

2019 WORK PLAN - CYF

1. Plan for and manage transitions in funding and programs.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
1 a.	Implementation of 1 new CYF Division Youth Justice Supervisor	Identified CYF areas of need are inclusive of but not limited to: <ul style="list-style-type: none"> ▪ Building and supporting more community partnerships to respond to the needs of families and communities. ▪ Alignments to meet emerging and/or existing client needs. ▪ Improving and increasing access to resources/services and helping children, youth and families navigate service systems. ▪ Improvement of delegation of cases management and unit needs. ▪ Encouraging and aligning children, youth and family-service systems to ensure a continuum of care. ▪ Unit sizes larger than desired. 	The DCDHS CYF Division will propose allocated funds and approval of 1 new supervisor positions. The supervisor will be in Youth Justice.	<ul style="list-style-type: none"> ▪ Supervisor position consultation meetings with CYF Division Managers, Supervisors and staff. ▪ In coordination with the CYF Staff Development Manager and Employee Relations develop position descriptions that include performance related expectations and duties as required in various areas. 	<ul style="list-style-type: none"> ▪ Improved supervisory ratios, which will allow supervisors more time for spot checks of worker performance, training needs, and tasks thus improving overall quality. ▪ Improvement in required metrics in placement stability and re-entry to care. ▪ Increased retention and hire of staff of color – We work hard to recruit staff of color and we need better supervisory ratios in order to keep them. ▪ Implementation of new unit. 	Division Administrator, Nancy Ortegon Johnson, Ander Johnson December 2019	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
1 b.	Expansion of Immigration Affairs Specialist (IAS) services reclass of existing position and Addition of a social worker and or program leader.	<ul style="list-style-type: none"> ▪ From late 2017 to current, the nature and scope of the accountabilities of the IAS position have increased dramatically well beyond what was anticipated. ▪ Given recent activities by ICE and other significant needs, the caseload has moved from an average of 20 cases to 40 to 50 cases. ▪ Over the next year, we believe cases will be more complex involving multiple transactions with caseloads potentially going well beyond our current capacity to respond. ▪ Currently, from a case management standpoint, the County is the primary responder with regard to case management activity and flexes wrap resources. 	Provides outreach to organizations that support immigrant communities on how to navigate county services, including but not limited to those services provided through the Department of Human Services, Schools, Dane County UW Health, Public Health Madison and Dane County, and a variety of other stakeholders including the Immigration Assistance Collaborative.	<ul style="list-style-type: none"> ▪ In coordination with the CYF Staff Development Manager and Employee Relations develop position description for reclassification of the current Immigration Affairs Specialist to supervisor ▪ Addition of an Immigration Affairs Social Worker and or program leader ▪ Reallocation of case management with additional staff 	<ul style="list-style-type: none"> ▪ Increased number of response to caseload ▪ A supervisor and a social worker will be required/hired ▪ The singular position will evolve into the Immigration Affairs Unit. 	Division Administrator, Nancy Ortegon-Johnson, Ron Chance and other Managers December 2019	

3. Improve outcomes for people of color and other cultures.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target	Tactics to Close the Gap (How do we get there?)	Measures of Success	Lead Staff Responsible	Progress December 2019
---	-----------------	---------------------------------------	---------------	--	---------------------	------------------------	---------------------------

2019 WORK PLAN - CYF

<p>3 a. Provide effective services to children, youth, and families of color and/or other cultures</p>	<ul style="list-style-type: none"> ▪ Youth of color are disproportionately formally treated in the Youth Justice system. ▪ Children/youth/families of color are disproportionately represented in out-of-home-care (OHC). ▪ Children of color in OHC placements have longer lengths of stay than other children. ▪ Staff diversity reflects that of the community but not that of consumers. ▪ Staffs with non-English language capacities do not always meet needs. 	<ul style="list-style-type: none"> ▪ Youths of color are treated on informal / deferred prosecution agreement (DPA) basis whenever appropriate. ▪ Decreased disproportionality of children of color in OHC. ▪ Diverse staff capable of meeting needs of consumers. 	<ul style="list-style-type: none"> ▪ Require culturally competent services from providers. ▪ Continue support for Court Diversion Unit (CDU). ▪ Study causes of increased lengths of stay in OHC for children of color and develop strategies to address causes. ▪ Continue active recruitment of minority OHC providers. ▪ Support appropriate training programs for foster parents; require participation. ▪ Increase staff diversity and language capacities by means of special /other recruitment tactics. ▪ Support cultural competency training for staff; require participation. 	<ul style="list-style-type: none"> ▪ Culturally-competent services are contractually required of all providers. ▪ CDU staff will serve increased numbers of youths of color as %age of all those served via DPAs in 2019. ▪ The Relative Rate Index (RRI; a disproportionality index) for children/youth of color in placement decreases in 2019 over 2018. ▪ The number of youths of color placed in Corrections will not exceed a baseline of 28.0 (5-yr, 2012-16 average). ▪ Staff will increase in diversity by at least one staff person in 2019. ▪ Staff with language capacities will increase by at least one in 2019. ▪ Foster homes of color/culture will increase by at least one in 2019. 	<p>Division Administrator; all CYF managers</p> <p>December 2019</p>	
<p># Initiative Area</p>	<p>Current Status (Where are we now?)</p>	<p>Chosen Target (Where do we want to be?)</p>	<p>Tactics to Close the Gap (How do we get there?)</p>	<p>Measures of Success (How will we know we're there?)</p>	<p>Lead Staff Responsible (Who? By When?)</p>	<p>Progress December 2019</p>
<p>3 b. Maintain/expand Community Restorative Court (CRC) initiative for young adults</p>	<p>The County has created a CRC To serve as an alternative to formal prosecution of adult's ages 17-24 who may be charged with certain law offenses. Prosecution of low-level offenses results in disproportionate numbers of young persons of color in the formal court system. South Madison was selected as the first CRC area.</p>	<ul style="list-style-type: none"> ▪ A functional and effective CRC in 2019 ▪ Expanded pool of participants ▪ Improved staff resources. 	<ul style="list-style-type: none"> ▪ Restrict participation to originally-identified offender groups. ▪ Expand services from Phase I offenders/respondents (no adult convictions or pending charges) to include Phase II offenders/ respondents (previous convictions and pending charges). ▪ Staff management of service to residents of other communities. ▪ Continue to identify and develop resources for 	<ul style="list-style-type: none"> ▪ Average caseload is 30-36. ▪ Maintain increased caseload of new communities that were added in 2018. ▪ Program Leader is hired in 2019. ▪ 75% of participants successfully complete terms of agreements and avoid formal prosecution. ▪ 75% of peacemakers are maintained. 	<p>Division Administrator, Ron Chance; other managers</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

4. Assess and implement evidence-based service delivery models.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
4.a.	Expand, maintain or introduce use of evidence-based practices (EBPs) in CPS, YJ, Alt Care, and other Division systems and across purchased services as well.	As of 1/11/18, 86% of the current CPS Ongoing Social Workers have attended Motivational Interviewing (MI) training. Supervisors are addressing barriers with the remaining social workers.	EBPs are adopted and utilized whenever feasible in Division practice.	<ul style="list-style-type: none"> ▪ Train all CPS - ongoing services social workers in (Motivational Interviewing) MI technique. ▪ Continue incorporation of EBPs, Carey Guides, "BriefCases") into YJ staff daily casework. ▪ Staff is self –trained to navigate the updated e-WiSACWIS database. ▪ YJ will transition to the statewide implemented YASI assessment. The Youth Assessment and Screening Instrument (YASI™) is an innovative model that assesses risk, needs and protective factors in youth populations. ▪ CYF Staff will be trained in T-Care (TARGET (Trauma Affect Regulation: Guide for Education and Therapy)), a Trauma Informed Care practice designed to enhance service delivery to children and youth exposed to traumatic events. 	<ul style="list-style-type: none"> ▪ 75% of trained staff will demonstrate proficiency in MI. ▪ CPS case outcomes in areas of re-entries and lengths-of-stay in OHC will show improvements. ▪ YJ case outcomes in areas of disproportionate minority contact (DMC), re-entries, and lengths of stay in OHC will show improvements. ▪ YJ staff will be fluent in YASI and with an effective transition. ▪ Staff will effectively be trained to utilize T-Care effectively with clients and CYF will have a trained facilitator. 	Division Administrator, all CYF Managers December 2019	

2019 WORK PLAN - CYF

5. Assess and enhance the Department’s service outcomes.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 a.	Out-of-home care (OHC)	<p>OHC utilization levels are very satisfactory. However, pressures mount as treatment needs increase and State resources decrease. Data shows that children are more stable when placed with relatives.</p> <p>The 2018 Average daily population of Court Ordered Out of Home Placements decreased by 6.5% compared to 2017. Foster Care ADPs: 2017 – 255.4; 2018 238.1 Group Home ADPs: 2017 – 7.9; 2018 – 6.6 Residential Care Center ADPs 2017 – 21; 2018 21.3 Juvenile Corrections: 2017-11.5; 2018- 10.6</p> <p>Out of state (OOS) RCCs in 2018. Usage of OOS-RCC for 2017 and 2018 to use the ADP is a good comparison as well as the unique number of youth. For 2017, 8 unique youth were served by OOS-RCC’s with an ADP of 5.7. In 2018, 12 unique youth were served with an ADP of 6.0.</p> <p>Licensed Relative Caregivers: 17 – a significant decrease but several caregivers created permanence for their kin by becoming Subsidized Guardians.</p> <p>Relative Placements: This number is static despite the lower number of licensed kin owing to placement of sibling groups.</p>	<ul style="list-style-type: none"> ▪ Maintain alt care utilization (Average Daily Population - ADP totals) at current levels (or better). ▪ Maintain institutional numbers (Residential Care Center -RCC + Department of Corrections - DOC ADP totals) at current levels (or better). ▪ Develop and utilize satisfactory local approaches/alternatives to meet needs. 	<ul style="list-style-type: none"> ▪ Maintain community-based services at satisfactory levels (see 5b/next). ▪ Explore local approaches/alternatives to out-of-State treatment providers. ▪ Require training of foster parents to enhance skills to maintain placements. ▪ Increase recruitment and licensure of relative caregivers. 	<ul style="list-style-type: none"> ▪ OHC utilization (ADP totals) is the same or lower than 2018. ▪ Institutional numbers (ADP totals) are the same or lower than 2018. ▪ Fewer children/youths are placed in out-of-State situations (baseline: 5). ▪ The number of licensed relative caregivers increases by at least one each year. ▪ A minimum of 15 foster parent training offerings are offered. ▪ Increase in the number of relative placements. 	Division Administrator; Marykay Wills; other managers December 2019	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 b.	Community Based Services (CBS; internal and purchased)	<p>The CBS array must be continually reviewed to assure it is meeting changing consumer needs.</p> <p>In the fall of 2018 the Building Bridges School Based Mental Health Program was fully operational in 10 Dane County School Districts and has increased service capacity now serving 468 unique children and their parents annually. Building Bridges School Based Mental Health program is in 18 different elementary and middle schools. The 2017 expansion serves an additional 98 students and their parents/guardians each academic year. Initial program outcomes for the first semester are being tabulated as of this writing, but it appears that the successes of the Building Bridges' program are being seen in these four new school districts. Lastly, the Building Bridges program has completed an extensive Program Logic Model and revision of outcome surveys to ensure consistent program measurement and fidelity in implementation across all school districts.</p>	<ul style="list-style-type: none"> ▪ CBS meet consumer and agency needs. ▪ Possible expansion of Building Bridges to an additional school in 2019. 	<ul style="list-style-type: none"> ▪ Support CBS as alternatives to OHC placements, provide adequate support to these services, maintain continuum of services. ▪ Monitor CBS as to clientele, models, and outcomes; address issues as necessary. ▪ Consider Baker-Tilly recommendations as to support of essential services. ▪ Develop community alternatives to address the need to use out-of-State treatment providers. 	<p>The CBS array will be at 2018 levels or higher with respect to funding and key outcomes: in child protective services (maltreatment recurrence), youth justice (maintaining youth in the community), and mental health (continued development of school-based MH services), AODA (youth receiving Adolescent Alcohol Drug Assessment Intervention Program Services), and alternate care areas (ADPs).</p>	<p>Division Administrator; Marykay Wills, all managers</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 c.	Development of new CYF Lead YJ social worker, social service specialists (SSS) and program leader (PL) positions in 2019	<ul style="list-style-type: none"> ▪ Lead Social Workers do not exist. ▪ Budgeted as a new initiative in the 2019 budget. ▪ Currently back-up for supervisors is inconsistent and random. 	<ul style="list-style-type: none"> ▪ Lead Social Workers, and PL in the YJ, Assessment and Ongoing Units to provide training and mentoring to new social workers and program leaders. ▪ The SSS Lead Worker will provide support to CPS Assessment and Ongoing Units to provide training and mentoring to new social workers and staff are in CPS assessment and ongoing.. 	<ul style="list-style-type: none"> ▪ Lead Worker position consultation meetings with Employee Group. ▪ In coordination with the Staff Development Manager and CPS Supervisors Performs related duties as required. ▪ Consultation with Staff Development Manager and Employee Relations of designation of duties above those of standard social worker duties. ▪ Recruit for the lead social worker positions 	<ul style="list-style-type: none"> ▪ The number of lead workers added in 2019. ▪ Training for new and existing staff. ▪ Implementation of a formal peer-support system in YP and continuation in CPS units. 	Division Administrator, Julie Ahnen, Andre Johnson, Nancy Ortegon-Johnson. Other Managers December 2019	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 d.	<p>Prevention and Early Intervention (P/EI) and Youth Development (YD)</p> <p>Re-compete for three year funding of PASS-AmeriCorps</p>	<p>CYF devotes significant monies to P/EI and YD services. These are recognized as essential elements of the continuum, but they face budget cuts. The Prevention Services Manager will have more capacity to address P/EI and YD issues in 2018 owing to restoration of original job functions.</p> <p>In 2018, the PASS AmeriCorps program continued to serve middle and high school students by members providing literacy tutoring and running after school/extended learning programs. PASS completed an impact evaluation through the Wisconsin Center for Education Research finding that students who participate in AmeriCorps supported extended learning programs (ELP) attend more days of school and demonstrate a higher rate of attendance at a 99% level of significance than a similar cohort who does not participate in ELP.</p> <p>CAN CCR (Community Coordinated Response) redesign and community roll out CYF is serving on PEI and school CAN CCR sub-committees. PASS AmeriCorps members continue to impact the community with 2017-18 analysis again indicating statistically significant school attendance rates for its youth participants. The Youth Commission completed and published results for the 2018 Dane County Youth Assessment and is planning to host a research conference and publish demographic reports with issue papers in 2019.</p>	<ul style="list-style-type: none"> ▪ CYF will maintain a strong commitment to P/EI services – including strong internal JFF, ECI, and YD programming – in 2018. ▪ Continued improvement of the CAN CCR (Community Coordinated Response) redesign and community roll out 	<ul style="list-style-type: none"> ▪ Review and revamp the Prevention Services Manager position related to the 2017 job restoration. ▪ Support P/EI services commitment in budget process. ▪ Maintain JFF, ECI, and YD programming at current levels; increase if possible. ▪ Maintain AmeriCorps support, funding and redesign of existing PASS programming. 	<ul style="list-style-type: none"> ▪ Maintenance of current internal/ external P/EI programming levels (average 9% of budget over past five years); increase if possible. ▪ Regaining continued three year funding approval of PASS AmeriCorps. 	<p>Division Administrator; Connie Bettin, Ron Chance, all managers</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 e.	Implement Early Childhood Initiative (ECI) – Zones expansion	<p>ECI has created Early Childhood Zones (ECZs) to coordinate home visitation (HV) programming in Leopold (Madison), Sun Prairie, Verona and North Madison. Zones offer employment, housing and training assistance to consumers in collaboration with the various partners.</p> <p>In 2018, roughly half of the NECZ families were referred to and engaged with employment and housing enhancement services. The staff team developed and implemented an NECZ Family Stability Screen. The protocol supports a 2-generation approach, and a plan of action for referral.</p> <p>In 2018, a referral tracking sheet was added to the process so that information about attempts to connect with referred families for intake is captured and shared as staff transitioned into the intake role.</p> <p>In early 2018, a second Early Head Start home visitor was added. She is bi-lingual/bi-cultural Hmong, and she has existing working relationships with Hmong families and Kennedy Heights Community Center, a primary support agency for Hmong families on the Northside</p>	<ul style="list-style-type: none"> ▪ Integrated ECZ programming across partner agencies. ▪ Consumers with satisfactory employment. ▪ Consumers in stable housing. ▪ ECZ with well-formulated performance metrics for purposes of measuring ECZ performance and garnering additional supports. 	<ul style="list-style-type: none"> ▪ Provide orientation and guidance across partners as to ECZ employment component. ▪ Provide orientation and guidance across partners as to ECZ housing component. ▪ Create a single point-of-contact to best match ECZ families with appropriate HV programs. ▪ Define, adopt, and measure ECZ performance metrics. ▪ Policy and procedures are being created to take into consideration the confidentiality needs of programs and families. ▪ NECZ HV programs are referring to education and employment staff. ▪ NECZ staff are working with CAC staff to clearly state expectations around referral and housing case management. 	<ul style="list-style-type: none"> ▪ All ECZ partners refer HV clients to the employment component. ▪ All ECZ partners refer HV clients to the housing component. ▪ ECZ performance metrics are operational. ▪ A coordinated intake system that shows consistency of mission, vision and continuity of services. ▪ EHS worker is hired. ▪ The spreadsheet will be uploaded into the REDCap data base once it becomes available for use in the 1st phase of development in 2019. 	<p>Division Administrator; Ron Chance, others</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 f.	Collaborate with County School Districts as to improved educational outcomes for children and youths in out-of-home-care (OHC)	<ul style="list-style-type: none"> ▪ Child welfare agencies are newly charged with working with Districts as to improving educational outcomes of children in out-of-home-care (OHC). ▪ In 2018, points of contact listed for all 16 school districts. ▪ Instituted MOUs with all 16 school districts, listed roles and responsibilities for best interest determinations and transportation sharing decisions. ▪ In 2018, Dane County's ESSA Point of Contact is Colleen Alvey. Dane has MOUs for ESSA related transportation and coordination with all Dane County met with area school districts to create MOU and processes and meets on other matters as needed. 	<ul style="list-style-type: none"> ▪ A system to collaboratively make "best interest" determinations as to school placements of children in OHC. ▪ A system to collaboratively make transportation decisions for these children is in place. 	<ul style="list-style-type: none"> ▪ Meet with school districts to discuss "best interests" and transportation-responsibilities criteria. ▪ Monitor and revise ongoing mechanisms to make determinations and transportation decisions for children. 	<ul style="list-style-type: none"> ▪ Point of Contact (POC) identified. ▪ Meetings take place for MOUs' continuity. 	Division Administrator; Marykay Wills, other Managers December 2019	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
5 g.	<p>School Justice Partnership: Collaborate with MMSD, YJ Judges, Madison Police Department (MPD) and other communities as to improve educational outcomes to reduction of YJ referrals</p>	<p>The majority of MMSD YJ Referrals are from High Schools. Decreases in the number of YJ referrals from MMSD schools have occurred at both the High School and Middle School levels.</p> <p>This is prevalent with male students of color.</p> <p>MOA for GRIT workers signed in May of 2018. Implementation in High Schools began in September</p> <p>The Youth Justice Innovation Grant was awarded for 250,000 for the School/Youth Justice Partnership. Multidisciplinary collaborations formed with GA delegation, MMSD, YJ Judges, Madison PD, CEOs of Tomorrow, YWCA, 1800 (for mentoring), and United Wat of Dane County and other community stake holders.</p>	<p>A multi-system approach that targets the reasons for disruptive behavior and improves student educational and behavioral outcomes.</p>	<p>2018 Goals of MOA include:</p> <ul style="list-style-type: none"> ▪ Identify stakeholders (MMSD, YJ Judges, and MPD) who will decide the terms of the agreement and how we will gather input from interested stakeholders. ▪ Focus acts: What school related offenses are we not going to refer to the court? ▪ Identify tactics: What accountability measures do we have or can acquire in response to the Focus Acts? ▪ Graduated responses: When do we refer a student to the court? ▪ Quality control: How are we going to monitor intake of referrals for MOA compliance and to measure performance and outcomes? ▪ Intra-agency agreement: How and when will we memorialize our decisions for operational compliance and sustainability? ▪ Post-Agreement work: How will we respond to students' nonresponsive/ traditional responses and require clinicians or others involved services? ▪ Collective impact system: How will stakeholders create an independent backbone agency of public and private 	<ul style="list-style-type: none"> ▪ MOA is completed. ▪ Reduction in YJ referrals and students detained on school offenses. ▪ The number of youths of color referred to the court on school offenses is reduced. ▪ Gradual increase in graduation rates. ▪ Referrals to other community resources and or formal/informal referrals to CYF areas. 	<p>Division Administrator; Andre Johnson, other Managers</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

8. Diversify and maximize revenue streams.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
8 a.	Revenues maximization	<p>CYF leverages significant Medical Assistance, Social Security/SSI, private insurance, and other revenues on behalf of consumers. These monies are used to offset GPR monies; services may be maintained and/or expanded as a result. Additional monies of this sort are desirable at a time of budget constraints.</p> <p>DCF accepted the CPS application to be part of the In-Home Safety Services (IHSS) Program, which will begin in mid-January of 2018. State funds are provided to offset case management and contract service costs for families.</p>	<p>Claim any and all appropriate client associated revenues in 2019.</p> <p>Wisconsin's IHSS Program reduces trauma to children by keeping children safe with their families, providing support and resources to build on family strengths, and preventing future maltreatment.</p>	<ul style="list-style-type: none"> ▪ Continue efforts to maximize MA monies. ▪ Investigate any and all new Federal, State, and private revenue opportunities. ▪ Renew and submit appropriate data and other information for Federal, State, and private applications and/or reporting of continued funding streams/revenues. 	<p>Pursue one or more Federal, State, or private grants in 2019 to support new programming in future years.</p>	<p>Division Administrator; all CYF Managers</p> <p>December 2019</p>	

10. Attract, retain, develop and effectively utilize a diverse workforce.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
10 a.	Based on the outcomes of the Staff Climate Survey the hiring of consultants will occur to implement a long term strategic plan for the CYF Division.	<p>In 2018, CYF engaged in a comprehensive review of Division operations to address some longstanding systemic and structural issues. The first step in this process is to gather structural and systemic data on Division operations. Some of this will be gathered from other internal sources.</p> <p>The Climate Survey was completed in November 2018 including items on Trauma Informed Care (TIC) and Secondary Traumatic Stress (STS). Data is being aggregated and prepared for review on a continual basis with staff participation. The survey was released in draft form in early 2019.</p>	<ul style="list-style-type: none"> ▪ Improve staff retention across the Division and increase job satisfaction. ▪ Improve outcomes for staff, clients, youth and families. ▪ Proactive, responsiveness and data-driven structures that promote staff change agents. ▪ Hire a consulting firm to assist with a long term CYF strategic plan. 	<ul style="list-style-type: none"> ▪ DCDHS IT/Planning & Evaluation staff assists in the development and implementation of the survey instrument and analysis of the results. ▪ Use Survey Monkey. ▪ Seek input from DCDHS Race Committee and Trauma Informed (TI) work groups. ▪ Consulting firm will assist in the query of CYF staff on issues related to morale, Mission/Vision, and the CYF Division culture and climate. 	<ul style="list-style-type: none"> ▪ Review and continually revise CYF staff climate survey. ▪ Utilize survey data to inform and implement CYF structure and culture decisions. ▪ Include survey items identified by Trauma Informed Care (TIC) and Secondary Traumatic Stress (STS) for staff and consulting firm planning purposes. 	<p>Division Administrator, CYF Division</p> <p>December 2019</p>	

2019 WORK PLAN - CYF

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2019
10.b	Diversify CYF workforce; support staff development	<ul style="list-style-type: none"> ▪ The CYF staff is diverse, but the diversity reflects that of the community and not that of consumers. ▪ Staff with non-English language capacities does not always meet the need. ▪ Staff development impacts professionalism, upward movement, and retention. CYF does fair in these areas but attention is necessary for improvement. In 2018: <ul style="list-style-type: none"> ▪ 4 candidates of color were hired ▪ 1 bilingual staff of color was hired. ▪ 2 staff of color left our department ▪ Training monies are limited. State-mandated training demands increase each year. <ul style="list-style-type: none"> ▪ Funding was suspended in 2018 for the Fast Forward grant application started in collaboration with CYF, Madison College and Centro Hispano for minority staff towards college credits and human services certifications. 	<ul style="list-style-type: none"> ▪ Increased numbers of candidates of color in hire processes. ▪ Increased numbers of hires of color in hire processes. ▪ Increased number of hires with non-English language capabilities. ▪ Improved system of fully-sufficient and real-time language assistance services. ▪ Increased retention of staff of color. ▪ Movement of staff of color to management/other positions. ▪ Expanded staff training opportunities. ▪ Reapply for the WI Fast Forward grant application started in collaboration with Centro Hispano and Madison College for minority staff to obtain college credits and human services certifications. 	<ul style="list-style-type: none"> ▪ Seek out likely candidates of color, encourage applications. ▪ Hire well-qualified candidates of color in all instances. ▪ Hire well-qualified candidates with language capabilities in all instances. ▪ Explore/develop improved system of language assistance. ▪ Support staff of color as to retention and movement. ▪ Enhance staff cultural competence as demonstrated in improved outcomes for children and families of color. ▪ Arrange and/or financially support staff training opportunities. 	<ul style="list-style-type: none"> ▪ 2 candidates of color will be hired ▪ 4 bilinguals will be hired. ▪ Staff of color remains in County positions and experience positive movement. ▪ Better outcomes for children and families of color (see initiative 3a.). 	Division Administrator; Nancy Ortegon-Johnson; all other managers December 2019	