

# 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**

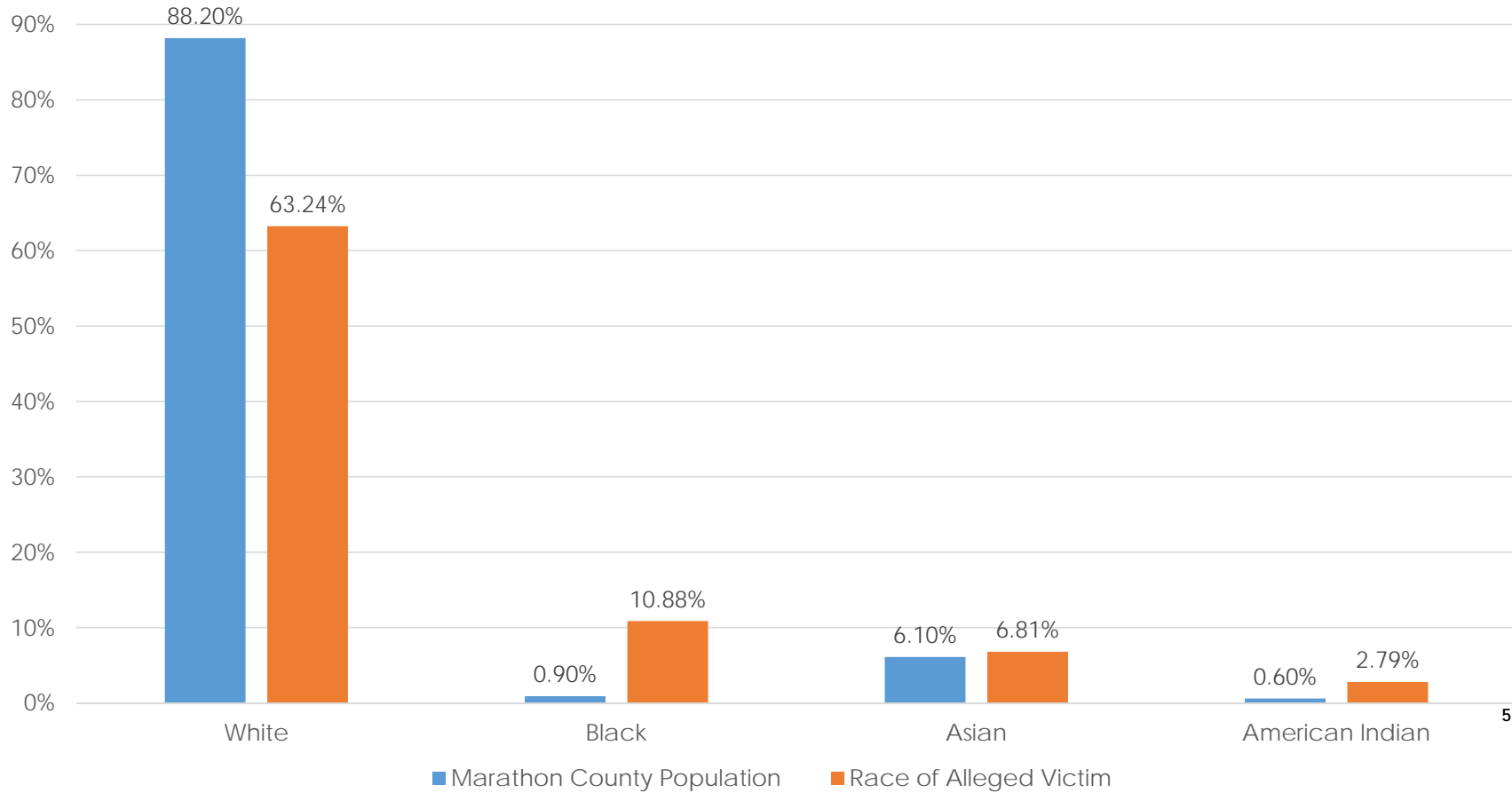
- WHITE = 63.24% (3,011)
- NOT DOCUMENTED = 11.38% (542)
- BLACK = 10.88% (518)
- ASIAN = 6.81 (324)
- UNABLE TO DETERMINE = 4.75% (226)
- AMERICAN INDIAN = 2.79% (133)
- NATIVE HAWAIIAN = .11 (5)
- DECLINED = .04 (2)
- TOTAL UNKNOWN RACE = 16.13% (768)

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

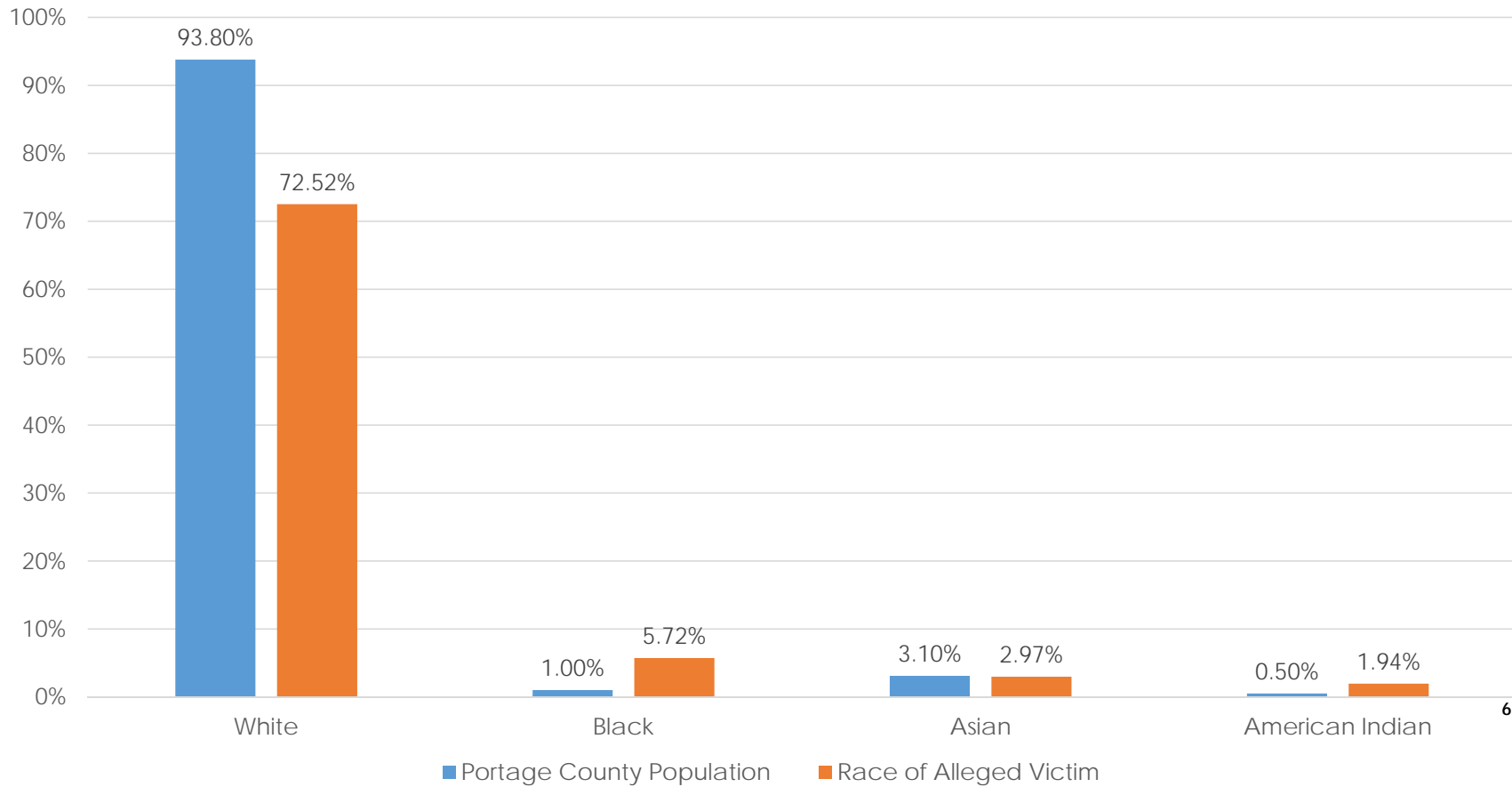
- WHITE = 88.2%
- BLACK = 0.9%
- ASIAN = 6.1%
- AMERICAN INDIAN = 0.6%

\*CENSUS DATA NOT FOUND FOR CHILDREN

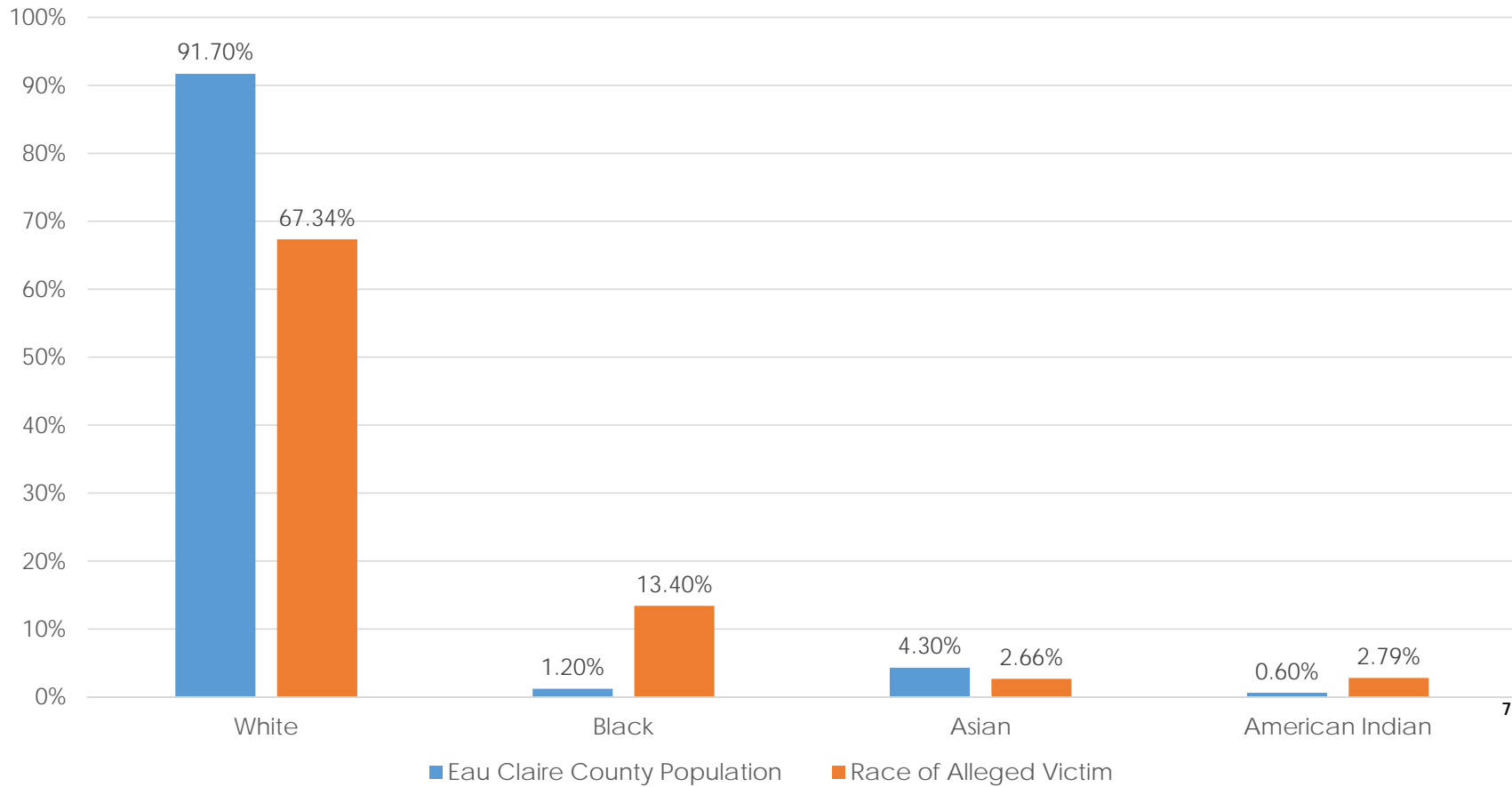
Marathon County CPS Maltreatment Reports  
Jan. 1, 2019, to Dec. 31, 2020  
Race of Alleged Victim compared against Marathon County  
population



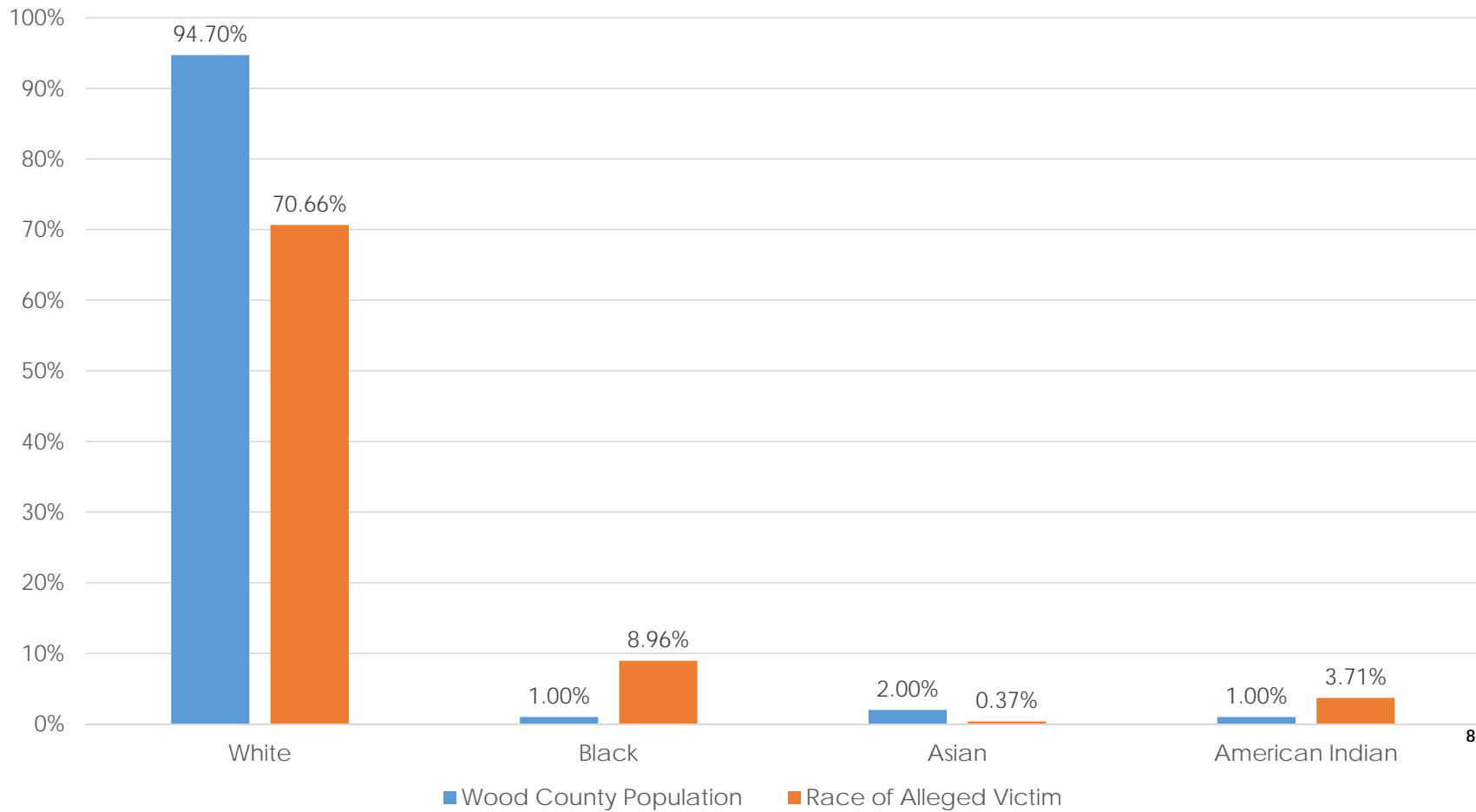
Portage County CPS Maltreatment Reports  
Jan. 1, 2019, to Dec. 31, 2020  
Race of Alleged Victim compared against Portage County  
population



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

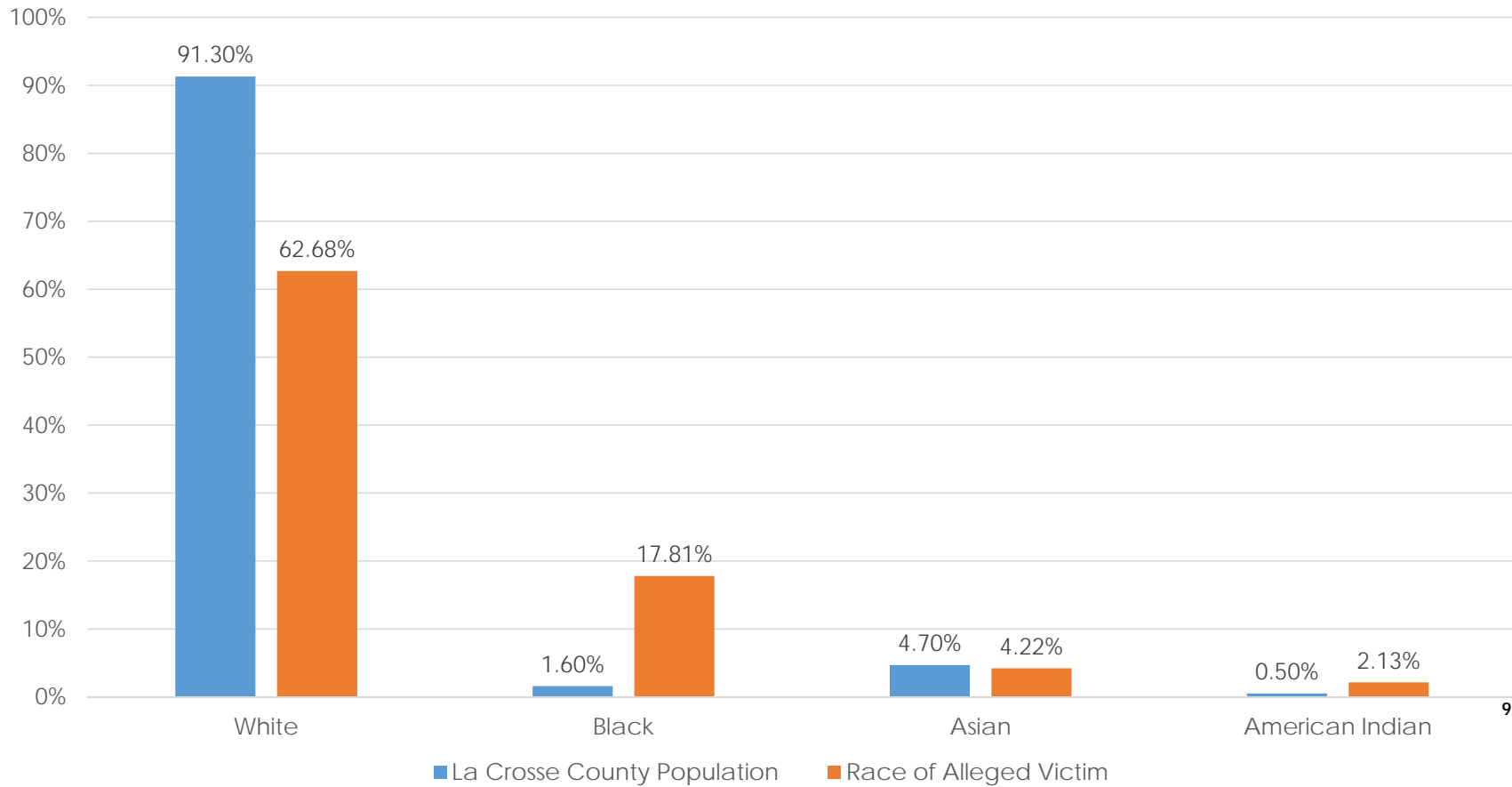


Wood County CPS Maltreatment Reports  
Jan. 1, 2019, to Dec. 31, 2020  
Race of Alleged Victim compared against Wood County population

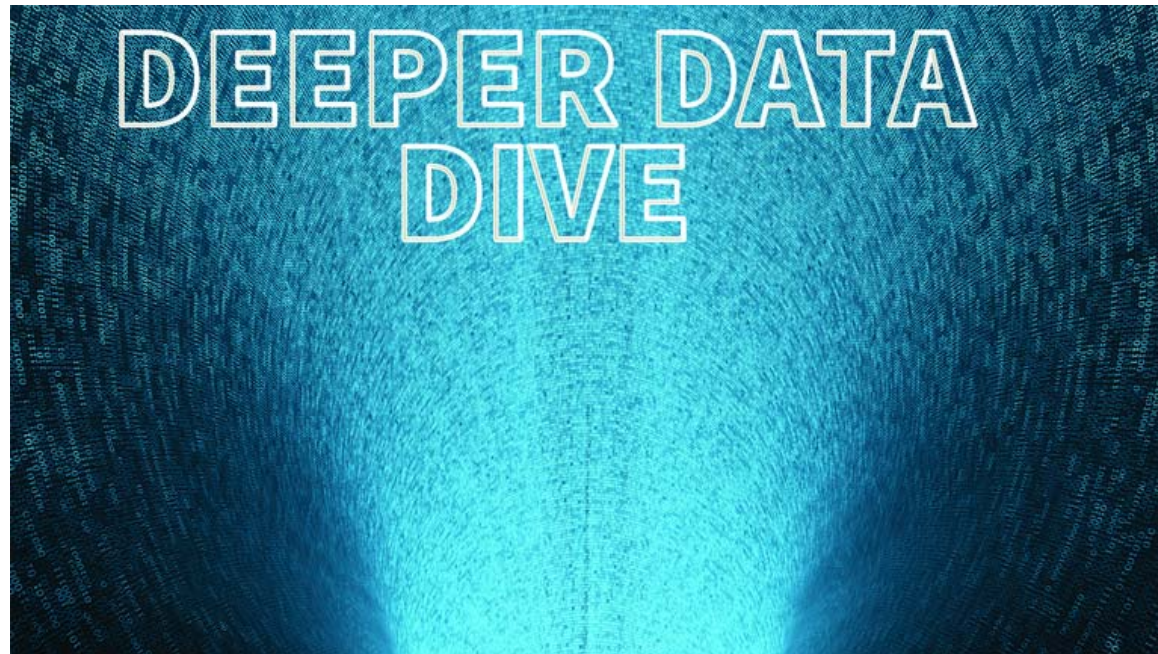




La Crosse County CPS Maltreatment Reports  
Jan. 1, 2019, to Dec. 31, 2020  
Race of Alleged Victim compared against La Crosse County  
population



# 2019 MARATHON COUNTY AND STATE OF WISCONSIN



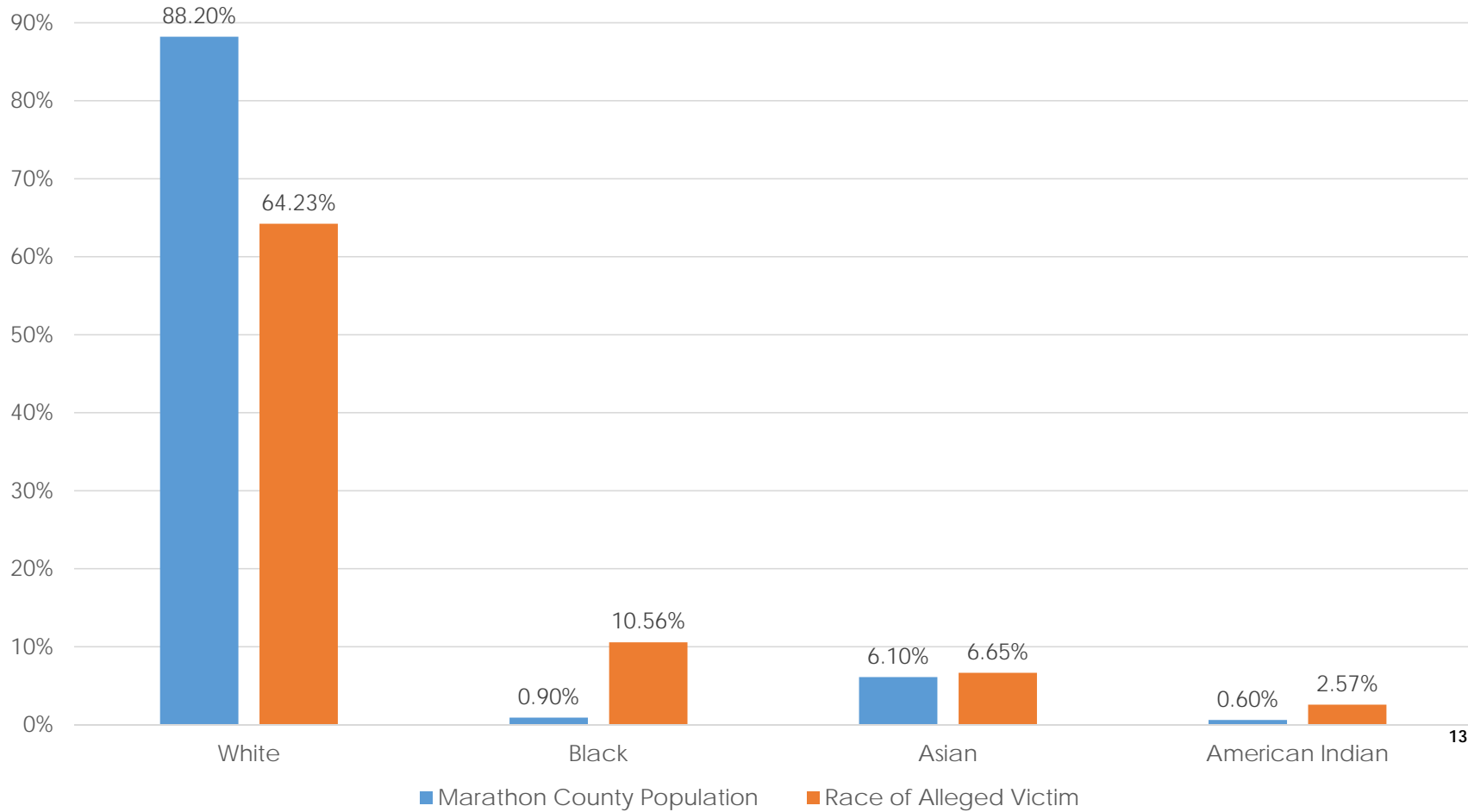
# MARATHON COUNTY 2019 TOTAL CPS MALTREATMENT REPORTS ACCESS

- 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%
  - AMERICAN INDIAN = 2.57%
  - NATIVE HAWAIIAN = .08%
- **MARATHON COUNTY POPULATION AS OF 2019 – ALL AGES**
  - WHITE = 88.2%
  - BLACK = 0.9%
  - ASIAN = 6.1%
  - AMERICAN INDIAN = 0.6%

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



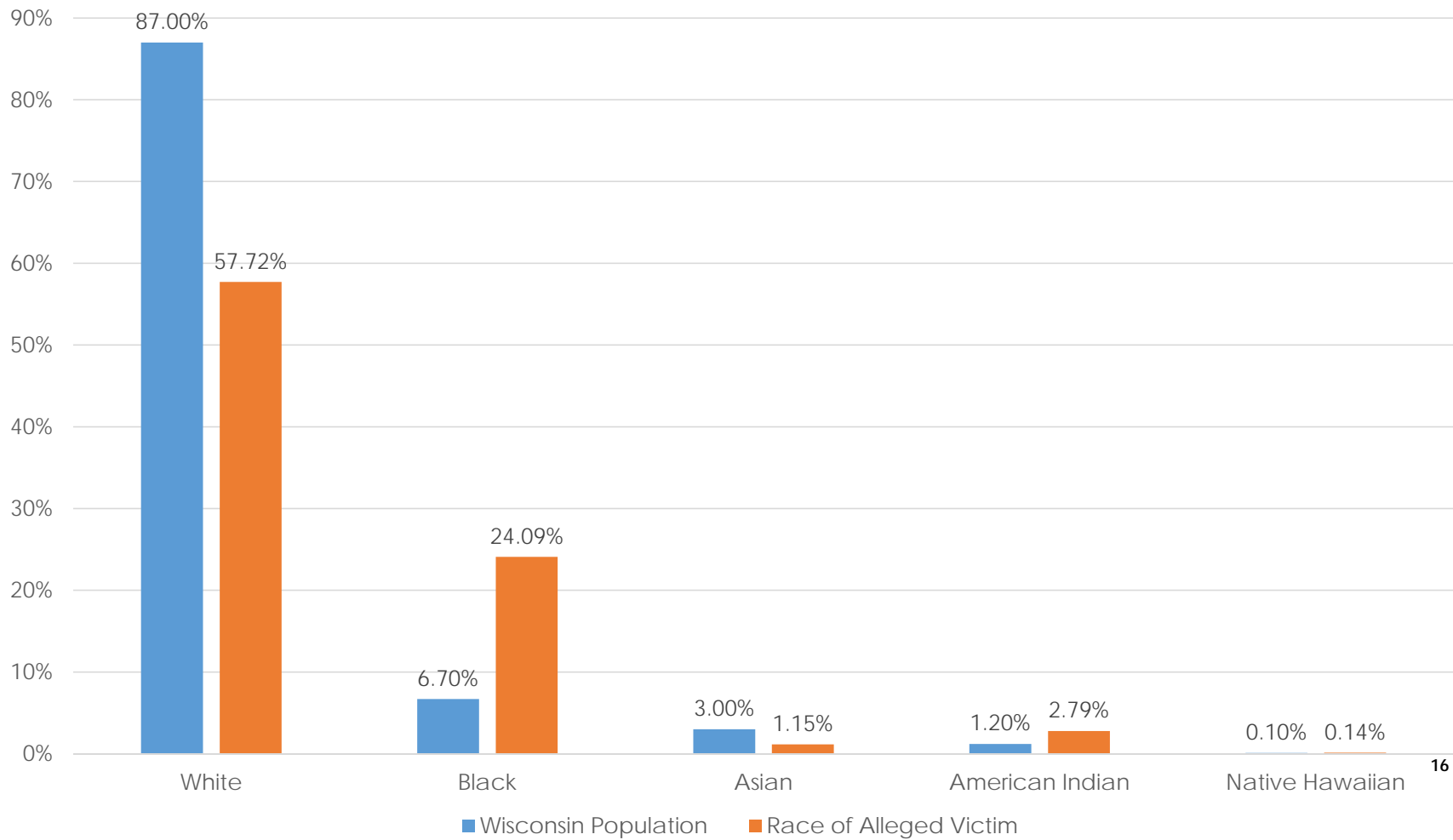
# WISCONSIN 2019 TOTAL CPS MALTREATMENT REPORTS ACCESS

- 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%
  - AMERICAN INDIAN = 4.22%
  - UNABLE TO DETERMINE = 4.07%
  - ASIAN = 1.15%
  - AMERICAN INDIAN = 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%
  - AMERICAN INDIAN = 1.2%
  - NATIVE HAWAIIAN = 0.1%

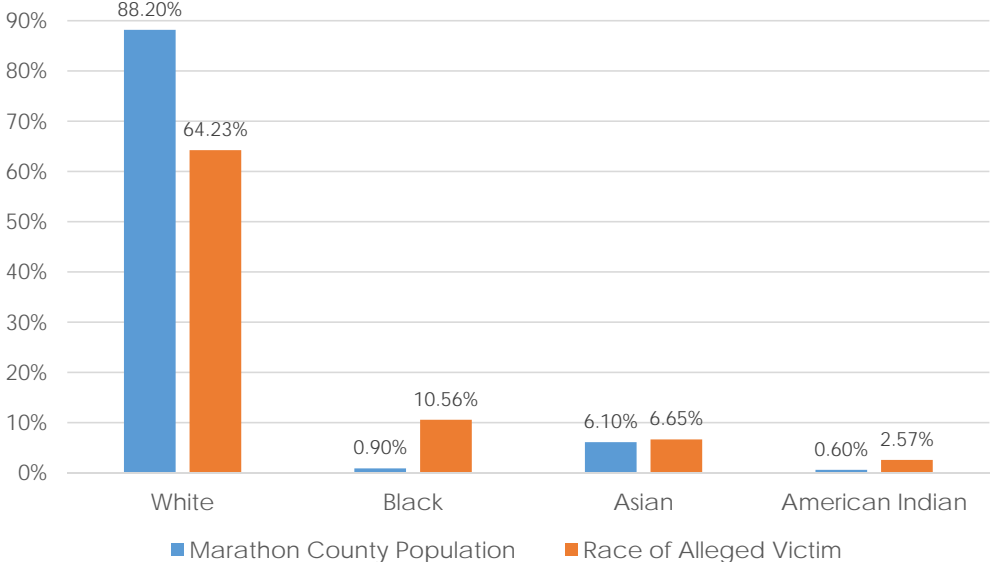
## State of Wisconsin 2019 Total CPS Maltreatment Allegations Race of Alleged Victim compared against Wisconsin population



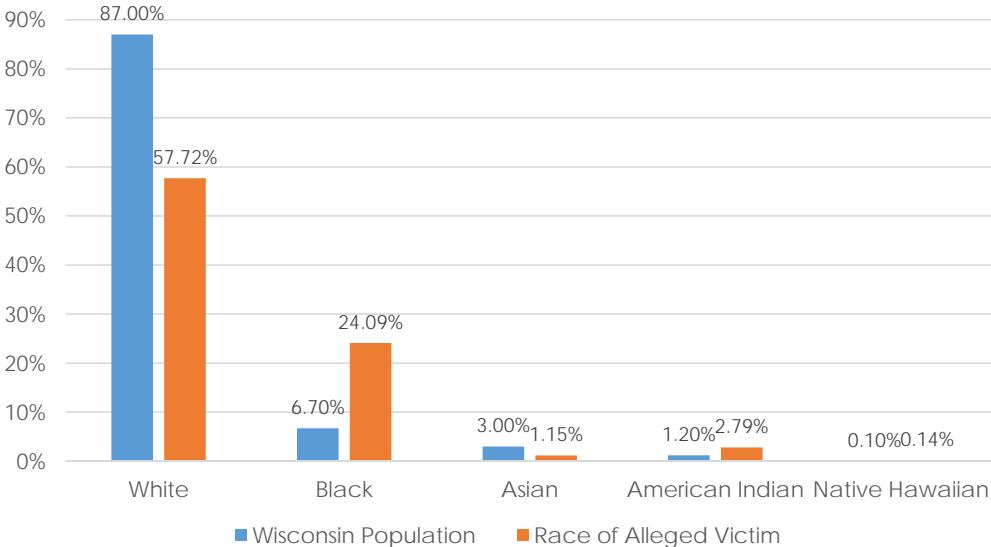


# CPS REPORTS - RACE OF ALLEGED VICTIM COMPARISON

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%
- INDIAN = 22 OR 2.60%
- OTHER = 2 OR 0.24%

- STATE OF WISCONSIN

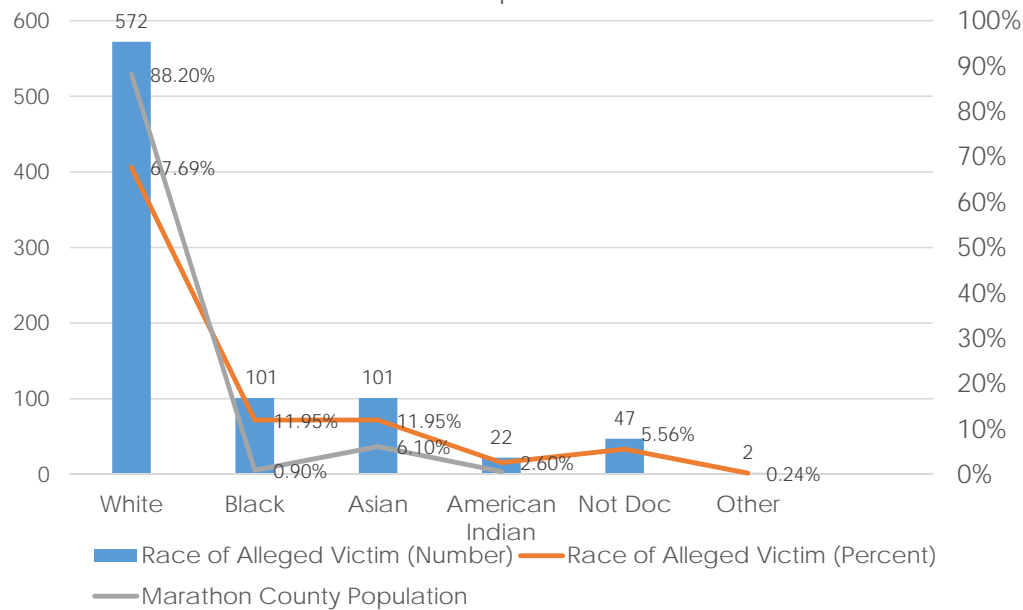
- 74,656 ALLEGATIONS

- 35,023 ALLEGED VICTIMS

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

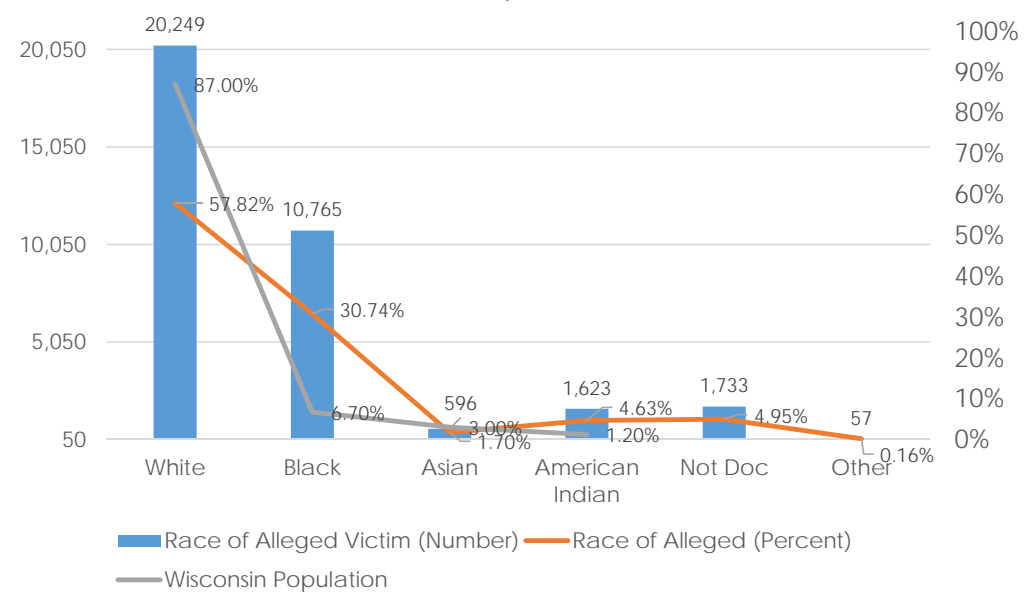
# 2019 MARATHON COUNTY AND STATE OF WISCONSIN CPS INITIAL ASSESSMENT SCREENED-IN REPORTS

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



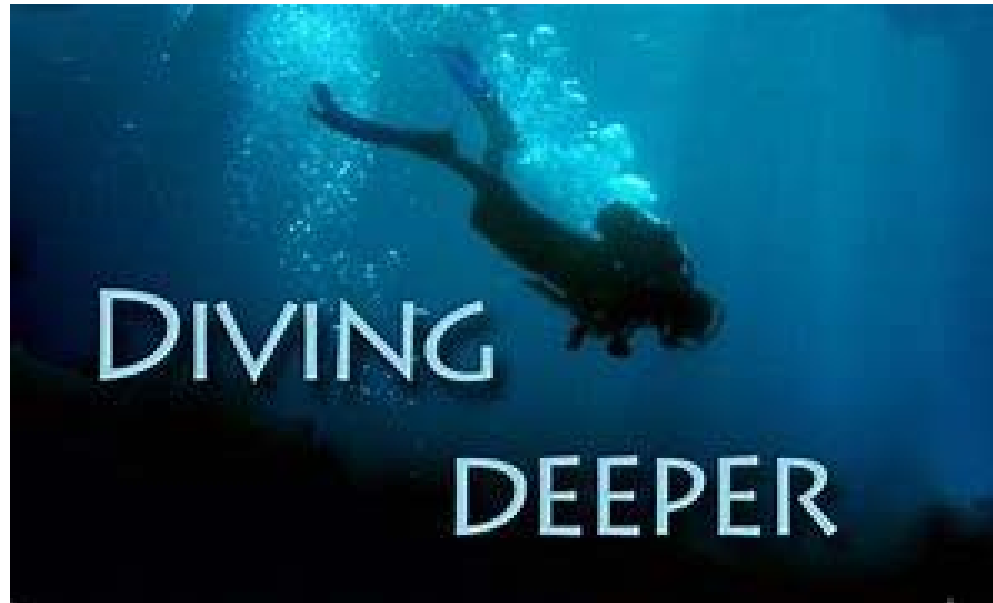
- 74,656 Allegations
- 35,023 Alleged Victims

# 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

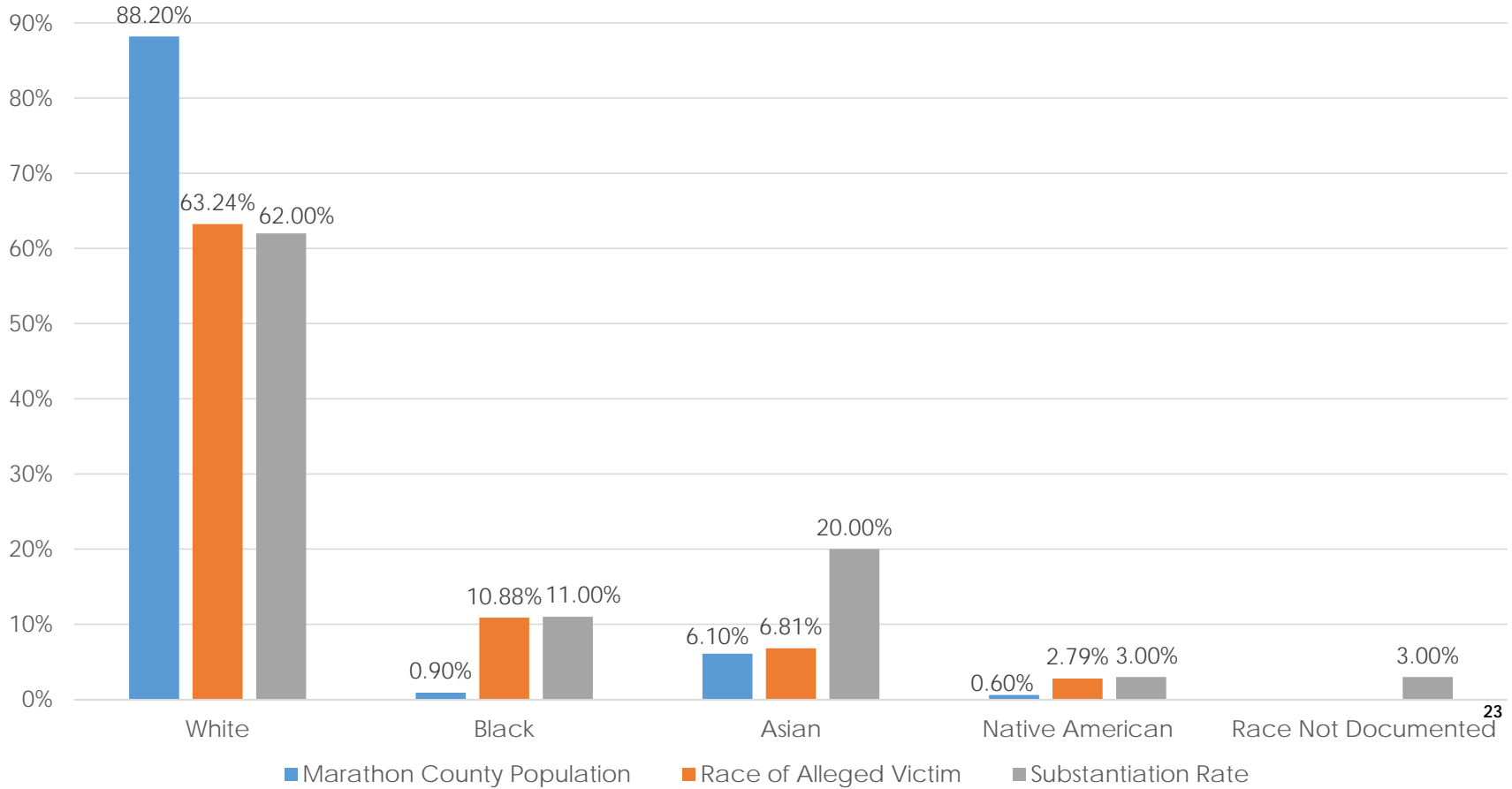
- 53 FEMALE / 42 MALE / 3 NOT DOC.
- 62% WHITE CHILDREN
- 20% ASIAN CHILDREN
- 11% BLACK CHILDREN
- 3% NATIVE AMERICAN
- 3% RACE NOT DOCUMENTED

## 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

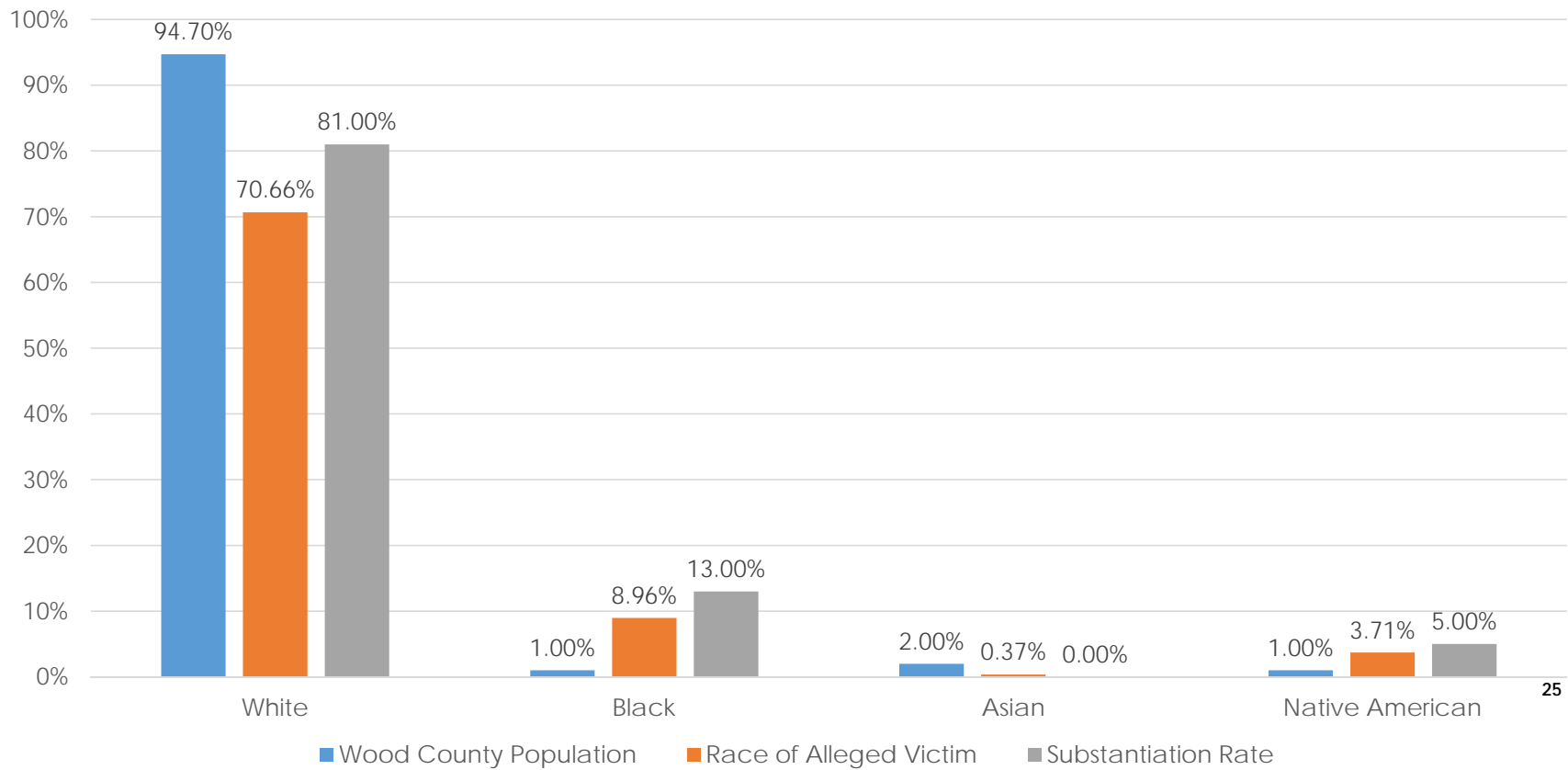
- 40 FEMALE / 43 MALE
- 81% WHITE CHILDREN
- 13% BLACK CHILDREN
- 5% NATIVE AMERICAN

## 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

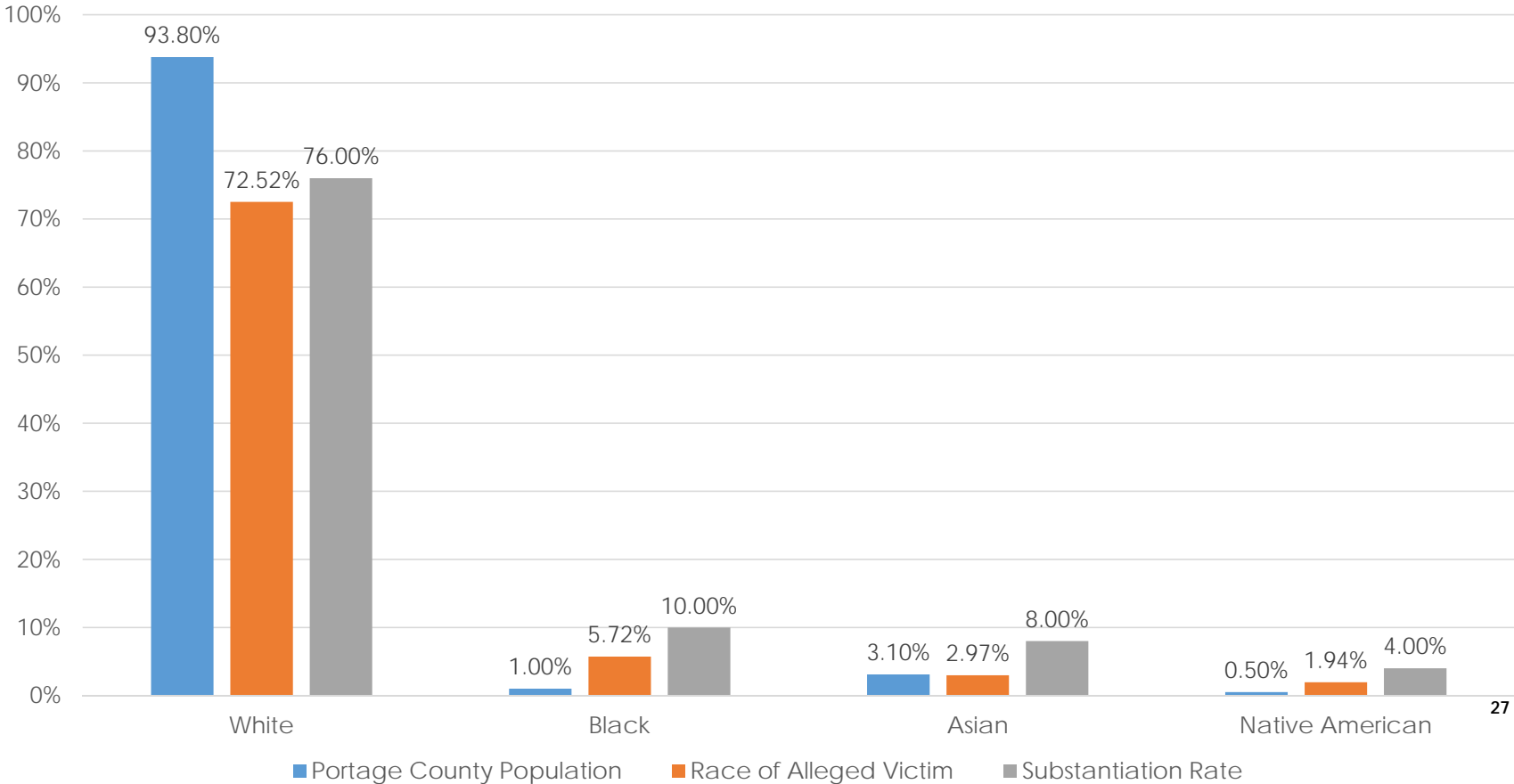
## 91 UNIQUE VICTIMS

- 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

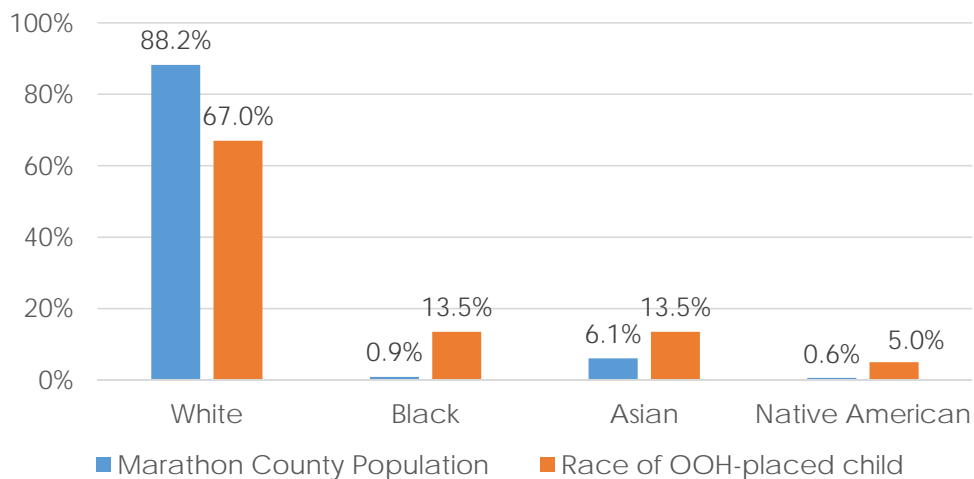
- 185 CHILDREN IN PLACEMENT
  - 104 MALE
  - 81 FEMALE
- RACE
  - 67% WHITE
  - 13.5% BLACK
  - 13.5% ASIAN
  - 5% NATIVE

## STATE OF WISCONSIN

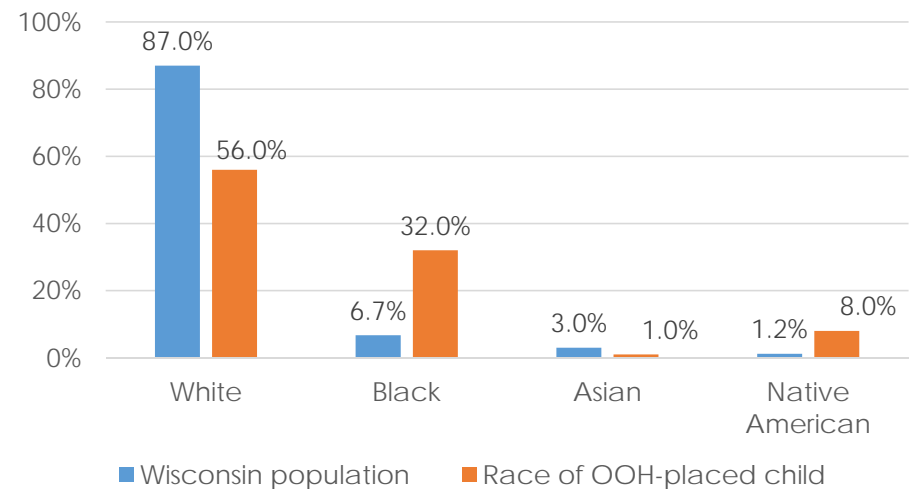
- 7,568 CHILDREN IN PLACEMENT
  - 3,943 MALE
  - 3,625 FEMALE
- RACE
  - 56% WHITE
  - 32% BLACK
  - 8% NATIVE
  - 1% ASIAN

# 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 <sup>30</sup>
  - 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 = 6.5%
- RACE NOT DOC =2.5%

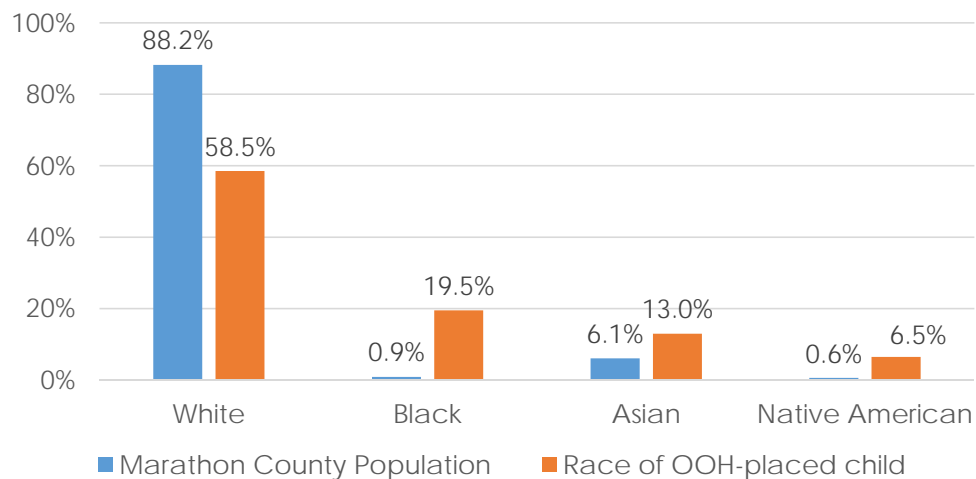
## STATE OF WISCONSIN TOTALS

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

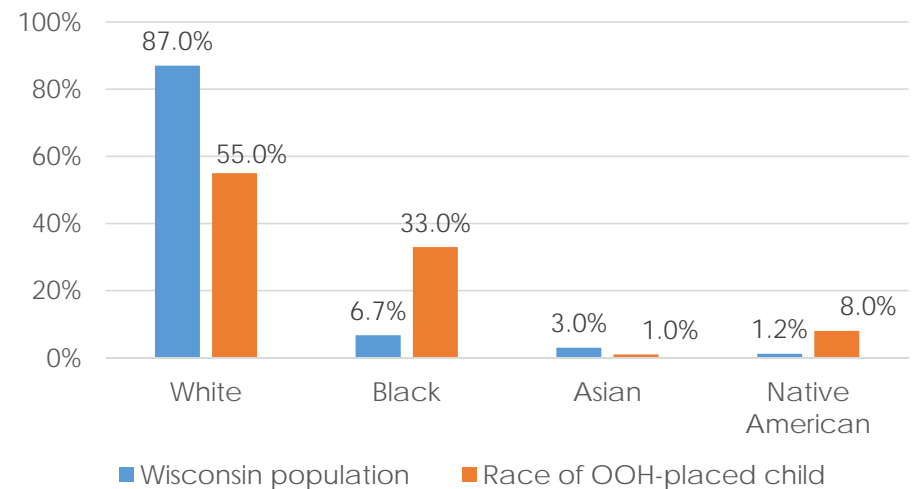


## OUT OF HOME (OOH) CARE DATA 6/1/2021 – MARATHON COUNTY AND STATE OF WISCONSIN

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 <sup>33</sup>
  - 3,668 MALE
  - 3,343 FEMALE

# COMPARISON OUT OF HOME CARE DATA

## PORTAGE COUNTY

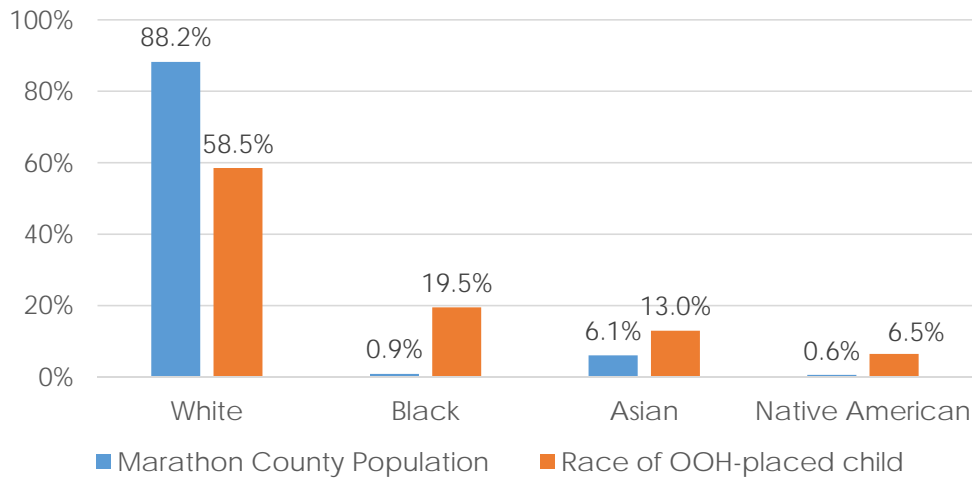
- 92 CHILDREN IN OHC (39F/53M)
  - 70% WHITE
  - 11 % BLACK
  - 10% ASIAN
  - 7% NATIVE
  - 3% UNKNOWN

## WOOD COUNTY

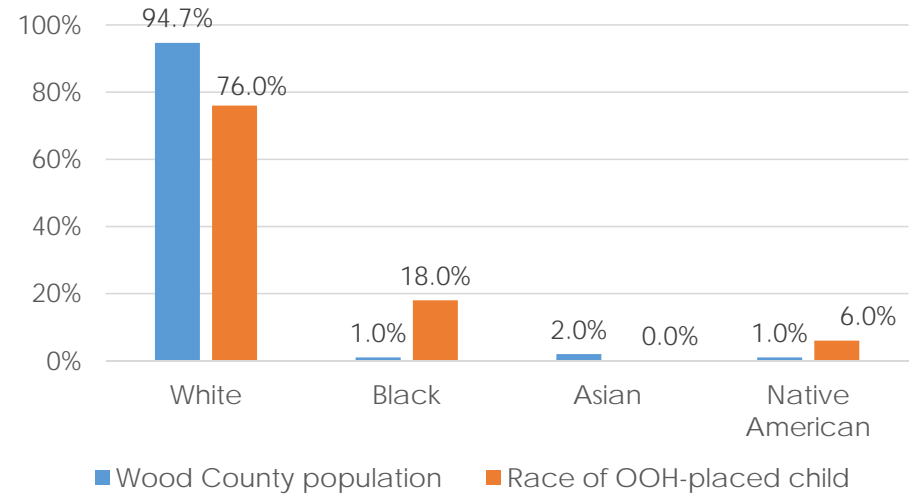
- 126 CHILDREN IN OHC (52F/74M)
  - 76% WHITE
  - 18% BLACK
  - 6% NATIVE

# 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



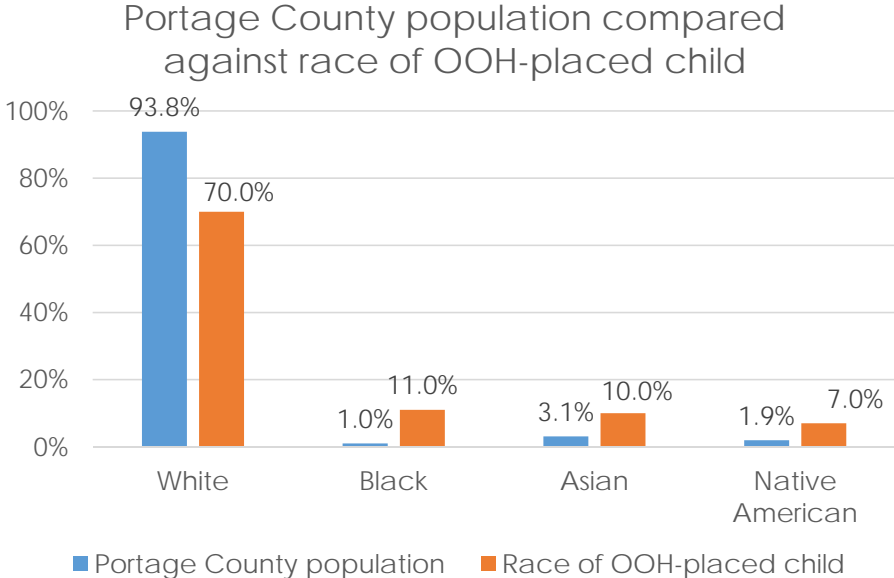
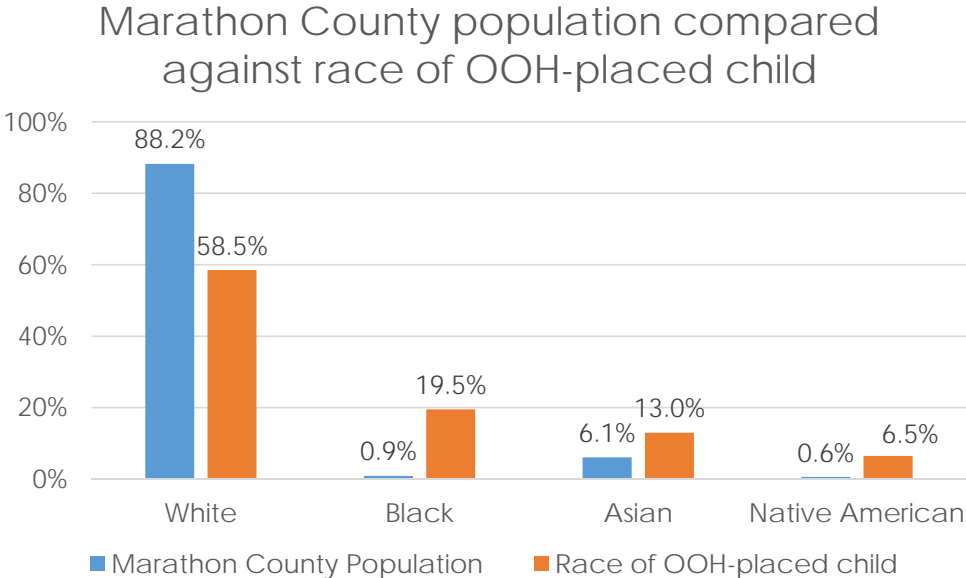
Wood County population compared against race of OOH-placed child



- 200 CHILDREN IN PLACEMENT
  - 102 MALE
  - 98 FEMALE

- 126 CHILDREN IN PLACEMENT <sup>35</sup>
  - 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 <sup>36</sup>
  - 53 MALE
  - 39 FEMALE

A decorative border of black silhouettes of leaves and small berries, arranged in a curved path around the central text.

WHAT  
COMES  
NEXT?







**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>		<ul style="list-style-type: none"> <li>• Children Youth Family Allocation Methodology workgroup commits to a resulting recommendation by September 2021</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>		<ul style="list-style-type: none"> <li>• Social work discussion on racial disparities occurred in March</li> <li>• Discussions on racial disparities with the SS Board occurred in March and April</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>		<ul style="list-style-type: none"> <li>• County wide Organizational Action Team (COAT) being formed with meetings to occur June – September</li> <li>• DSS action planning in progress May – September</li> </ul>
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"> <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>▪ Technical assistance and support from county leadership and PBB consultants</li> </ul>		<ul style="list-style-type: none"> <li>• Completed new program rankings</li> </ul>

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"> <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>		<ul style="list-style-type: none"> <li>Internal discussions occurring on 5 leadership positions</li> <li>Initial draft to County Administrator by June 3, 2021</li> </ul>
6. 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> </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>		<ul style="list-style-type: none"> <li>Building and site tours</li> <li>Facility Needs Questionnaire</li> <li>First facility plan is complete to begin costing request to county leadership</li> </ul>
7. 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> </ul>	<ul style="list-style-type: none"> <li>Finalizing and implementing a strategic plan will require additional resources and planning in 2021</li> </ul>		<ul style="list-style-type: none"> <li>Strategic Plan for SW section complete</li> <li>Series of facilitated discussions to prepare for FFPSA in progress</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> </ul>	<ul style="list-style-type: none"> <li>Children stay safe with their families</li> <li>Compliance with Family First (FFPSA)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Will report initial outcomes to the Executive Committee in September</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>		<ul style="list-style-type: none"> <li>Performance measures are in place</li> <li>New staff are assigned cases</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> </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>		<ul style="list-style-type: none"> <li>DCF is evaluating a plan to provide support to counties to initiate stakeholder conversations.</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>		<ul style="list-style-type: none"> <li>Recommendation is due June 2021</li> </ul>
8. 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> </ul>	<ul style="list-style-type: none"> <li>Dependent on acceptance of UniverCity project</li> </ul>	<ul style="list-style-type: none"> <li>UniverCity project proposals to include focus on early intervention, truancy</li> </ul>		<ul style="list-style-type: none"> <li>Project was approved and in progress</li> </ul>
9. 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> </ul>	<ul style="list-style-type: none"> <li>Ongoing</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>		<ul style="list-style-type: none"> <li>51 children newly approved for service in 2021</li> <li>Preparing request for new positions in 2022</li> </ul>

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"> <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> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</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>		<ul style="list-style-type: none"> <li>▪ Metrics continue to be met</li> </ul>
11. 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> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</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>		<ul style="list-style-type: none"> <li>• 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</li> </ul>
12. 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> </ul>	<ul style="list-style-type: none"> <li>▪ Complete evaluation in January-February 2021</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>		<ul style="list-style-type: none"> <li>▪ Initial review of data was conducted, more information is being sought. No recommendations for restructure at this time.</li> </ul>
13. 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> </ul>	<ul style="list-style-type: none"> <li>▪ Throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects need to be in scope and achievable</li> </ul>		<ul style="list-style-type: none"> <li>• Child Support – Bond forfeiture process with legal system partners</li> <li>• Economic Support – New worker training and mentor using QC data</li> <li>• Economic Support- Development of Long Term Care team work assignment and scheduling of duties</li> </ul>



APPENDIX B  
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: 05/26/2021

Position Requested: Social Work  
(If unsure of classification, indicate "To be determined")

FT  PT  FTE \_\_\_\_\_ %  
Number of Positions: 2

Division Position Will Be Assigned To: Children's Support Services  
(Indicate NA if not applicable)

Projected Start Date of Position: 01/01/2022

Priority Number of This Position: \_\_\_\_\_  
If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

A. Is this position request compatible with the County's mission statement?

Yes, it supports the health and safety of children and families.

B. What is your department's mission statement and how does position support this mission and/or department strategic plan?

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

The Children's Long Term Support (CLTS) program provides Medicaid funded services for children who have substantial limitations in their daily activities and need support and services to remain safely in their home and community. A child's eligibility is based on his or her functional limitations, which includes a physical, developmental or emotional limitation that restricts a child's ability to carry out daily living activities, such as dressing, eating, communicating or mobility. The CLTS program is a voluntary program, funded by the federal and state government. The CLTS program can help pay for supplies, services and supports above and beyond what private health insurance or Medicaid covers. CLTS services and supports are implemented based upon the goals and outcomes that the child and family identify with their social worker. Examples of services and supports that the CLTS program can fund include: home modifications such as a fence for safety or wheel chair ramp, caregiving services such as respite or supportive home care, and adaptive aids such as a service animal or an adaptive bicycle.

In Marathon County, the CLTS program is vital to the support of families, many of which without the assistance would be unable to provide for the care of their children safely.

C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data**. If more than one position of the same classification is being requested, also justify the number requested.

In January 2021, the Wisconsin Department of Health Services (DHS) implemented state-level budget and enrollment administration for the CLTS program, which promotes statewide consistency in access, enrollment, and service planning by funding services at the state level for all enrollments. State-level budgeting ensures waiver program service funding for all enrollments. Through the state budget, DHS has been awarded funds to eliminate the waiting list for children eligible for the CLTS program. DHS will monitor Marathon County's compliance with achieving continuous enrollment for the CLTS program.

Additionally, in October 2021, our agency/the State of Wisconsin is required to comply with the Family First Prevention Services Act (FFPSA). Per the National Conference of State Legislatures, the purpose of

the FFPSA is to “provide enhanced support to children and families and prevent foster care placements through the provision of mental health and substance abuse prevention and treatment services, in-home parent skill-based programs and kinship navigator services.” Funding will be shifted to prevention and services to help keep children safe and supported at home, or in the least restrictive, most family-like, placement possible. The requested social work position/s will support children remaining in their parental home by providing case management services to assist families in accessing a variety of services including but not limited to respite, supportive home care, adaptive aids, daily living skills training and therapeutic services. Additionally, the position/s will support children who are in out of home care transition to lesser restrictive settings and return home more quickly which is a major goal of FFPSA.

Currently, at Marathon County Department of Social Services, there are 14 FTE social workers providing case management to 306 children enrolled in the CLTS program. For calendar years 2018-2020, DSS data indicates that there was an average of 112 new CLTS applications received per year. Of those applications, an average of 80 children (71%) per year were found eligible for CLTS and were added to the waitlist. Based on this data, in order to maintain a no-waitlist/continuous enrollment status, up to 2 FTE social workers will be needed for calendar year 2022. The request is to fill the FTE positions in 2022, based on the evaluated service need.

The caseload blend is a factor in the evaluation of the number of positions needed. Approximately, 33% of the children are projected to be eligible for both CLTS and Comprehensive Community Services (CCS) based on diagnostic and behavioral information, necessitating additional case management time and a corresponding smaller case ratio.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

The increased position hours will benefit children with disabilities, and their families, by providing case management services, which will assist the families in accessing supports and services to support their children remaining in their home and community. Services include, but are not limited to respite care, supportive home care, adaptive aids, daily living skills training and therapeutic services.

- E. Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

Elimination of the waiting list and maintaining a continuous enrollment status is required by DHS. Case management is a required and essential service, which needs to be provided by a specialized case manager/social worker. Contracting out the case management function is not in the county’s best interest due to cost and the decreased opportunity for service collaboration for children and families who have higher needs that the county must provide for such as Child Protective Services (CPS) and Youth Justice (YJ).

- F. What will be the effect if the proposed position is not created?

Marathon County will not be in compliance with the directive of the Department of Health Services.

Children with disabilities and their families may not have access to supports and services to assist the child with remaining safely in their home and community, or children may not be able to transition to a community setting from a high-cost/restrictive placement.

- F. What criteria will you use to monitor the effectiveness and performance of the position? (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc?)

In CLTS, we monitor the safety of children compared to abuse/neglect reports and strive to eliminate out of home care for this population. DHS implemented a state-level budget for all CLTS enrollments.

### III. SPECIFIC DUTIES OF NEW POSITION

- A. List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.

The specific duties will be providing ongoing case management services to children with disabilities.

- B. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

The CLTS program partners with agencies such as the ADRC of Central Wisconsin, the Health Department, and Birth to Three, and others for complimentary services. CLTS is a separate and discreet program for children. Therefore, there are no other county departments that can meet this need.

- C. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

The CLTS case management is provided by DSS and will continue. The current staff capacity is not sufficient to maintain a no-waitlist/continuous enrollment status.

#### IV. POSITION COSTS AND FUNDING SOURCES

- A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.)

The total estimated position cost (see attached worksheet) for two social workers at mid-point is **\$206,990 annually- based on 2021 expenditures**. The actual costs of the positions will need to reflect 2022 wages and benefits. Also note that the current estimate is higher than the actual cost is likely to be, as social workers are not generally hired at the control point wage, which was utilized for this estimate, and this also assumes family benefit coverage, when single coverage may apply. Included in the costs are anticipated mileage and training of \$8,000. Startup costs for the position can be funded through the CLTS administrative allocation, Children's CCOP risk reserve and Department of Health Services funded basic county allocation.

- B. Explain specifically how position will be funded.

Amount of County tax levy:                   \$0                   % of total costs:           0%          

Amount of any outside funding:                   \$206,990                   % of total costs:           100%          

Source of outside funding:           Billable Case Management and DHS Allocation          

Length of outside funding:           Continuing          

Likelihood of funding renewal:           High          

Would this outside funding be used to offset the levy if not used for this position?           No          

- C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

Yes, a portion of agency management, support and overhead will be allocated to this funding source as well to assist in drawing down additional revenues. Child Protective Services and Youth Justice expenditures are likely to decrease as CLTS supports children returning to the community from higher level placements.

- D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

Yes, the CLTS program assists children in remaining in their homes and in our community instead of being placed in high-cost out-of-home placements outside of our community. The county is financially responsible for the cost of out-of-home placements ordered by the court.

- E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain.

No.

V. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

The Social Services Board will review the position at their June meeting.

NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.

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Signature of Supervisor/Manager Completing Request

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Date

Vicki Tylka

5/26/2021

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Department Head Signature

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Date

Children's Long Term Support /Comprehensive Community Services

Social Worker

CLTS = 50% / CCS = 50%

For Calendar Year 2021

**100% FTE**

Item	2021 Proposed Rates	Mid-Point
Salary		\$65,116
Health - Family	\$1,963	\$23,556
Dental - Family	\$62	\$744
FICA Retirement Rate	6.20%	\$4,037
FICA Medicare Rate	1.45%	\$944
Unemployment Insurance	0.10%	\$65
Retirement - Employer	6.75%	\$4,395
Worker's Comp - SW Municipal	0.98%	\$638
PEHP	\$21	\$546
<b>Total Estimated Cost</b>		\$99,495
<b>One SW Position Requested</b>		\$99,495
<b>Staff Travel and Training Costs</b>		\$4,000
Total Costs - One SW Position		\$103,495
Revenues - CLTS Case Management	\$ 51,390	
Revenues - CCS Case Management*	\$ 34,768	\$86,158
Expenses in Excess of Revenues		\$17,337
Excess Expense to be Covered By CLTS Admin Allocation, BCA, or CCOP		\$17,337
Tax Levy		\$0

\*If employee possesses a Master's Degree, the Case Management Revenue can be increased; 10% fee for billing assessed by NCHC for CCS billing

Annual Estimated Revenues after Year One = \$129,236