customer needs, resulting in they get what they request in a timely accurate manner.</li> <li>▪ Improve relationships and operational functions with partner counties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Explore Work From Home in first quarter 2020.</li> </ul>		<p>Most Economic Support Staff are working from home. Call Center is the primary duty of those working from home. Performance outcomes are strong.</p> <p>Facilitated communication meetings with partners have occurred, with participants reporting good results.</p>





## 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"> <li>▪ Chair of the Child Abuse and Neglect Prevention Board</li> <li>▪ Chair of the Children Youth and Families subcommittee of WCHSA</li> <li>▪ Co-Chair of state funding allocation methodology workgroup</li> <li>▪ Lead for county coordination of Family First Prevention Services Act (FFPSA)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure counties have a voice in major system change and ongoing operations of child welfare statewide</li> <li>▪ Support realistic and positive outcomes for children and families, ranging from prevention to case management in child protective services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Balance with priorities within Marathon County</li> </ul>		
2. Coordinate an approach to learn more about, and ultimately address, racial disparity in the child welfare system	<ul style="list-style-type: none"> <li>▪ Created general plan for inclusion of the Social Services Board in discussions</li> <li>▪ Sought data from the Department of Children and Families</li> <li>▪ Included this topic in DSS's strategic plan for FFPSA</li> </ul>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Racial disparity in child welfare system needs to be addressed at a state and systems level for effective impact</li> <li>▪ Coordination of discussion with other partners would need to occur to have an impact outside of DSS sphere of control</li> </ul>		
3. Provide support to county wide organizational culture process improvements	<ul style="list-style-type: none"> <li>▪ Implemented a structure for county wide participation in action planning (Culture Champions)</li> </ul>	<ul style="list-style-type: none"> <li>▪ All departments are engaged in the organizational culture improvement process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey to occur in March 2021</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation of role of Culture Champions, and other potential strategies</li> </ul>		
4. Support the recruitment and onboarding of the county's communication specialist position		<ul style="list-style-type: none"> <li>▪ Focus on enhancing internal communication with employees and departments, balanced with position expectations for external communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment will start in March 2021</li> </ul>			

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
5. Priority Based Budgeting – Integrate information collected to further support Objective 3.3 of the County’s Strategic Plan	<ul style="list-style-type: none"> <li>Followed county’s protocol for Priority Based Budgeting to date</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance and support from county leadership and PBB consultants</li> </ul>		
6. Create a written succession plan for key management positions at DSS	<ul style="list-style-type: none"> <li>Identified key individuals who have the aptitude and interest to assume more responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Smooth transition of leadership based on multiple scenarios to support continuation of operations</li> </ul>	<ul style="list-style-type: none"> <li>By June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Resources need to be allocated to support professional development opportunities</li> </ul>		
7. Prepare for DSS move to Marathon County – Lake View Drive facility	<ul style="list-style-type: none"> <li>Toured the designated space and have begun to evaluate our business needs for remodel</li> </ul>	<ul style="list-style-type: none"> <li>Improved connectivity of programs</li> </ul>	<ul style="list-style-type: none"> <li>Building move planned for 1<sup>st</sup> quarter of 2023</li> <li>Planning meeting to occur beginning Feb-March 2021</li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Need to partner with FCM and County Administration on timing for DSS’s remodeling needs</li> </ul>		
8. Implementation of Family First Prevention Services Act (FFPSA) requirements	<ul style="list-style-type: none"> <li>Tentative strategic plan for internal implementation</li> <li>Hired two new specialist positions</li> </ul>	<ul style="list-style-type: none"> <li>Child Welfare system changes to support more prevention and less out of home care days</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li></li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Finalizing and implementing a strategic plan will require additional resources and planning in 2021</li> </ul>		
a. Develop and implement a plan to reduce out of home care days	<ul style="list-style-type: none"> <li>Created two new key positions, created tracking tool for outcomes</li> <li>Improved social work and supervisor practice focus on in home services and permanency options</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Children stay safe with their families</li> <li>Compliance with Family First (FFPSA)</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li></li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Adequate DSS staffing to have manageable caseloads</li> <li>Additional service contracts/providers are needed in the community</li> </ul>		
b. Involve child welfare partners, stakeholders and decision makers about the Family First Prevention Services Act	<ul style="list-style-type: none"> <li>Presented to the Social Services Board, Women’s Community</li> <li>Requested support from the Department of Children and Families for a model for community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Partners and decision makers support the concept behind the Act and recognize that children belong with their parents</li> </ul>	<ul style="list-style-type: none"> <li>Analysis by DCF through change management contract is occurring over the first 6 months of 2021</li> <li></li> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>To go beyond awareness, need support from DCF to have most effective plan for community engagement including an understanding of specific service changes</li> </ul>		
c. Evaluate continuation of Positive Alternatives Group Home contract beyond year five	<ul style="list-style-type: none"> <li>Tracking of usage of beds and outcomes of youth</li> </ul>	<ul style="list-style-type: none"> <li>Effective use of resources aligned with the vision of FFPSA</li> </ul>	<ul style="list-style-type: none"> <li>Part of Child Welfare manager’s 2021 strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding quality improvements and requirements of congregate care facilities relating to FFPSA</li> </ul>		
9. Contribute to Objective 3.3 Strategic Plan - Youth Justice impacts	<ul style="list-style-type: none"> <li>Implementation of diversion programs</li> </ul>	<ul style="list-style-type: none"> <li>Partner with other systems to reduce the number of youth entering the jail system</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Dependent on acceptance of UniverCity project</li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li>UniverCity project proposals to include focus on early intervention, truancy</li> </ul>		

Activity	What We have Already Done	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
			<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>			
10. Eliminate the wait list for Children’s Long Term Support so all eligible children are served	<ul style="list-style-type: none"> <li>▪ Converted budget process to state operated wait list</li> <li>▪ Filled vacant social work positions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Children with disabilities remain safe with their families in the community</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Health Services is the decision maker on which children are served from the wait list statewide</li> <li>▪ DSS needs to be fully staffed</li> </ul>		
11. Ensure performance metrics for IM Central Consortium continue at high level throughout 2021	<ul style="list-style-type: none"> <li>▪ Improved call center metrics so that IM Central’s performance is generally in the middle of the range as compared to all 10 consortia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good customer service</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Challenge will be keeping metrics strong when work requirements are reinstated after public health emergency guidelines are ended.</li> </ul>		
12. Demonstrate positive outcomes for Child Support participants of the ELEVATE grant program	<ul style="list-style-type: none"> <li>▪ Enrolled 50 plus people</li> <li>▪ 2021 is Year 2 of the grant</li> </ul>	<ul style="list-style-type: none"> <li>▪ Child Support provides essential services to meet the goals of those they serve, ultimately ensuring meaningful employment and strong family relationships</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creativity in service delivery may be limited by grant conditions</li> <li>▪ DSS needs to be fully staffed</li> </ul>		
13. Align Administrative Support section structure to ensure proper staffing classifications and levels	<ul style="list-style-type: none"> <li>▪ Detailed time studies were completed in November 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Positions are fully functional and support the most important duties</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete evaluation in January-February 2021</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approval of county decision makers for reclassifications and position allocations that may be needed</li> </ul>		
14. Implement process improvements led by DSS graduates of the Innovator training	<ul style="list-style-type: none"> <li>▪ Employees on various teams have been trained and are in the process of creating plans for quality improvement projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create efficiencies in programs and protocols</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Throughout the year</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects need to be in scope and achievable</li> </ul>		
15.	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>		