



strong families
make a
strong Kansas

**Kansas Department for Children
and Families
2013 Annual Report**

Message from the Secretary

The Kansas Department for Children and Families (DCF) is focused on protecting children and strengthening families. DCF is working to reduce the number of children in state care, providing needed services and a safety net for the most vulnerable Kansans, and concentrating on getting individuals into productive employment. DCF provides these services through its four regions, 38 offices, and 2,500 hard-working employees.

DCF is committed to providing quality services in the most efficient manner, while emphasizing the programs and projects that move DCF toward our objectives. Previous processes and expenditures are being evaluated to ensure programs can meet increasing demands with limited resources.

DCF is building public/private partnerships to help achieve our objectives. DCF is working to integrate community-based organizations into Kansas' vital social services network. These organizations serve as partners in providing beneficial services for strengthening families and our community.



Phyllis Gilmore, Secretary

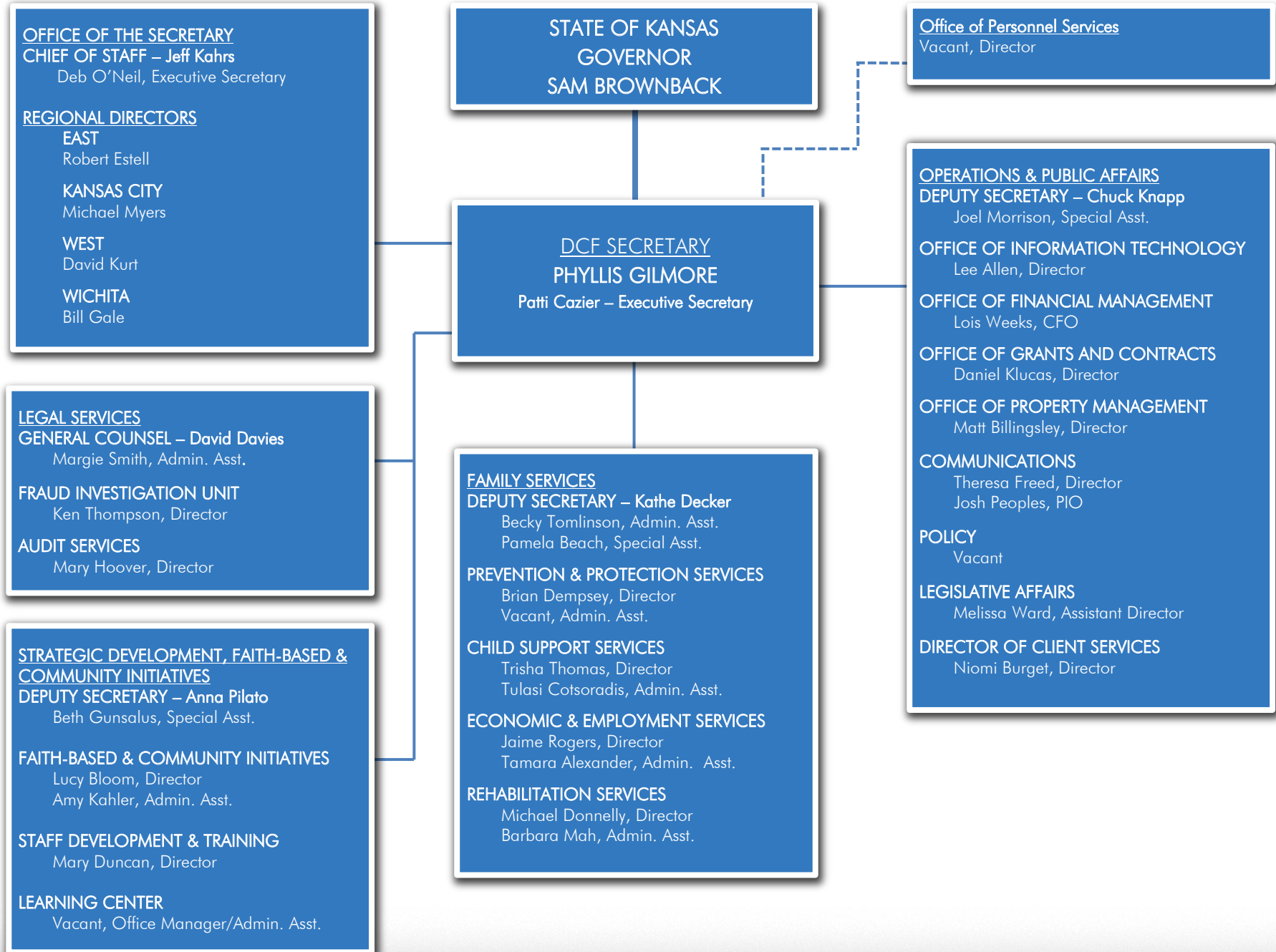
Our Mission

To protect children, promote healthy families and encourage personal responsibility.

Our Objectives

- Strengthen families
- Safely reduce the number of children in care
- Promote employment
- Exercise responsible stewardship of public resources
- Build public/private partnerships

DCF ORGANIZATIONAL CHART



DCF BUDGET

MAJOR SERVICES	CASELOAD UNIT	PERSONS SERVED			ANNUAL SERVICE DOLLARS		
		FY 2011	FY 2012	FY 2013	FY 2011	FY 2012	FY 2013
TANF Cash Assistance	avg. monthly persons	38,963	31,730	21,88	\$52,003,065	\$42,114,608	\$29,221,343
TANF Employment Services	avg. monthly adults	12,510	11,088	7,622	\$10,729,576	\$8,710,388	\$5,892,063
Child Care Assistance	avg. monthly children	19,734	17,682	16,330	\$70,970,882	\$64,611,126	\$60,420,995
Food Assistance (SNAP)	avg. monthly persons	296,542	303,257	316,424	\$442,290,000	\$454,499,052	\$471,551,970
Energy Assistance	total persons	152,563	129,903	112,013	\$37,130,811	\$21,140,854	\$35,918,881
General Assistance	avg. monthly persons	1,892	0	0	\$3,056,357	\$0	\$0
Rehabilitation Services	avg. monthly persons	10,277	10,963	9,605	\$23,738,717	\$25,012,395	\$18,834,910
Family Preservation	total persons	2,622	2,609	2,476	\$10,218,191	\$10,073,869	\$10,210,700
Reintegration/Foster Care	avg. monthly children	5,007	4,942	5,246	\$137,029,648	\$135,153,724	\$142,079,066
Adoption Support	avg. monthly children	7,463	7,808	7,989	\$28,593,448	\$33,048,452	\$34,289,289
		TOTAL OF PROGRAMS LISTED			FY 2011	FY 2012	FY 2013
					\$813,974,503	\$788,913,292	\$808,417,144

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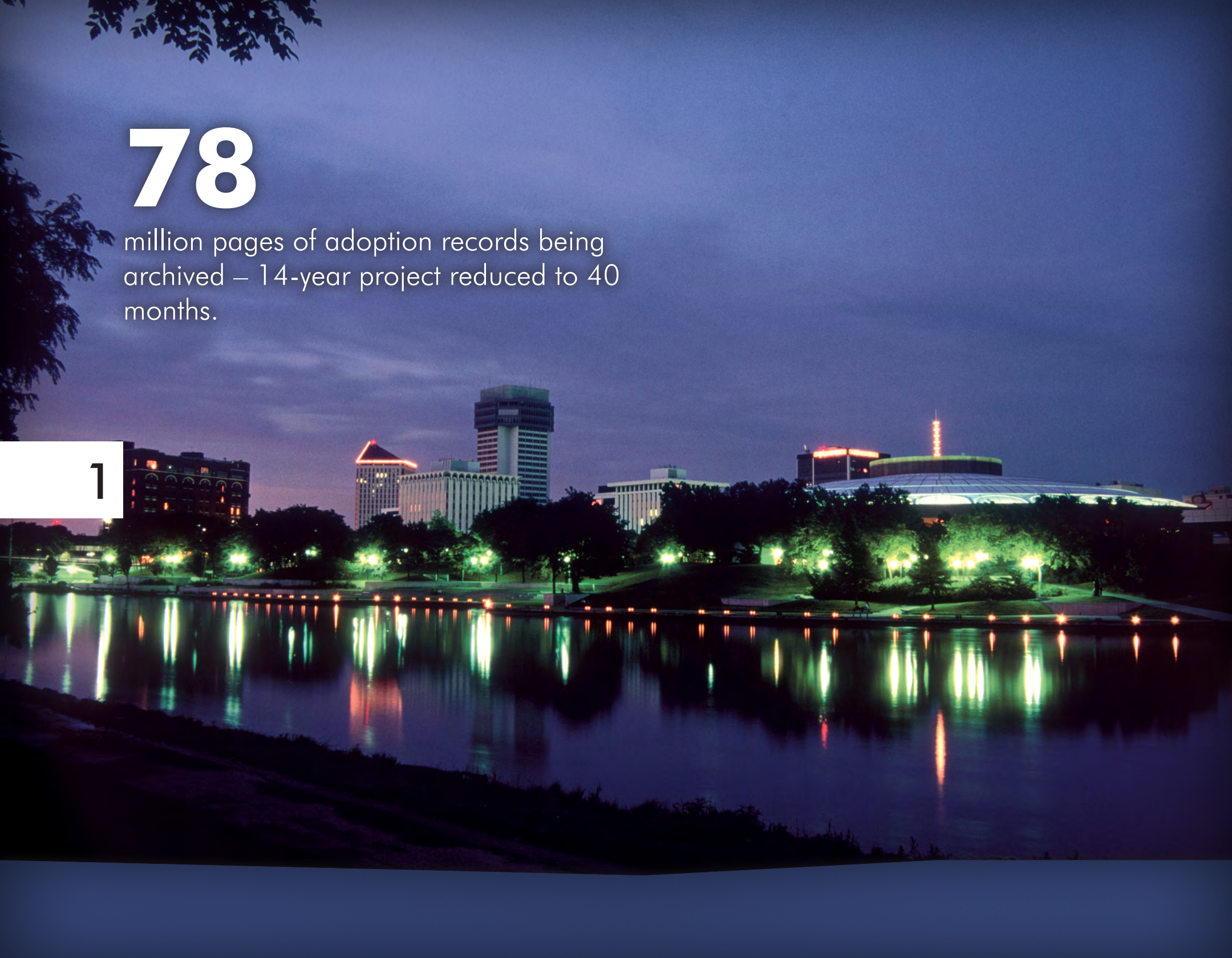
Executive Reorganization

The Kansas Department of Social and Rehabilitation Services became the Kansas Department for Children and Families on July 1, 2012. The Operations Division coordinated administrative changes as the agency transitioned to a new name and new mission as part of the historic reorganization and merger of state agencies. The transition included updates to IT and financial management systems, transfer of FTE and budgets and signage changes at all facilities. The new department was created through Executive Reorganization Order No. 41 issued by Governor Sam Brownback on Feb 6, 2012.

78

million pages of adoption records being archived – 14-year project reduced to 40 months.

1



Operations & Public Affairs Division

2

The Operations Division oversees operational functions with the goal of achieving greater coordination, consistency and cost-savings for the Department. Operations is divided into three unique areas:

The **Office of Financial Management** provides all financial services including budget preparation and execution, accounting, cash management, collections and financial reporting.

The **Office of Grants and Contracts** coordinates all aspects of the Department's grants and contracts management process. This office is responsible for procurement to assure goods and services are purchased at the best value for the Department.

The **Office of Property Management** manages physical assets – facilities, equipment, vehicles, supplies, surplus property – and tracks the inventory of these assets. This Office also maintains and stores the agency's historical records.

Public Affairs

Public Affairs was added to the Division in December 2012. The Public Affairs office comprises Communications, Policy and Legislative Affairs.

Centralization of Operations

Central Office business operations were consolidated into the Operations Division to achieve greater efficiency, coordination and consistency. Budget analysts,

accountants, grant and contract specialists and facilities staff were brought together into this newly-reorganized office to reduce duplication and streamline business processes.

Surplus Site

The Operations Division created a DCF surplus property program to reduce waste. DCF staff can now reallocate excess furniture and supplies rather than disposing of the property by posting the surplus items to an intranet site. Other DCF employees may review and request any of the items.

Grant and Contract Management

The Operations Division improved the agency's grants process by



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widely advertising grant opportunities and doing away with sole-source contracts; creating a standardized Request for Proposal (RFP) template; developing an external peer review process; implementing a uniform scoring guide; and implementing a Grants Management System to track grants and the financial obligations associated with them. The Office of Grants and Contracts also was established to provide more coordination and oversight of DCF's grants and contracts processes.

Adoption Records Preservation

This project was launched to reduce the backlog of 28 million pages of adoption records that need to be preserved. By transitioning from microfilm and paper to digital storage, devoting more resources to addressing the backlog and reengineering the record archiving process, it is estimated the agency will eliminate the backlog in 40 months rather than the projected 14 years it would take under the old process.

Regional Realignment

The agency's six regions were consolidated into four. In

doing so, staff, caseloads and populations were more equally aligned. The consolidation saved the agency approximately \$1.7 million annually in salaries and benefits by collapsing two management structures.

Conversion of Mail Operations

The Operations Division transitioned the agency's in-house mail operations to the Department of Administration's Central Mail facility for more efficient use of state resources.

Budget Savings

The agency achieved a \$9.6 million SGF savings in FY 2013 by reducing operating costs and salaries. This savings was used to fund 2014 and 2015 expenditures.

Space Efficiency

The Operations Division worked to make the most efficient use of state facilities. This included relocating the Low Income Energy Assistance Program (LIEAP) to unused space in DCF's Kansas City office, moving the Protection Reporting Center to the Topeka Service Center and

consolidating DCF Central Office from four floors to three floors in the Docking State Office Building.

Project Refresh

The Operations Division launched Project Refresh. The purpose of the project was to create professional standards for all DCF office reception areas across the state that reflect and advance the mission of DCF – to protect children, promote healthy families and encourage personal responsibility.

The project included painting and de-cluttering reception areas, updating chairs and floors and installing new digital signage to provide clients with DCF information, including job listings and family-friendly events.



New DCF Deputy Secretary Announced

DCF Secretary Phyllis Gilmore announced on Jan. 3, 2014 a new deputy secretary. Chuck Knapp is now leading the division of Operations and the newly-created division of Public Affairs.

Knapp is an Augusta, Kansas native. He most recently served the State of Kansas as Director of Operations and Public Affairs for the Department of Administration. He earlier worked as Communications Director and Senior Assistant for former U.S. Rep. Todd Tiahrt (R-Goddard).

In his new role as deputy secretary, Knapp is providing oversight of DCF's divisions that include Budget, Grants and Contracts, Property Management, Office of Information Technology Services, Communications, and Legislation/Policy.

Knapp is replacing Greg Harris who served as DCF Deputy Secretary of Operations from July 2011 until December 2013. Harris resigned in December 2013 to accept a position as Executive Director of Orphan Helpers in Newport News, Virginia.

Given Knapp's strong background, Secretary Gilmore added the newly-created division area of Public Affairs to Knapp's duties. Public Affairs encompasses Communications and Legislation/Policy.



"His leadership in both Operations and Public Affairs will help DCF better serve families and children in Kansas. I look forward to working with him to improve efficiencies in the Department and to help us promote the many wonderful things DCF is doing to help people in need."

-Secretary Gilmore

DCF ALL FUNDS EXPENDITURE HISTORY BY PROGRAM

PROGRAM/SERVICE	2011	2012	2013	2014	2015 GOV REC.
Rehabilitation Services	\$43,230,725	\$39,195,686	\$36,464,517	\$42,258,602	\$44,106,829
Child Support Services	\$27,058,280	\$26,821,491	\$25,063,037	\$35,781,631	\$32,780,663
Prevention & Protection Services	\$194,970,536	\$196,354,042	\$204,274,683	\$198,419,565	\$207,081,122
Economic & Employment Services	\$219,649,143	\$165,654,202	\$163,564,348	\$148,064,993	\$141,826,346
Regions	\$138,639,296	\$129,833,668	\$124,913,080	\$113,100,697	\$115,025,737
Executive Office	\$1,101,592	\$1,070,673	\$840,149	\$912,378	\$917,235
Operations	\$4,603,782	\$5,843,194	\$5,291,161	\$6,391,440	\$6,274,498
Personnel Services	\$1,037,755	\$960,348	\$841,144	\$721,590	\$705,665
Legal/Audit	\$3,645,797	\$2,352,418	\$2,092,708	\$2,156,925	\$2,425,426
ITS	\$32,684,375	\$32,624,653	\$36,565,639	\$32,060,321	\$26,219,671
Strategic Development	\$1,794,290	\$4,272,656	\$1,862,560	\$4,553,229	\$4,542,743

DCF SGF EXPENDITURE HISTORY BY PROGRAM

PROGRAM/SERVICE	2011	2012	2013	2014	2015
Rehabilitation Services	\$6,979,772	\$6,538,811	\$6,361,029	\$7,201,475	\$6,712,334
Child Support Services	-	-	-	-	-
Prevention & Protection Services	\$116,042,052	\$99,179,900	\$111,963,134	\$100,031,339	\$105,095,031
Economic & Employment Services	\$56,380,272	\$40,699,404	\$28,952,492	\$23,074,628	\$23,114,982
Regions	\$66,405,824	\$62,118,019	\$61,467,074	\$65,785,179	\$66,848,226
Executive Office	\$847,185	\$803,106	\$466,076	\$544,590	\$547,492
Operations	\$3,131,766	\$4,292,738	\$3,342,354	\$4,395,059	\$4,075,875
Personnel Services	\$584,792	\$537,987	\$466,755	\$442,390	\$421,202
Legal/Audit	\$1,969,189	\$1,135,807	\$909,063	\$1,296,890	\$1,557,644
ITS	\$11,453,950	\$11,491,677	\$10,769,680	\$9,702,241	\$10,065,085
Strategic Development	\$1,382,248	\$3,249,652	\$1,342,311	\$2,392,279	\$2,403,677
FTE/Salary Reserve	-	-	\$405,092	\$804,906	\$690,637
Capital Improvements	-	-	\$62,708	-	-

95.5

percent of placements made in a family-like setting in FY 2013 – 15.5 percent above the national standard.

7



Prevention & Protection Services (PPS)

Prevention and Protection Services offers a variety of services to children, families and vulnerable adults including protection services, family-based assessments, family support services, independent living services for older youth, and foster care.

New Child Welfare Contracts

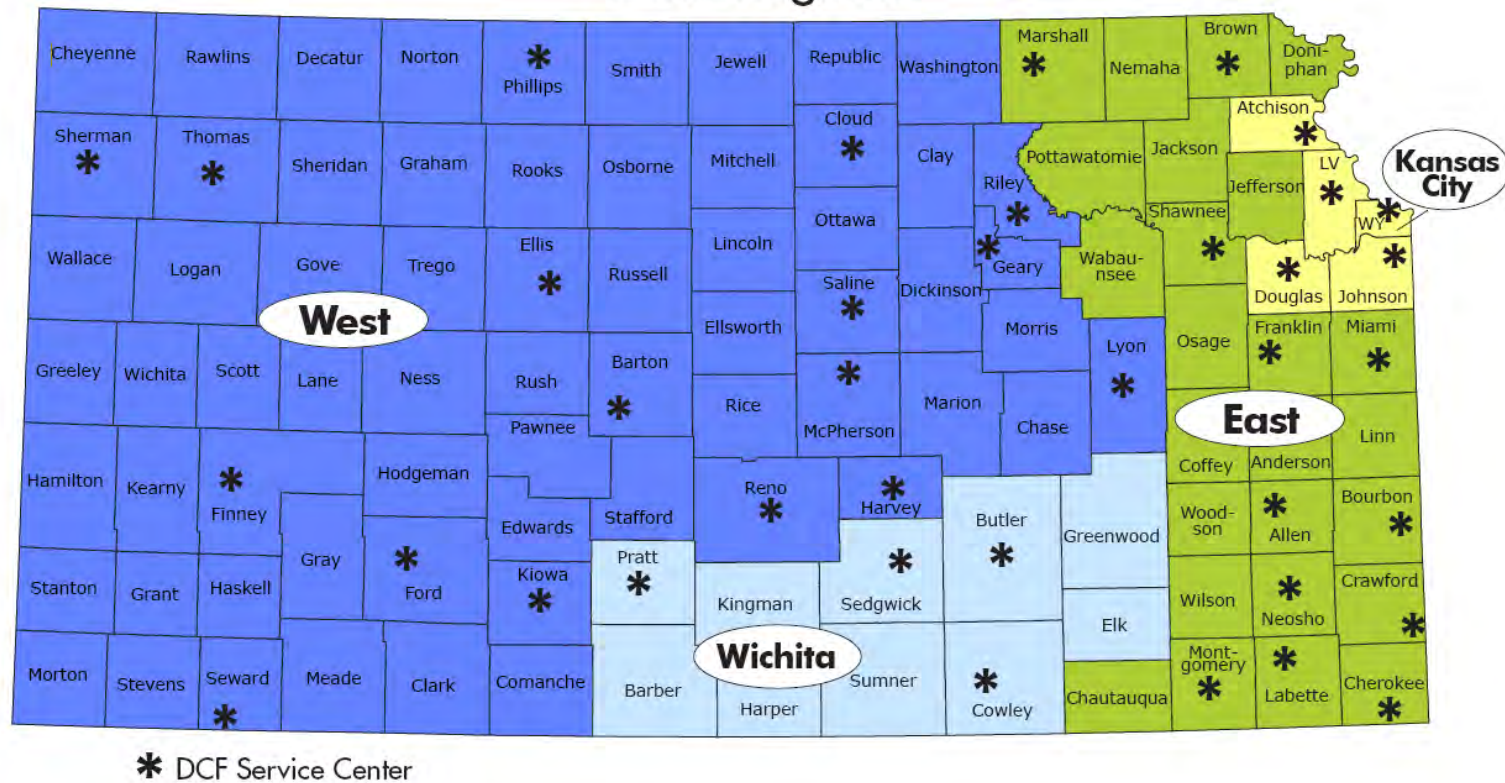
PPS negotiated and awarded new foster care and family preservation contracts in December 2012. The contracts went into effect July 1, 2013. The contracts included increased emphasis on maintaining children in their homes when it is safe to do so. The contracts also have an emphasis on placement and permanency plans that focus on the well-being of children placed in the Secretary's care. The providers are required to evaluate six protective factors and incorporate

trauma-informed care. Providers are now more responsive to communities with the requirement that they maintain advisory boards. Providers are to appreciate the needs of children at different stages of development by ensuring normalizing of a youth's experience. This is done by facilitating participation in extra-curricular activities. Providers have incorporated the Strengthening Families Program and Permanency Roundtables into practice. The new contracts increase the accountability of providers by including requirements for Program Improvement Plans (PIPs) for outcomes not met. The contractors may be subject to penalties for failure to meet negotiated improvement rates of their respective PIPs. The enhanced services are being accomplished with the benefit of substantially reduced costs compared to the previous contract.

Alternative Response

During the end of the 2012 legislative session, PPS secured funding for 20 additional social worker positions. The new staff was hired in August/September 2012 and began taking cases on Oct. 1, 2012. Due to the limited number of staff in this program, catchment service areas were developed across the state, based on counties where high numbers of children were being removed from their homes for non-abuse/neglect reasons. These service areas range from Ford County in western Kansas to Wyandotte County in the east. The program is structured to help families learn new ways of parenting, with a goal of preventing further involvement in the child welfare system. Social work staff has been able to help many families make significant changes. Feedback from those families and

DCF Regions



communities has been positive. This program will continue to be used as PPS moves forward in the future with a new Differential Response structure, which will allow even more families to participate in prevention services.

Regional Reorganization

PPS is completing a reorganization of regional operations. As a result of the reorganization, each region will maintain three processes that mirror the primary focus of PPS activities. The processes are Assessment and Protection, Support Services and Foster Care Contract Administration.

All structures and responsibilities are standardized among the regions, which will enhance the agency's ability to provide the same services and meet expected levels of services provided throughout the state. The new structure also provides the staffing necessary to meet the increased monitoring of child welfare providers as required under the new contracts. The regional reorganization was completed on Sept. 1, 2013.



Adoption Recruitment Campaign

PPS contracted with Sunflower Broadcasting to develop strategies and produce a multi-media campaign to reach out to prospective adoptive parents. The award-winning ads are broadcast statewide through a variety of methods, including radio, television and web-based message boards.

National Foster Care Month

Governor Sam Brownback and DCF Secretary Phyllis Gilmore on Monday, May 13, called attention to foster care in Kansas with a proclamation signing and informational event for legislators to meet with foster care stakeholders and youth who have been part of the foster care system.

“Every child deserves a loving home,” Secretary Gilmore said. “Many of the children in foster care come from difficult situations, but despite their circumstances, are able to achieve amazing things.

Governor Brownback designated May as Foster Care Month. During the proclamation signing, he was

introduced to Daniel Martin who aged out of foster care. Daniel joined the United States Army and then enrolled in college in Wichita. He graduated from Newman University with bachelor’s degrees in sociology and criminal justice. He is also a DCF employee and was recently recognized for his outstanding work to help the department survey other youth who have aged out of the system.

“Daniel serves as an example to other children in foster care,” Governor Brownback said. “A little support, encouragement and care can go a long way; foster children can achieve anything they put their minds to.”

Secretary Gilmore emphasized the need for Kansas families to open their homes to foster children. There are currently more than 2,520 licensed/approved family foster homes in the state. Many children age out of the system and face difficult circumstances related to housing, education, employment and more.

“DCF workers and its contracted partners are committed to helping children find stability through family

reunification," Secretary Gilmore said. "But when that's not possible, foster families and adoption are essential to allow children to know they are loved."

New Director

Brian Dempsey became the new director of PPS. Teresa McQuin and Brian Dempsey who assisted DCF during the past year to serve as Interim Prevention and Protection Services Director as we evaluated a permanent replacement for Gina Meir-Hummel who this past summer became Commissioner of Services and Programs for the Kansas Department for Aging and Disability Services.

Prior to that he was a staff attorney for DCF (formerly SRS) from September 2001 to February 2008. He took on the role of Deputy Director for Programs in March 2008. This position involved managing permanency programs, foster care adoption, IL, and contract management for foster care and family preservation.

National Governor's Conference Award

The proposal submitted by PPS for the Three Branch Institute on Child Social and Emotional Well-Being was accepted. Kansas is one of eight states selected to participate in the Institute, with the goal of developing and implementing a single, coordinated plan of action to increase the level of social, emotional and physical well-being for children in Kansas' child welfare system. Children to benefit from this coordinated care include those who have experienced maltreatment, trauma or exposure to violence. PPS received notification of this award in 2013. Representatives from DCF and the Kansas executive and legislative branches are participating in this effort.



"I have every confidence that Brian will continue the good work of PPS and lead the program to accomplish many great things."

-Phyllis Gilmore



National Adoption Day

National Adoption Day was held Nov. 22, 2013 it emphasized the need for adoptive families in the state of Kansas. On that day, there were events all over the state celebrating the finalization of adoptions. DCF partnered with its contracted service providers to host the events. Secretary Gilmore and Director Brian Dempsey were present at the adoption day event in Wyandotte County where they were on hand to witness the great day in the lives of the children in Wyandotte County (seen in the photo at left).



Child Abuse Prevention

Governor Brownback signed a proclamation in March 2013 designating April as Child Abuse Prevention Month in Kansas.

In April 2013, Governor Sam Brownback and DCF Secretary Phyllis Gilmore took part in an event to highlight the importance of child abuse prevention. "We're so glad the State of Kansas is recognizing child abuse prevention," Secretary Gilmore said. "The Department for Children and Families is dedicated to keeping kids safe, through both prevention and investigation."

"In Kansas, children are our most cherished resource," Governor Brownback said. "We simply can't afford to ignore child abuse in our homes, in our neighborhoods, in our schools and in our state."

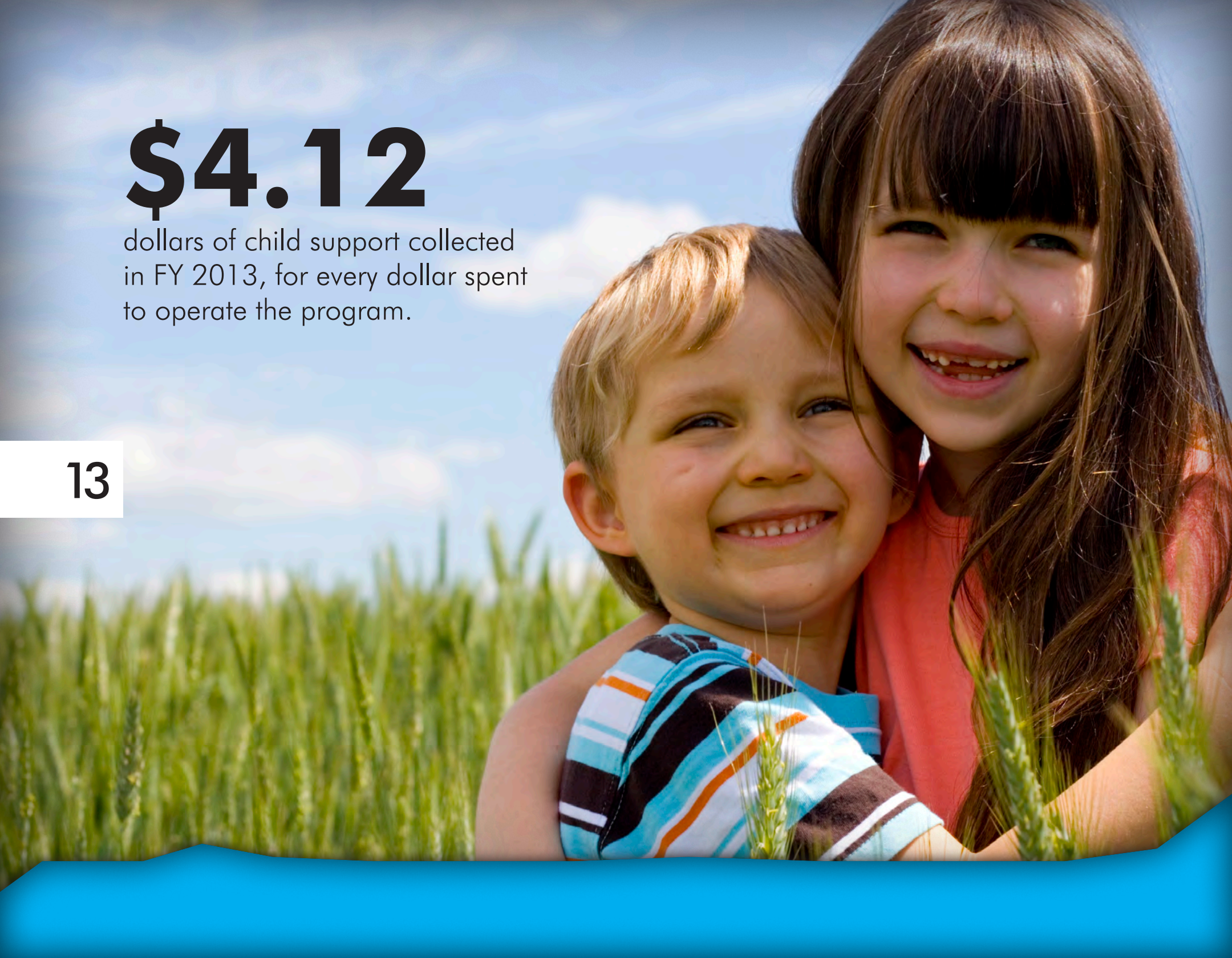


During the event, Topeka-area children planted pinwheels in the garden at the south steps of the Kansas State Capitol Building. The Pinwheels for Prevention campaign is an effort to change the way our nation thinks about prevention and how we can deliver on our commitment to Kansas children. The pinwheel serves as a symbol for the prevention of child abuse and neglect. It is an uplifting reminder of childhood and the bright futures all children deserve.

\$4.12

dollars of child support collected
in FY 2013, for every dollar spent
to operate the program.

13



Child Support Services (CSS)

CSS helps children receive the financial support necessary for their growth and development. The program assists by establishing parentage and orders for child and medical support, locating noncustodial parents and their property, enforcing child and medical support orders, and modifying support orders as appropriate.

CSS automatically serves families receiving Temporary Assistance for Needy Families (TANF), foster care, medical assistance, and child care assistance. Assistance from CSS is also available to any family regardless of income or residency, who applies for our services.

Privatization

In 2013, Child Support Services (CSS) awarded full-service privatization contracts across the state and was

the first in the nation to do full service privatization statewide. Privatization will increase Kansas' federal performance measures, specifically helping families by increasing collections by more than \$50 million over the first four years. Privatization was completed in September 2013.

Dashboard

CSS, with the help of Veritas, Ummel Group and state IT staff, have developed a dashboard that provides child support performance information by judicial districts on a timely basis for more accountability. It details individual caseworker and attorney production. In 2011, CSS got one yearly report that gave statewide performance data in several key areas. In 2012, that report moved to once-a-month, by state. Now, with the ability to target judicial districts

or individual staff, management and staff have knowledge of which areas need additional support. This project is helping increase performance and began October 2013.

Streamline and Standardization

CSS has streamlined and standardized Kansas child support by establishing similar caseloads, position titles, performance management process, structure, reviewing practices and pay throughout the state for child support workers. This project standardized the structure and expectations for child support staff. Macros were also developed to assist with streamlining document generation. It was completed in July 2012.

Building Healthy Families

CSS along with the Kansas State Department of Education, Family and Consumer Sciences area have worked to develop a curriculum for high school students called Building Healthy Families. This education tool will provide information on child support and other related matters to help teens understand the impact of the choices they make. This will be offered to all Family and Consumer Sciences teachers throughout the state in 2014.

Cost-Effectiveness Ratio

CSS is evaluated by the federal government on its cost-effectiveness. This is one area in which Kansas' CSS has not done well. It shows how much is collected for every dollar that goes into the child support program. In FY 2011, CSS collected \$3.45 for every \$1 it spent. In FY 2012, it was \$3.76 and in FY 2013, it collected \$4.12. With privatization, it is anticipated that in 2014, more than \$5 will be collected for every \$1 spent and more than \$5.50 in 2015. These increases will move DCF from the bottom of the national rankings at 46th in 2011, to around 20th in the nation by 2015. This ongoing project began in fall 2013.

Training

CSS is developing new extensive training for all areas of Kansas child support. Child support has never had statewide standardized training. It is focused on intake, establishment, enforcement, modification, finance, attorney and management. The training will help with the success of privatization. It will also be key in getting the call center staff trained to address all the concerns that arise when answering the phone so that calls will not have to be referred to field workers. Child Support Services conducted "Train the Trainers" Aug. 21 to 22, 2013. Central Office staff worked during those two days to ensure that the contract trainers fully understood the materials and were prepared to train the new workforce. Approximately 150 new workers were hired by contractors as part of the privatization. Training was completed in summer 2013.

New Unemployment Match

CSS worked with Department of Labor to move the offset of unemployment for child support from the Department of Administration to the Department of Labor as Child Support Services was under a corrective action plan to reduce the costs it was paying for these offset services. This





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OF
COLLEGE

TOGETHER,
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THOSE
DREAMS
HAPPEN

substantial IT project was completed within just a few months to quickly address the audit and corrective action concerns. All offset of unemployment for child support is now handled through a weekly interface with Department of Labor. It has saved Child Support Services more than \$2 million dollars in fees annually. This is an ongoing project that was finalized in fall 2013.

529 Program

CSS, along with the Kansas State Treasurer's Office, implemented the Kansas Child Support Savings Initiative. This is a 529 savings account (also referred to as a child college savings account). It can also be used for technical school and other higher education. CSS non-custodial parents (NCP) are able to contribute to their child's account and receive a reduction in state arrears of \$2 for every \$1 deposited into the account. If the case has arrears, the NCP must make a \$1 payment towards those arrears during the month of deposit. This program started in May 2013.

All 529 savings accounts will have DCF as the account owner. DCF will facilitate opening the accounts, updating information, submitting investment change requests and withdrawals. The child can withdraw the funds for payment of any qualified higher education expenses. If the child never attends any higher education opportunities, the funds can be withdrawn by the child for any reason at age 25. Any penalties associated with that withdrawal would be borne by the child.

Arrears Program

CSS has developed policies to strengthen the arrears program. Staff worked closely with Connections to Success to provide parents with credit towards their state arrears for obtaining their GED and attending parenting and finance classes. CSS also works with prison inmates to encourage them to get a GED and attend parenting classes. In addition, CSS gives incentives to those willing to pay their arrears.

Office of Judicial Administration (OJA)

In 2013, CSS requested that OJA complete two time studies to ensure that courts receive payments to file orders and handle child support cases that are cost-based. The time-study information and resulting memorandum of understanding decreased the costs that CSS paid for OJA services.

CSS Legislation

Child support distribution and income withholding HB 2015, was signed into law in FY 2013. The income withholding changes took effect July 1, 2013. However, the distribution changes will take significant IT effort, so the effective date will be July 1, 2015.

Centralization

CSS centralization has involved modification requests, sending out of intake requests, adoption cases and financial institution data match (FIDM). These tasks and cases can be done centrally to increase efficiency rather than having them done in the regions. Centralization removed the backlog from the modification request, FIDM and intake request functions of CSS. The adoption cases were brought in centrally to help distinguish them from the normal caseload to help ensure confidential information was not released. CSS completed this in winter 2011.

Call Center

CSS issued an RFP for call center services in February 2013. The contract with USA800 was set to end in June 2013. After extensive review of the bids and costs, a decision was made to award the call center contract to USA800 again. This new contract provides substantial savings and increased accountability. The new contract was implemented on Sept. 1, 2013.

Child Support Lien Network

CSS signed a memorandum of understanding and implemented a Child Support Lien Network (CSLN). Although the IT effort was completed in 2013, additional collections are expected from being able to collect child support from insurance companies when they pay out awards. This is an ongoing project for 2013.

...helping families by
increasing child support
collections by an expected
\$50 million within
four years.



8

days average processing time for eligibility determination—a 73% decrease from FY 2012. 70% of office visits result in an eligibility determination, not requiring a second contact with the office.

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Economic & Employment Services (EES)

EES offers a variety of services to individuals and families including: Temporary Assistance to Needy Families (TANF), Child Care and Early Education Assistance, Food Assistance, USDA Commodity Programs, Refugee Assistance and Work Programs.

Business Process Redesign (BPR)

BPR is a re-engineering of the EES workflow. EES started design sessions in October 2011. All service centers' business processes were broken down into specific activities and then redesigned into a process-management rather than the traditional caseload-management style. This allowed the division to streamline processes, measure and manage the processes more efficiently, provide low-income Kansans access to benefits quickly

and with greater accuracy. Process management was fully implemented in all service centers statewide in May 2013. Implementation of process management has freed up administrative capacity, improved timeliness and increased program integrity.

By adopting a principle of first-contact-resolution, DCF is avoiding unnecessary repeat visits from clients by interviewing and completing as much of the case as possible while the client is in the office. Approximately 70 percent of clients are able to have a determination of eligibility or ineligibility upon their first contact with the agency. This compares to only 10 to 15 percent of cases processed at the point of first contact under the previous caseload business model. Implementing process management

has decreased the amount of time it takes to provide the client with resolution by approximately 60 percent statewide. On average, applications for eligibility are processed in eight to 10 days.

Employment Services

Over the past 10 years, resources focused on employment were shifted to determining eligibility for benefits, partially due to an enhanced federal expectation on the timely and accurate delivery of assistance. These administrative decisions resulted in dismantling work programs within the agency, and greatly reducing the focus on employment. In an effort to support the agency's mission of encouraging personal responsibility, EES added resources to meet federal work participation requirements and increase employment resources

available. A unit was developed that included two existing positions (a Director of Employment and a Work Programs Manager).

In addition, a statewide Employer Development Manager was hired to coordinate services with the Kansas Department of Commerce Workforce, Business Services Division staff and regional DCF staff. Four regional employment service coordinators were also put in place.

Corresponding policy changes have also focused on encouraging personal responsibility. Now an applicant is referred to the Kansas Department of Commerce work force centers to register for KANSASWORKS, just as applicants do for unemployment insurance. A skills-assessment is then completed called KEYTRAIN prior to an approval for cash assistance. The workforce center evaluates KEYTRAIN and makes recommendations to EES. Some recommendations include the client taking a WORKKEYS assessment, where they can become certified based on their skill level and then matched with the growing list of Kansas employers who require, prefer or acknowledge WORKKEYS certification. Since this policy began July 1, 2013, more than 2,500 applicants completed this requirement through September 2013.

Through this combined emphasis on employment, the Kansas work participation rate has steadily increased for all families from 28.4 percent in FY 2012, 32.1 percent through March of FY 2013, and a rate of 37.2 percent for the month of June 2013. While two-parent families are still below the federal benchmark, participation also continues to increase from 31 percent in FY 2012, to 40 percent for the most current month reported, June 2013.

Modernize Eligibility System

The Kansas Eligibility Enforcement System (KEES) project is an effort to replace a 25-year-old eligibility system. This is a joint partnership between

TANF REFORM

- Through a partnership with the Kansas Department of Commerce, participation is required in directed job search at time of application.
- Permanent loss of benefits for committing fraud
- One-time diversion of \$1,000 in lieu of entry into TANF
- Include income of unmarried boy/girl friend as part of a household
- Require proof of school enrollment for all children
- 48-month lifetime limit
- Time-specific forfeiture of benefits for non-cooperation

Employment Success Story

After being referred to the Food Assistance Connection to Employment and Training (FACET) program through Heartland Works, a 49-year-old man (staying at a homeless shelter) had his truck driving training program tuition paid. After completing the five week training, he could no longer stay at the shelter. He was back on the streets of a town close by, when through his FACET work placement specialist, two companies were competing to hire him. He was given a bus ticket to go to Kansas City for orientation and then hired the same day for \$400 per week for two weeks, then .32 per mile, plus a \$1,000 sign-on bonus.

This homeless man was unemployed two months ago and now he is literally on the road to self-sufficiency, all due to great collaboration.

KDHE and DCF. KEES is being rolled out through several phases. The project is ongoing.

Diversion Payment

A Diversion Payment was made available to first-time adult TANF applicants in December 2011. It is designed to help TANF-eligible adults with dependent children when there is a crisis or emergency hardship that endangers their ability to remain employed or to accept an offer of employment. teachers throughout the state in 2014.

Policy Changes in Support of Families

Changes were made in the treatment of income so married couples now receive similar benefits as unmarried couples. Children receiving cash assistance are required to be enrolled in school. Tiered penalties were implemented to encourage cooperation with child support service enforcements and work-program activities for cash recipients.

In FY 2011, 37,942 people received TANF. At the beginning of 2012, 24,658 were enrolled in the program. In July 2013, 18,677 people received cash assistance—a reduction of over 49 percent from FY 2011.

Stewardship of Public Resources

Effective Jan. 1, 2012, policies for cash assistance and child care assistance were implemented to assist in curbing fraudulent receipt of benefits. The Kansas Benefits Card (EBT) replaced the Vision Card. All new and replacement cards are now issued centrally by the EBT vendor through the mail in an effort to reduce trafficking.

Effective Feb. 1, 2014, Kansas placed restrictions on Point-Of-Sale (POS) devices, prohibiting the use of EBT card cash benefit transactions at inappropriate locations such as liquor and tobacco stores, casinos, gambling establishments and establishments that provide adult

entertainment. These restrictions were required per Section 4004 of the Middle Class Tax Relief and Job Creation Act of 2012. Efforts are underway to also restrict ATM transactions occurring at these locations. Cardholders who attempt EBT transactions at these restricted locations will have their transactions blocked.

Beginning July 12, 2013, DCF made it clear, cash assistance could no longer be used to purchase alcohol, tobacco or lottery tickets or be used in casinos, gambling casinos, any gaming establishment, or any retail establishment in which performers disrobe or perform in an unclothed state for entertainment. In addition, language regarding prohibited use was added to the EBT card and materials, as of June 24, 2013.

Beginning July 1, 2013, new rules regarding food assistance were implemented to expand the definition of trafficking food assistance benefits to include buying and selling EBT cards; purchasing food with a container deposit

and dumping the product for the purpose of getting the container deposit in cash; and purchasing food with food assistance benefits and then reselling the food.

A Public Assistance Reporting Information System (PARIS) Program Integrity Unit was formed in mid-July 2013 with the addition of two unclassified positions. In 1993, Kansas was one of the original nine states to participate. In 2010, the Centers for Medicare and Medicaid Services (CMS) mandated that all states and the territories of D.C. and Puerto Rico participate in the PARIS program. The interstate match identified individuals who may be receiving benefits in more than one state. The Veterans Administration Match identifies military veterans who are receiving VA compensation. The Federal Match identifies current and retired federal employees, including military personnel and their compensation amounts. The work volume was too great for the single position put in place, and the process had no method to track results and cost savings from PARIS participation. Since ramping up the unit, the two new



positions have been able to generate \$113,380 in over-payments and cost avoidance (the amount of improper program payments avoided) through September 2013.

JAG-Kansas

Communities in Schools (CIS) has received a grant to provide the Jobs for America's Graduates (JAG-Kansas) program-model to students in schools across Kansas who are one year or more behind their peers and are at-risk of dropping out of school. The grant provides services designed to keep students in school through graduation and assist in the transition into the work force to obtain quality jobs. The agreement was signed April 2013 and was implemented in schools beginning fall 2013. JAG was implemented in 25 schools for the school year of 2013-2014. Across the state of Kansas, approximately 1,000 students are enrolled in the JAG program. About 80 percent of the students who are enrolled in JAG will graduate and 70 percent will experience a positive outcome, including employment, postsecondary education or military.

Client and Provider Portal (CAPP) Project

The CAPP Project is a collaborative effort between DCF and KDHE. CAPP is a web portal in which clients are able to enter information to for a high level screening. Through it, they can apply for cash benefits, food assistance, refugee assistance or child care. The client side of CAPP went live April 2012.

CAPP also offers information on child care and allows child care providers to apply for a license with KDHE and/or to enroll as a provider with DCF. Other functionality includes reporting, the ability to check the status of an application and provide alerts to agency staff when provider information is updated. Kansas families can use CAPP to access and research child care provider compliance information—allowing families to make more informed child care decisions. The provider side of CAPP went live April 2013.

Drug Testing

The Kansas Legislature enacted a law requiring suspicion based drug testing for applicants and recipients of Temporary Assistance to Needy Families (TANF). DCF will implement the suspicion based drug testing on July 1, 2014. Those who test positive will receive substance abuse treatment and employment skills training. By testing those who are suspected of using illegal controlled substances and providing treatment, DCF will assure cash assistance is used for basic needs to care for a child in the home, not on drug use.

3,232

Kansans with disabilities who found employment in 2013.

25



Rehabilitation Services (RS)

RS offers a variety of programs to meet the diverse needs of Kansans with disabilities. Vocational rehabilitation (VR) services are the cornerstone of RS efforts to support people with disabilities to become gainfully employed and self-sufficient. The VR program emphasizes community-based services, integration and consumer choice.

3,011 Kansans with Disabilities became Employed

As a result of vocational rehabilitation (VR) services in FY 2012 through FY 2013 year-to-date, a total of 3,232 Kansans with disabilities have become employed. Employment of people with disabilities is good for Kansas businesses and industries. They have access to qualified workers who

meet their needs in a competitive marketplace.

Disability Determination Services (DDS)

In 2012, the Social Security Administration awarded the Kansas DDS its prestigious national Commissioner's Citation for Outstanding Performance. DDS was recognized for exceptional performance in quality, timeliness, staff efficiency and fraud prevention/investigation. This was the seventh year in a row that DDS received this award. No other state in the country has matched this exceptional level of performance for seven consecutive years.

Increased Capacity and Improved Services for Older Adults who are Blind

Rehabilitation Services (RS) has redesigned the service-delivery system for the Independent Living Program for Older Individuals who are Blind (OIB). This program assists clients to continue living in their own homes and communities, rather than moving to more costly institutional settings. Now, rather than maintaining a centralized program operating out of Topeka, services are provided through grants to community-based organizations with expertise in serving this population. As a result, services are readily available in all 105 counties of the state. The capacity to provide specialized orientation and mobility services has increased significantly with the

certification of three additional specialists employed by the grantees. The number of clients being served has increased by 36 percent compared to 2010. New grants were awarded March 2013.

Greater Accountability for Centers for Independent Living (CILs)

In cooperation with DCF Audit and Consulting Services, audits were completed for all of the Centers for Independent Living (CILs) in FY 2012. The audits found significant deficits related to documentation of service delivery, reporting of receipts and expenditures, financial controls, cost allocation, organizational management and compliance with federal and state requirements regarding the allowable use of funds. The recoupment of funds, totaling \$521,500 to-date, was negotiated with the CILs by the DCF Chief Legal Counsel and the RS Director. Appeals are currently pending with two CILs. In these cases, the recoupment amounts requested by DCF total \$468,033. In addition to the payback of funds, each CIL was required to comply with corrective action plans by June 30, 2013, related to improvements in accounting procedures, greater compliance with allowable uses of funds and increased reporting/accountability expectations.

In September 2012, the CILs participated in comprehensive training for non-profits which covered cost allocation procedures, leadership and responsibilities for boards of directors. Participants included executive directors, fiscal officers and board members. Rehabilitation Services and DCF Operations continue

to conduct program and fiscal audits, monitoring each center once every three years. These audits cover fiscal controls, service delivery records, consumer satisfaction and policy/procedure reviews. Monthly and quarterly reporting requirements were increased for CILs, and these reports are monitored on an ongoing basis by RS. An audit of the Statewide Independent Living Council (SILCK) was also completed, resulting in recoupment of \$90,000 as well as changes in the operations of the SILCK office. In July 2013, the SILCK board members completed training on its roles and responsibilities as identified in the Rehabilitation Act and financial accountability. The centers were required to implement corrective action plans prior to June 30, 2013.

Great Expectations Initiative

The purpose of this initiative is to increase the competitive, integrated employment of individuals with significant intellectual disabilities. Employment is an alternative to the waiting list for Home and Community-Based Services (HCBS) waiver services, non-work day activities or sheltered employment. Implementation of this systems-change effort was targeted to the Wichita and Salina areas. In the first two years of implementation, extensive training was provided on the evidence-based practice called discovery/supported employment, which is designed to achieve a better, long-lasting job match for the client's skills and interests. At the end of the two years, a total of 192 individuals applied to participate in the program demonstrating their desire for real community jobs. One-hundred-eighty-two individuals were referred to local placement providers trained in

FRAUD

investigations

resulted in a

total of

\$17,289,831

in savings.

the discovery model. Forty-seven people were placed in competitive, integrated employment; 75 clients are participating in ongoing job placement activities; and 18 clients achieved stability on the job. A replication guide has been developed and RS is exploring options to expand the project. This demonstration project was implemented in 2011 and 2012.

Fraud Prevention

In October 2012, RS implemented a comprehensive system to prevent, detect and correct negligent or fraudulent actions related to the use of public funds. Each month regional management staff and Central Office personnel review outlier and repetitive expenditures, following up to verify the validity of payments consistent with federal regulations and state policy. RS and the DCF Fraud Unit will investigate potential software packages to help automate this expenditure-review process. A detailed case review system includes a focus on compliance with fiscal, procurement and spending policies. Competencies on fiscal management are included in all performance evaluations. Training for counselors emphasizes fiscal responsibilities.

Policy changes have been approved for implementation in October 2013, that will increase client responsibility to assure funds provided are used only for specific and allowable purposes; increase client responsibility to submit receipts and other proof-of-purchase documentation to verify allowable use of funds; clarify the allowable uses of funds through the maintenance service category; and strengthen the fiscal controls and accountability for expenditures authorized by vocational rehabilitation counselors.

In FY 2012 and the first six months of FY 2013, a total of 177 claims for Social Security Disability Insurance, Supplemental Security Income and KanCare (Medicaid) were investigated for fraud by Disability Services and the Social Security Administration. The investigations resulted in a total of \$17, 289,831 in saving for these programs.

50

fathering mentors are working with 50 sites that represent 8,000 families as part of the Strong Dads program.

29



Strategic Development, Faith-based & Community Initiatives (SD)

Strategic Development, Faith-based and Community Initiatives enhances the capacity of DCF to provide services for Kansas families through training, staff development and faith-based and community initiatives.

Training

Strategic Development (SD) is currently creating professional training standards to support the mission of the agency. A training advisory network comprised of training-leads from across the state has been developed. This network has informed SD of training gaps, duplications and best practices across the state. This information is being synthesized by SD and incorporated into a training manual that will benefit agency training across the state. This is resulting in new use of technology,

higher standards of professionalism, maximizing of human resources and incorporating best practices according to the latest in research.

DCF is working with KDHE to complete KEES training for DCF staff. Phase two was completed in fall 2013. Phase three is projected to be completed in 2014.

SD led the training efforts in conjunction with Change Innovation Agency to reorganize the business process for the EES division. Supervisory Academy was created and completed to reinforce the new business process management principles as well as training supervisors on best practices. As mentioned earlier, wait times for

eligibility determination have been substantially reduced.

SD has developed a partnership with the Behavioral Sciences Regulatory Board (BSRB) to incorporate continuing education unit (CEU) courses for DCF social workers.

Learning Center

The Learning Center supports agency programs and community partners in professional development. Offered services include technical solutions for meetings across the state, meeting rooms that come standard with conference phones and audio/visual equipment, and video recording services. These services help minimize the cost of training. This is an ongoing project.

Faith-based and Community Initiatives (FBCI)

Faith-based and Community Initiatives (FBCI) promotes partnership opportunities and works to enhance the capacity of local organizations providing services to strengthen Kansas families. FBCI builds capacity of local, non-government organizations to provide services that strengthen families in crisis/poverty by providing technical assistance, through grants, and through research of best-practices and innovative programs.

Responsible Fatherhood Initiative

Through programs designed for fathers, dads are being engaged early to improve child outcomes. The Strong Dads program is offered through Kansas Early Head Start and Head Start programs across the state. Fifty fathering mentors are working with 50 sites that represent 8,000 families. As part of this project FBCI created a handbook for the program in November of 2013. Child poverty is being reduced by increasing father employment and payment of child support. This is being accomplished through the expansion of the Connections to Success program in Wichita and the southeast and western portions of the state. Incarcerated fathers scheduled for re-entry will receive fatherhood training through a partnership with the Brothers in Blue program. Inmate role models are being trained to train inmate fathers in parenting skills.

Mentoring

FBCI is working to expand mentoring programs that engage individuals and families in programs that will increase economic and relational stability. Hi-Crest has the highest percentage (13 percent) of Child in Need of Care reports; the highest percentage served through the foster care (16.9 percent); and the second

Kansas
Department for Children and Families
Strong Families Make a Strong Kansas

FUNDED IN PART BY THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES AND THE KANSAS DEPARTMENT FOR CHILDREN AND FAMILIES

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MEANWHILE...

STRONG DADS SUPER KIDS

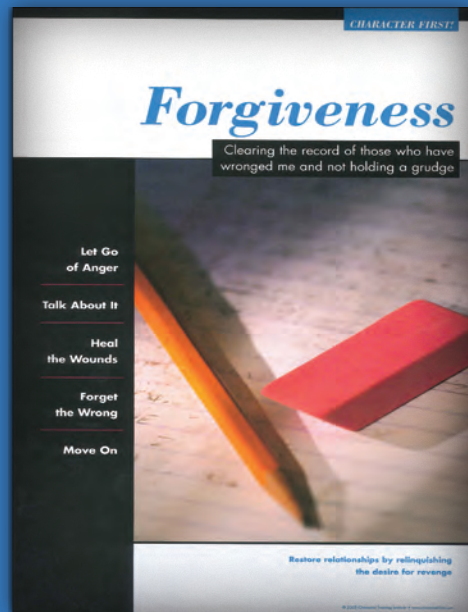
STRONG DADS FACILITATOR'S GUIDE

PLAY | READ | TALK | CARE

PROMOTES EARLY FATHER ENGAGEMENT FOR CHILDREN AGES BIRTH TO THREE, THROUGH PLAYING, READING, TALKING AND CARING FOR LIFELONG SUCCESS.

STRONGDADS.DCF.KS.GOV

In an effort to encourage
professionalism and
positivity among
staff and clients,
DCF launched a
Character First Campaign.



highest percentage (12.3 percent) of referrals for Family Preservation services. Through a grant to NET Reach, a non-profit based in the Hi-Crest neighborhood of Topeka, 50 individuals/families are being mentored and connected to services that will help bring stability to the families and the neighborhood.

Foster Care Support

FBCI is engaging faith-based and community organizations in supporting foster children and foster/adoptive families, and in recruiting foster/adoptive families. FBCI also helps recruit mentors for youth aging out of the foster system.

Character First Campaign

In an effort to encourage professionalism and strong morale among staff and clients, DCF launched the Character First Campaign. Each month, the department displays a new character word in its offices statewide and explains how individuals can promote the positive character trait.

The monthly Character First words are displayed via digital signage throughout the state. In addition, DCF staff receive monthly emails focusing on ways in which they can utilize the Character First words in thier daily lives. The Character First words for 2013 were: Orderliness, Forgiveness, Sincerity, Virtue, Attentiveness, Faith, Justice, Gentleness, Responsibility, Patience, Initiative and Self-Control.

Human Trafficking

FBCI builds collaboration across state agencies and in local communities for the prevention, intervention and care of child victims of human trafficking.

In April 2013, Kansas Governor Sam Brownback signed a bill into law that strengthens the state's human trafficking statutes, with an emphasis on protecting children from commercial sexual exploitation. The new law established a Human Trafficking Victim Assistance Fund to provide support for human trafficking victims, established special provisions for children who have been subjected to human trafficking, increased penalties of human trafficking-related crimes and increased provisions for law enforcement training.

In July 2013, FBCI held a Human Trafficking In-service event for DCF and PPS staff. It was an open forum for staff directly involved in developing procedures for services to child victims of sex trafficking. The goal of the the in-service was to prepare staff with information from experts in the field who shared execution methods and hindsight perspective.

To increase awareness and education regarding human trafficking, FBCI staff created informational pamphlets and tip cards that have been dispersed statewide and made available on the DCF public website.



Todd and Emily Vesper, Overland Park, Kansas



The Vesper Family

The Vesper family was called to help children in need after watching a news story three years ago, about a little boy with down syndrome who allegedly suffered abuse at the hand of his mother. The Vespers were moved to tears and immediately contacted a foster care provider for the State of Kansas. They took the required classes, obtained their licensing and opened their home to a baby girl. Thirteen months later, the little girl became a permanent member of the Vesper family. They invite others to take this same journey and feel the joy of bringing love, security and hope to a child in need.



National Adoption Month

During November National Adoption month, DCF partnered with community organizations to raise awareness of the need for more forever families by encouraging faith-based and community partners across Kansas to share replicable resources, support foster families and children and mentor youth aging out of the foster care system.

DCF asked its media partners to help spread the word of the need for adoptive and foster families by publishing an online media kit containing promotional videos, printables and presentations.

145 radio and 12 television stations utilized the media kit. 132 Community and Faith-based organizations participated in adoption-related events. The DCF Facebook adoption ads reached a total of 60,352 people, with 1,667 "following" and 275 "liking" the content.

\$2.37

million dollars was exceeded in total fraud savings in FY 2013 and the number of fraud cases investigated **nearly tripled** that of the preceding year.

35



Office of General Counsel

Virtually every initiative, project, reform or reorganizational effort cited elsewhere in this report was accomplished with counsel, creativity, research and support from Central Office legal staff.

The Office of the General Counsel provides a wide range of legal services and advice to the Secretary and DCF employees related to the mission and programs administered by the agency.

Attorneys in the office provide legal advice to agency administrators, draft administrative regulations, prepare and review testimony and on occasion provide testimony before legislative committees, defend administrative actions before the Office of Administrative Hearings and defend agency actions on judicial review.

Attorneys provide training on legal issues relevant to the work done by the agency and its employees including such things as employment law, HIPPA, and KOSE agreements.

Attorneys review contracts, grants and other legal documents and defend the state, the agency and agency employees in administrative hearings and in state and federal courts.

Centralized Legal Management

Through attrition, agency reorganization and privatization, the ranks of DCF-employed attorneys have shrunk dramatically since January 2011. Their number was more than 100 at that time, predominantly in the department of Child Support Services, but will be less than 30 by the end of 2013.

Regionally-deployed supervising attorneys are no longer used; instead, senior attorneys based in Topeka are responsible for managing the work of staff attorneys housed in local offices around the state.

Facilitated by electronic communications, a newly developed tracking system for the progress of thousands of pending DCF legal cases, and a convenient and secure shared computer drive for exchanging files between distant legal colleagues, the DCF legal department is truly doing more with less.

Most profound, however, is the benefit achieved by central legal management in terms of more consistent statewide application of the law.

Office of Audit Services

The Office of Audit Services provides DCF with internal auditing and consulting services within the government arena. Audit Services staff are comprised of a team of professionals with evaluation, accounting, auditing, analytical, research, and program skills and experience. Staff conduct audits and reviews to provide independent assurance that DCF's principal interests as an organization are being met.

Audit Services staff assess and make appropriate recommendations for improving the governance process of DCF through:

- Promoting appropriate ethics and values within an organization.
- Ensuring effective organizational performance management and accountability.
- Communicating risk and control information to appropriate areas of the organization.
- Managing agency activities related to external audits among the audit committee, external auditors (e.g., Legislative Division of Post Audit; Office of Inspector General, such as Health and Human Services, Social Security, Education, Agriculture, Federal Agency Financial and Program Reviews), and DCF management.

The DCF Anti-Fraud Unit

is on track

to reach \$3 million in

fraud judgments in FY 2014

–triple the number

of FY 2013

fraud judgments.



Anti-Fraud Unit

Under the current Administration every effort has been made to rebuild a previously dismantled Anti-Fraud Unit. In 2011, for example, the Wichita region had no one dedicated to fighting fraud. DCF Legal embarked on strategic planning to make the task of fraud prevention and prosecution a high priority of this agency. A Director of Fraud Investigations was designated to spearhead the statewide effort, immediately reformed agency policies that had facilitated fraud, researched other states' successful anti-fraud initiatives, pursued legislative authority to hire additional fraud investigators, prosecuted pending cases that were growing stale from lack of attention and identified the cost-effective tools needed to support a robust and sustained agency effort. The chore of training new investigators and creating protocols for the professional handling of fraud reports was extensive.

Since this effort was launched, the full agency cost of the newly invigorated fraud unit is less than half of the total savings represented by fraud collections plus documented program savings achieved from closing cases of fraudulently obtained benefits. In FY 2013, total DCF fraud savings exceeded \$2.37 million and the number of fraud cases investigated nearly tripled that of the preceding year.



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