

Marathon County Child Welfare  
Housing Collaborative and  
Demonstration Project

# Family Keys

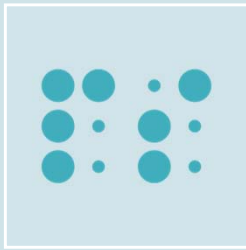
- Overview Presentation  
June 2022



# Family First Prevention Services Act

- Federal law with financial incentives
- Decrease out of home care days = children belong with their parents
- System change is underway
  - Long term projects and one-time opportunities
  - Department of Children and Families
  - Marathon County Department of Social Services

# Basic Needs Support



10% of children are removed from their homes due to unsafe and inadequate housing and no other viable options



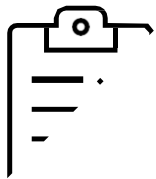
Our Vision of Success:

Adequate and safe housing is available to all families, so that lack of such is never a barrier to parents being able to care for their children.

# Goals and Outcomes of Family Keys

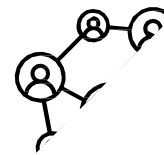
- **Collaborative and participatory:** Department of Children and Families facilitated, but county-led and co-designed so that we meet the most relevant local needs
- **Flexible and iterative:** early release of funds, shared structure but with local differences in implementation
- **At the intersection of child welfare & housing:** Helping families stay together when housing is a key barrier, and they are engaged with Child Protective Services/Child Welfare
- **Resulting in a proof of concept** for how to address housing at the intersection of child welfare (keeping families together)

# Who is Involved



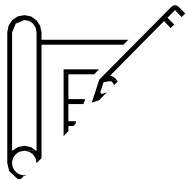
## County Teams

Understand local needs and collaborate on vetting and day-to-day implementation of program. Document and monitor progress.



## Department of Children and Families Team + Liaisons

Facilitate overall progress, support county teams in project execution, create connections across counties



## Root

Umbrella project management for DCF team, facilitate co-design sessions involving county team, lead in the creation of communications plans.



## Casey Family Programs

Act as a project partner in highlighting resources, expertise and shared connections.

# Family Keys Overview

- Project Design and Long - Term Demonstration
- Successes and Failures – consideration for replication of what works across the state
- Short Term – Marathon County
  - Transitional Housing for Child Welfare Families
  - \$327,100 grant – 2-year grant
    - Rent, utilities, furnishings
    - Case management position is key to help families locate more permanent housing
    - **Families gain experience in successful tenancy**
    - Target date of July 2022

# Our Team's Roles

Role	Responsibilities
<b>Project Sponsor / Leadership Oversight</b>	<ul style="list-style-type: none"> <li>• Updated on and reviews progress</li> <li>• Sign-off on key decisions and design</li> <li>• Support facilitation of funds/services</li> <li>• Take part in key engagement activities</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Point person to own and execute on next steps</li> <li>• Maintains project momentum and progress</li> <li>• Upon implementation: monitor, report, serve as a point-of-contact</li> </ul>
<b>DCF Liaison</b>	<ul style="list-style-type: none"> <li>• Facilitates overall direction and maintains connections with what is being done in other pilot counties</li> </ul>
<b>Lived Experience</b>	<ul style="list-style-type: none"> <li>• Keeps lived experience voice at the center</li> <li>• Supports project design and engagement</li> </ul>
<b>Child Welfare Expert</b>	<ul style="list-style-type: none"> <li>• Brings expertise in how to understand, engage and support child welfare professionals + understands family needs</li> </ul>
<b>Housing Expert</b>	<ul style="list-style-type: none"> <li>• Brings expertise in current housing programs with knowledge of how to implement and design housing solutions</li> </ul>
<b>Health Expert</b>	<ul style="list-style-type: none"> <li>• Brings expertise in current health programs, services, and gaps as they intersect with families</li> </ul>
<b>Local Champion(s)</b>	<ul style="list-style-type: none"> <li>• Has strong connections within communities</li> <li>• Engages community + informs communications approach</li> <li>• Helps facilitate collaboration with key external stakeholders</li> </ul>

# Our partners

## Team:

- Brian Gumness, B A and Esther Greenheck Foundation
- Ben Lee, United Way
- Laura Scudiere, Health Dept
- Diane Sennholz, North Central Community Action Program
- Social Services:
  - Christa Jensen
  - Mike Nelson
  - Stephanie Breitenfeldt
  - Vicki Tylka

## In partnership and support:

- Local landlord
- Saint Vincent De Paul
- Wausau Police Department
- City of Wausau
- ... More to come





**“There is no power for  
change greater than a  
community discovering  
what it cares about.”**







**Margaret J. Wheatley**







## DEPARTMENT OF SOCIAL SERVICES 2022 WORK PLAN Update June 2022

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

Activity	Actions	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-facilitator of Organizational Effectiveness project on action planning for services for youth with complex needs</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>▪ Re-elected Chair of the Child Abuse and Neglect Prevention Board</li> <li>▪ Organizational Effectiveness project has resulted in creation of workgroups 1. Demonstration project for residential facility and 2. Flexibility in foster parenting</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>▪ Social Work Section Work Plan includes specific actions: continued staff discussions, connections with diverse community groups, intrinsic bias awareness</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> <li>▪ Activities are assigned over the first 6 months of the year for evaluation and completion</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>• Continued discussion in social work units</li> <li>• All staff meetings to explore implicit bias planned for late summer</li> <li>• All social workers attend Ethics and Boundary training, focus on implicit bias in 2022</li> </ul>
3. A) Provide support to county wide organizational culture process improvements  B) Implement robust action plans at DSS to continue strong culture	<ul style="list-style-type: none"> <li>▪ County wide Organizational Action Team (COAT) COATS 1.0 – 3.0 resulted in specific goals and strategies to be developed first quarter 2022.</li> <li>▪ Revision of Crucial Conversations communication training with all DSS teams</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>▪ Next Survey to occur in March 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adequate time to devote to project</li> </ul>		<ul style="list-style-type: none"> <li>• Director is resource support for strategy – employee diagonal slice conversations.</li> <li>• Pilot discussion was successful, two sessions scheduled June 2022</li> <li>• Next topic to be moved forward in fall 2022</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>• On hold</li> </ul>

Activity	Actions	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
5. Prepare for DSS move to Marathon County – Lake View Drive facility	<ul style="list-style-type: none"> <li>Initial building plan in place, keeping all staff aware</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Building move planned for 1<sup>st</sup> quarter of 2023</li> </ul>	<ul style="list-style-type: none"> <li>Need to partner with FCM and County Administration</li> </ul>		<ul style="list-style-type: none"> <li>Demolition is occurring, moving to details of building needs, and Rise Up Mural planning for lobby and family visitation room</li> </ul>
6. 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> <li>Request for 2023 new position – Family Engagement Specialist</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>Decreasing out of home care days require system support – crisis stabilization, youth shelter, safety services</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>SW section workplan contains significant strategies in the categories of: Staff, resources, services, training</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> </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>Targeted review of children in out of home care for 9 months or longer with corresponding prioritization to move forward to permanence</li> <li>14 children's cases in process to permanence through adoption or guardianship as of June 2022</li> <li>Judicial Engagement Team focus on moving cases through court</li> </ul>
b. Family Keys Housing Collaborative	<ul style="list-style-type: none"> <li>Received grant to demonstrate project of transitional housing for child welfare families</li> </ul>	<ul style="list-style-type: none"> <li>Reduce out of home care days due to unsafe or inadequate housing</li> </ul>	<ul style="list-style-type: none"> <li>May 2022 – continuing</li> </ul>	<ul style="list-style-type: none"> <li>Partnership support, internal capacity, case management position to be hired</li> </ul>		<ul style="list-style-type: none"> <li>Received \$327, 100 for project, plan to implement in July 2022</li> </ul>
c. Involve child welfare partners, stakeholders, and decision makers about the Family First Prevention Services Act	<ul style="list-style-type: none"> <li>Upon completion of change management tools from DCF, create a community wide informational and partnership strategy</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>Throughout 2022</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>Update partners (NCHC, LE, Women's Community) and county committees when applicable</li> <li>Supported DCF in evaluation and creation of educational plan – to be finalized (date unknown)</li> </ul>
7. Contribute to Objective 3.3 Strategic Plan - Youth Justice impacts	<ul style="list-style-type: none"> <li>Implementation of diversion programs</li> <li>Recommendations: Communication improvements, Early Truancy Prevention, Motivational Interviewing to be evaluated in 2022</li> <li>Pilot program in place with 2 schools to address parental follow up on school attendance</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> <li>Challenges with participation in focus groups at school level</li> </ul>		<ul style="list-style-type: none"> <li>Limited progress made due to lack of success in focus groups</li> <li>Recommendations for elementary school such as motivational interviewing and texting students will be shared with target school personnel.</li> </ul>

Activity	Actions	Outcomes	Time Line	Dependencies	Progress Indicator	Progress Description
8. 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>• Substantially compliant with assessments and implementation of startup of services; program continues to expand.</li> </ul>
9. 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> <li>▪ New software system for call center requires adjustments</li> </ul>		<ul style="list-style-type: none"> <li>• Performance is in acceptable range as duties and case load is increasing</li> </ul>
10. Demonstrate positive outcomes for Child Support participants of the ELEVATE grant program	<ul style="list-style-type: none"> <li>▪ Enrolled 180 individuals in the program at year end 2021</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>• Authored an article for Central Times</li> <li>• Enrollment targets are met</li> <li>• Case management time added</li> </ul>
11. 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> <li>▪ Child Support – Bond forfeiture process with legal system partners</li> <li>▪ Economic Support- Development of Long Term Care team work assignment and scheduling of duties</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>



## New / Expanded Position Request Form

**Department:** Department of Social Services

**Requested by:** Vicki Tylka

**Nature of Request (mark one)**

Create/Add a position(s) in the department

**Number of Positions:** 1 FTE

Create and abolish a current position

Expand/change FTE of a current position

Current FTE: [Click or tap here to enter text.](#) New FTE: Social Worker

Other: [Click or tap here to enter text.](#)

**Classification Title/Working Title:** Social Service Professional **DBM:** C42

*(If unsure of classification or DBM list TBD "to be determined")*

**Attach:**  Job description of requested position **-OR-**  Position Description Questionnaire (PDQ)

**Summarize the major functions of the proposed position:** The Family Engagement Specialist (FES) works directly with families that are involved with Marathon County's child welfare system. This position will be key in locating relatives and like-kin support for children and caregivers by completing an in-depth relative search including data mining, and directly contacting natural support systems. The FES will encourage families to be actively involved in the child's life and to be full partners in achieving permanency for the child. To do so, they will have the skills and knowledge to explain the permanency process and ensure families have information to make well-informed decisions to support the children and family. They will coordinate and facilitate both virtual and in-person family centered meetings to assist in building bridges between families and enrich the family's participation to support child safety, permanence, and connections with the child. They partner with social workers who provide case management and court related services to the same families.

**Please indicate:**  FT or  PT

**Hours per pay period:** 80

**Start Date:**  2023 Budget Year (01/08/2023) **-OR-**  **Projected Start Date:** [Click or tap here to enter text.](#)

**Reason for Request/Justification:**

*(Reason for the new position or expanded FTE. Describe the need for this position including the benefit to the department/county if this position is filled and the negative impact if not filled.)*

This position is being created to support Marathon County's compliance with the Federal Family First Prevention Services Act (FFPSA) that went into effect in October 2020. The purpose of FFPSA is to reduce the number of days children are in out of home care, and to ensure children are placed with relatives when placements are needed. FFPSA is intended to be an early intervention model and represents a significant shift from the traditional mindset related to the child welfare system. To accomplish this, federal IV-E funding which is currently the primary source of funding for out of home care, will be shifted to prevention and services to help keep children safe and supported at home. Child Welfare agencies need to adapt the way services are provided to decrease the number of out of home care days, commensurate with available funding. This position will be key in providing additional support to locating relatives and like-kin support for children and caregivers, to divert placement in foster care while supporting relative placements, and/or support the return of the child to the parental home due to the creation of natural support systems. Furthermore, this position may help reduce costs in other contracted service areas for supervised visitation program, transportation, and



## New / Expanded Position Request Form

home safety services checks. Providing this support, dollars are not only saved in out of home care costs, but it provides for an improved quality of life for children and families in our community.

Several other counties have found success in utilizing a similar position, reporting reduced out of home care days. In some cases, relatives were able to provide higher levels of placement stability than foster homes and they identified children who would have otherwise been placed in a residential level setting were able to be maintained by having the extra support of the family engagement specialist. Their experience showed that families generally engaged sooner in discussions to identify potential relative support options with the Family Engagement Specialist than they did with the Child Protective Services worker due to the trust level they were able to establish. Placement stability was increased for children served by this program; and they experienced reduced out of home care days by both preventing provider placements and returning children home sooner.

**COSTING:** **What is the anticipated total cost of this position:** [Click or tap here to enter text.](#)  
*(Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs. If you need assistance in calculating cost, contact Employee Resource for salary and benefits.)*

C42 New Position Costing

Social Worker

Item	2022 Rates	Control-Point
<b>Annual Salary C42</b>		\$65,116
Health - Family	\$2,032.31	\$24,388
Dental - Family	\$65.86	\$790
FICA Retirement Rate	6.20%	\$4,037
FICA Medicare Rate	1.45%	\$944
Unemployment Insurance	0.10%	\$65
Retirement - Employer	6.50%	\$4,233
Worker's Comp - Municipal	1.18%	\$39
PEHP	\$21	\$546
<b>Total Estimated Cost 1.0 FTE</b>		<b>\$100,158</b>

**Please list additional costs anticipated:** [Click or tap here to enter text.](#)

**FUNDING:** **Please explain how the position will be funded:**

It is anticipated that the position will result in reduced out of home care days and corresponding costs. The position will be funded by reinvesting funds from the Children Families Allocation (CFA) of the Basic County Allocation from out of home care costs to support this position. It is anticipated that the savings will be greater than the cost of the position and result in cost savings in future years and possible expansion of the position.



## New / Expanded Position Request Form

If feasible, ARPA funds could be used in 2023 to support the roll out of this position and allow for demonstration of cost savings in the out of home care budget.

County tax levy: Click or tap here to enter text.      % Of total costs: Click or tap here to enter text.

**Outside funding:** The position is classified as a Social Services Professional For calendar year 2023, the total maximum estimated position cost for this position at mid-point is \$100,158 (including salary and fringe). Additionally, this estimate assumes family benefit coverage. Included in the costs are anticipated mileage and training. Funding for this program will be allocated from the Department of Children and Families Basic County Allocation (BCA) in the DSS budget to comply with Federal Family First Prevention Services Act      % Of total costs: 100%

Source and length of outside funding:.

### Will this request require NEW funding in 2023 or current year?

**YES**, take to Committee of Jurisdiction / HR Finance Committee / County Board-  
Annual Fiscal Impact (full year): Click or tap here to enter text.

**If midyear:** Estimated cost for remainder of 2022: Click or tap here to enter text.

**\*\*\*\*Requestor should prepare Resolution Draft to share with Committees at this time.**

**NO** Request may be taken to committee before 2023 Budget Process.  
Discuss with Employee Resource Director and County Administrator.

**Please attach any additional supporting documentation such as full job description, costing, or proposed change to organization chart.**

**Requested by:** Vicki Tylka

**Date:** 5/23/2022

**Department Approval:** Click or tap here to enter text.

**Date:** Click or tap here to enter text.

Completed request should be forwarded to Employee Resources: Molly Adzic, Boly Vang and Sue Fox