

GRANT COUNTY DSS

# VALUES

The greatest Joy.....  
**GIVING**

The two most power-  
filled words.....

**"I CAN"**

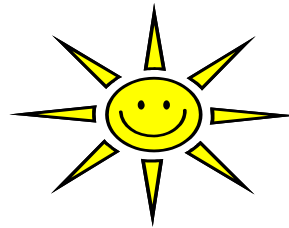
The most destructive habit..  
**WORRY**

The most powerful  
force in life.....  
**LOVE**

The greatest  
problem to  
overcome.....  
**FEAR**

The greatest "shot in the arm"...  
**ENCOURAGEMENT**

The most beautiful  
attire.....



**A SMILE!**

The most worthless  
emotion.....  
**SELF-PITY**

The most effective  
sleeping pill...  
**PEACE OF MIND**

The most prized possession  
**INTEGRITY**

The greatest loss.....  
**SELF-RESPECT**

The ugliest personality  
trait...  
**SELFISHNESS**

The worst thing  
to be without.....  
**HOPE**

Our greatest  
natural resource  
**OUR YOUTH**

The most powerful channel  
of communication .....  
**PRAYER**

The greatest asset...  
**FAITH**

The most crippling failure  
disease.....  
**EXCUSES**

The most endangered  
species....  
**DEDICATED  
LEADERS**

## GRANT COUNTY'S FAMILIES' FIRST PLAN

This document contains ideas on how we can reinforce and support the American family to raise healthy children so the next generation doesn't fall behind.

We must come up with solutions given the horrific decisions that must be made. Systems are shutting down and we must respond now.

These ideas do not represent a huge commitment of money - there is some up-front money and some shifting of tax dollars - but it boils down to a public will to get it done - each of us caring for and helping our neighbors.

## **“The Families First Plan”**

1. **Develop a statewide consensus** that a village of families is necessary to raise strong children. A village that supports mothers at the expense of fathers, or supports children at the expense of families, is doomed to failure.

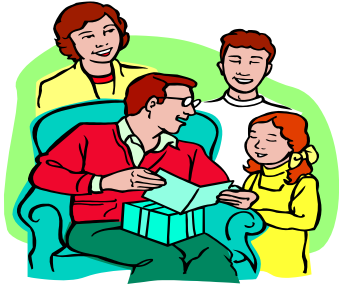
2. **Develop a system that supports families**, provides for the healthy development of children, builds strong communities, gives people in marginalized communities a sense of hope, involves fathers in their children's lives, and expects our bureaucrats to commit to these goals.

3. **Revitalize a set of values for Wisconsin.**

### **\*\*\*\*\*Wisconsin Values\*\*\*\*\***

1. The State of Wisconsin is committed to building broad-based supports for families in everyday life.
2. The impact on Wisconsin families will be paramount in all state decisions.

3. All things being equal with respect to specific law or agency mission, the most family-strengthening decision will be chosen (e.g. community safety vs. returning a father to his family).
4. The Governor and Legislature will demonstrate a commitment to families by:
  - a) Passing laws that reflect family values.
  - b) Developing statewide initiatives around families, fatherhood and economic development to support families.
  - c) Conduct an annual conference to evaluate progress and establish goals to build strong families for the next year.
  - d) Including Family First as part of the State budget.



### **Families First**

*Child welfare removes a mother, a 6-year-old boy, and 6-month-old child from their sexualized family home and places them in a treatment foster home. The father is in jail. In a puzzling display of self-destructive behavior, the mother sends the 6-year-old to get the foster home dad to come see her, splayed naked with the 6-month-old. Shocked, the foster home calls child welfare. The traditional approach would be to remove the children from their mother, split up the family, and create another generation of lost children.*

Hopeless? Not quite.

**We know why these problems occur.** A 2000 survey of child abuse literature identified six factors associated with child abuse: (1) family history of abuse, (2) family isolation, (3) economic deprivation, (4) lack of coping skills of parents, (5) patterns of aggression within the family, and (6) lack of parenting skills.

**We have the skills to assess these problems.** It is clear that societal problems such as crime, welfare, and poverty are directly related to family problems such as neglectful, absent or abusive parents. Scientific proof supports our long-standing claim that public welfare programs should focus on children and families as much as jobs and job training.

**We can provide services without additional funding, if the delivery system is streamlined.**

Six critical areas are identified below, and discussed in brief on the following pages.

- ☀ **Family Systems:** a family is more than the sum of its parts. Improve the patterns of interaction (family dynamics) to stabilize and organize families.
- ☀ **Brain Development & Attachment:** Loving, attentive parents create healthy children and families. Enrich the environment of pre-natal children and infants to promote children more capable of succeeding in life. Provide a secure and nurturing environment to teach trust and instill a sense of social connection and responsibility.
- ☀ **Economic Participation:** Establish the ability and the will to participate as fully as possible in the mainstream economy.
- ☀ **Fatherhood Initiatives:** Families need fathers and children need their dads. Engaging fathers must be a prominent part of the next phase of welfare reform.

☀ **Integrated Systems and Interdisciplinary Services:** we cannot afford to maintain separate bureaucracies and disciplines – they must be integrated. We can have a significant impact without increased funding.

☀ **Leadership:** Build the “corporate will” needed to implement the structural and moral changes to significantly impact struggling individuals, families and communities.

### **Family Systems**

In the example above, both children’s attachment to their mother is devastated, creating permanent developmental injury and a new generation of the unattached. Perhaps she deserved to be separated from them, but they didn’t deserve to be separated from her. Using family systems therapy, we can facilitate this mom and others like her to change so they no longer deserve to be separated from their children. Families could be reunified, saving countless lives and taxpayer dollars.

This cycle is repeated and amplified with the generations. We have intergenerational child abuse - sexual, physical and emotional - that occurs repeatedly in many of our troubled families. Often these families are economically disadvantaged and suffer patterns of family abuse and disintegration which they are ill prepared to overcome. The solution is to create interventions for change to

## Improve patterns of interaction to stabilize troubled families.

Family Systems Theory was the last great leap in family therapy. It addresses the dynamics of the whole family, which is greater than the sum of its individual family member parts. Mother, father, and children working together is the most effective way to raise a strong healthy family.

### Brain Development & Attachment

Fifty years of research demonstrates that a sense of safety and security creates attachment (pro-social behavior) and stimulates brain development in babies. A sense of being unsafe or insecure creates detachment (anti-social behavior) and impairs higher brain functioning. Attachment and brain development research is the next great leap in the treatment of families.

## Loving, attentive parents create healthy children, families, workplaces, communities, and societies.

Whether self-interested or altruistic, our common agenda and primary goal must be to strengthen the family.

### Economic Participation

Our expectation as a society and culture is that all people work to support themselves. If they don't, they suffer the consequences, up to and including death. Few, if any, in this country support the death penalty for failing to participate in our economy. Many, however, support a policy of benign neglect that does result in the destruction of families and the cultural crippling of their children. The answer is not to eliminate the requirement that people support themselves, but to facilitate people's participation in the mainstream economy.

Jason De Parle's 2004 book American Dream describes the devastation to three African-American mothers navigating the economic system (work and welfare). The results – one has a crack baby, one is convicted of welfare fraud, and the third works but is an alcoholic. No fathers are readily observable, another generation of unattached males.

DeParle states that involvement of the fathers is the one key area for hope with the economically disadvantaged

mothers who typically are involved in Wisconsin Works (W-2).

### **Fatherhood Initiatives**

The Society for Research in Child Development on November 16, 2004 released a study with evidence to

**Support the pivotal role dad's play in children's development.**

Improved relationship skills and increased earnings capacity are consistently cited as prime factors in encouraging fathers to stay connected with their children (The Prevention Researcher, Vol. 11 No 4, Nov. 2004). The Midwest Center on Workforce and Family Development, Inc. of Racine, Wisconsin offers a national model of holistic policies and programs that strengthen support systems for children by addressing the employment and supportive needs of fathers and other family members.

### **Integrated Systems & Interdisciplinary Services**

We can combine family systems, attachment therapies, employment & training programs, and a new Fatherhood initiative to facilitate a broad-based approach to repair many of the tears in the fabric of our society and culture.

In healing our communities and its members, we cannot afford to maintain separate bureaucracies and disciplines – they must be integrated. The resources are in place in social welfare, corrections, employment and training, mental health, AODA, etc. to have significant impact without increased funding.

An integrated system with a comprehensive approach can facilitate significant change in dealing with the major social issues of our day – child abuse and neglect, failure to participate in the mainstream economy, strengthening the family, and building a consensus for these values in our daily lives.



## All of the pieces are in place except one \*\*\*\*\*Leadership\*\*\*\*\*

We have the dollars, the knowledge, the people, and the infrastructure in place to reach the marginalized participants in our culture. The elements that are lacking in addressing these fundamental issues are leadership and “corporate will.”

### Leadership

In order to build the “corporate will” needed to implement the structural and moral changes to significantly impact these struggling individuals, families and communities – the key is leadership.

The leadership is in place in the local (county) bureaucracy of Wisconsin. What is not in place is the state-level leadership showed by Tommy Thompson’s welfare reform and Robert LaFollette’s progressive movement in the early 20<sup>th</sup> century. We need someone who has been elected to and assumed a leadership position. Thompson and LaFollette were both willing to use their “bully pulpits” to proclaim their agendas and create the consensus to

## Make Wisconsin a national model for effective programs.

This leader will identify where we want to go prior to deciding exactly how we will get there, using the crucial research and information.

*Perhaps the greatest social service that can be rendered by anybody to this country and to mankind is to bring up a family.*

*George Bernard Shaw*

### Action Plan for Families First initiative

Bold Step	Action/Implementation Steps	Outcomes	Measurements
1. The governor and legislature pass and sign a family compact that establishes the nurturance and support of families as a top priority for the state.	Hold a series of public meetings held across the state to gather citizen ideas. Include a list of action items and potential outcomes for them to react to.	Increased public awareness and support, bi-partisan structure for committees and process, bi-partisan commitment.	More letters to the editor on family issues. Democrat and Republican membership on committees; increase in jointly sponsored laws.
2. Change focus from individual constituent groups to families	A. Target services to the whole family not individuals.	More services for families without additional tax money.	See #3A
	B. Target funds to the most vulnerable and/or most in need and to families not individuals.	More services for poor and vulnerable families without additional tax money.	See #3A
	C. Redirect money from higher-income families (family centers, child care subsidies) to the lower-income and most vulnerable families	More services for poor and vulnerable families without additional tax money. Shift in funding and program priorities	Increased number and quality of services available for poor and vulnerable families.
3. Review all existing and proposed laws and policies to determine whether families are strengthened (not just the component parts).	A. Develop criteria for reviewing new and proposed laws and policies to determine if the law/policy improves or builds on 12 impact areas (see attached).	Establish bi-partisan commission to review all laws and policies. Cost-neutral. Develop a Denver Inventory (measure movement along a self-sufficiency continuum).	Implement and impact. Actual modification of laws
	B. Each new law or policy would be reviewed and scored on a 10-point Likert scale.	Appropriate laws would be modified	3% modified
	C. When in doubt, families come first	Appropriate laws would be modified	3% modified
	D. Less priority on individual citizens and demographics (race, sexual orientation, etc.).	Strengthen families to deal with individual issues.	Less conflict around individual issues, rights, etc. Strong consensus for family support.

Bold Step	Action/Implementation Steps	Outcomes	Measurements
4. Attachment and Brain Development as a science/academically-respected discipline.	Application of attachment and brain development concepts to schools, day care centers, and homes.	Attachment and Brain Development is a scientific discipline. The principles will be included, applied, and utilized in high school classes. Results will be more secure, emotionally healthy children and a well-developed adult who will be able to become a good parent and productive member of society.	Services for parents and grandparents on pre-natal development, new baby, toddlers, day care, early childhood development, 5-10 education, and adolescents.
5. Fatherhood initiatives.	A. Change child support rules to give credit for time spent with child(ren).	More time spent with children; less jail time for non-support.	Laws enacted; reduced Child Support caseloads.
	B. Change child support rules to give credit for time spent in parenting education.	More time spent with children; less jail time for non-support.	Laws enacted; reduced Child Support caseloads.
	C. Improve access of non-custodial parent to the child.	Laws enacted, less time spent in jail for non-support of children, more time spent with children, and reduced caseloads for child support.	Laws enacted; reduced Child Support caseloads.

Bold Step	Action/Implementation Steps	Outcomes	Measurements
6. Revamp bureaucratic standards to emphasize empowerment values versus entitlement mentality. Providers should be the families not professionals.	A. Establish a bureaucratic czar to assure implementation.	All department rules and regulations would be reviewed by the bureaucratic czar and changed if needed. Empowerment would be the watchword of the bureaucracy rather than entitlement.	Annual report to Legislature.
	B. Focus on the most vulnerable and encourage families, not institutions or professionals, to care for children.	Community members are competent to help one another; better availability of support.	A reduction in state and local employees as family and community replace them.
	C. Revamp programs, program standards, and funds to support families.	Domestic violence programs would include putting families together as part of their philosophy.	“
		W-2 would track people through initial employment to good jobs (“W-3”)	“
		Family Resource Centers would do more home visits, follow the Hawaii model, and provide the bulk of services to the most at-risk of abuse and neglect	“
		Childcare funds would be focused on the lowest income groups.	“
		Child welfare would reduce child protective services and increase family supports.	“
		Programs for individuals with developmental disabilities (DD) would focus away from professionalism for family supports. Reduce the percent of Human Services funding to even the playing field with other vulnerable populations.	“

## The Insanity of Mitigating Child Safety

The child welfare system in Wisconsin spends millions of dollars on child welfare workers to remove children from their homes. Millions more are spent developing foster homes and other out-of-home placement facilities to keep children out of their homes and to maintain computer systems (WiSACWIS, etc.) to justify removing and keeping children out of their homes.

The media in this country crucify child welfare workers when a child is horrifically injured or killed in his/her own home. The state trains child welfare workers to remove children from their homes whenever the risk is high. The child welfare worker must justify and document that it is okay to leave a child in his/her own home whenever there is a complaint.

The “child advocates” (self-appointed) sue the federal government for placing children in poor/multiple foster homes. The Federal Government threatens and withholds funds from State child welfare systems because they removed children who were at high risk and put them in poor/multiple foster homes, thereby potentially reducing the few dollars that the states and local child welfare agencies have to keep children safe in their own homes.

Why do we perpetuate this insanity? Insanity is defined here as doing the same thing over and over but expecting different results.

Place 22-year old child welfare workers in this insane environment and you get 50%-80% annual turnover rates. Few child welfare workers will leave a child with his/her parents if there is a moderate-to-high risk level for their own personal liability, as well as their bureaucratic liability. This leads to failing participants maintaining a failing system.

The bias of the system (the pressure of the community to fault the child welfare worker if any child is injured or killed) is to remove the child whenever the risk level is elevated. The current system removes hundreds of children to avoid one child being injured. However, removing a child from his/her family may cause more harm than good. If child safety is defined as avoiding any risk of injury if a child remains with the parent(s), then we must balance risk with safety to avoid emotional harm to the child.

Public blame for injured children needs to be shifted away from the failures of the child welfare system to the failure of society to support families. Prevention, early intervention, and massive supports to families at risk of further abuse or neglect are the answer. A recognition and commitment to keeping families together needs to be the primary goal.

Our dysfunctional child welfare system needs treatment to facilitate its mission of keeping children safe and healthy in their own families. Three things must occur:

1. A shift in the advocacy, education and bureaucratic systems to stop enabling families to fail, practicing elitism, and self-protection. (Detailing this shift would require another paper.)
2. Public commitment to adequately fund the resources to support families (this is more likely than support to break up families, e.g. out-of-home care).
3. Structurally modify the child welfare system and encourage therapeutic interventions by case managers.

A practical mechanism to modify the system is to mitigate safety. The risk/safety system should be modified to reduce the systematic and structural emphasis on risk and removal and shift it to trigger actual services not just an offer of services.

Legislation and DHFS rules and standards can be developed and implemented to facilitate and support this process. The following concepts should be addressed in that process:

- Shift the trigger for child removal to a higher trigger point.
- Change the offer of voluntary services to mandated in-home family-based services.
- Balance risk with the potential for family unification/reunification by considering the strengths of the family and weighing the benefits of the family being together against the risk of further abuse or neglect.
- Re-direct system thinking towards keeping families together instead of pulling families apart. Comprehensive, in-home service plans should facilitate the decision to allow children to remain in their homes, keeping hundreds of families together, versus the potential of one child being abused or neglected.
- Develop modified risk criteria using statistical analysis on how age and developmental level mitigates risk, types and severity of sexual abuse, not triggering removal for any bruising or injury, the potential for adoption, strength of parent, families, and community supports, not the superfluous checklist currently used in child-at-risk fields.
- Parent-child attachment is a key element in a child remaining in the home. Building and strengthening this attachment for both parents and children is essential to reducing risk.

Finally, middle class standards cannot continue to be used in risk assessment. Basic objective standards need to be established. The community and institutions such as schools must recognize, accept, and support non-middle class parents as necessary for all children.

Essential to addressing services is case managers as therapeutic interveners. Currently, case managers manage safety. In the current system, the only absolutely perfect safety technique is removing a child from his/her home.

A twenty-four hour per day caretaker in the home is almost as effective as removing the child to assure safety. Neither removing the child or babysitting the parents empowers families to change, nor are these options cost-effective.

Implementing basic in-home services such as parent aides, parent mentors, therapy teams, and other wrap-around services should be built around therapeutic services and interventions that will assure long-term, permanent change as the family's role as nurturer and protector of its children (not the state's children).

There are three major blockers to the implementation of this approach.

1. One blocker is the protectionism of the licensed professionals and the schools of higher education that are invested in training child welfare workers for the exclusive delivery of these types of services. Public and private higher education need to reinvent themselves to meet the needs of families and their children. If not, other alternatives need to be created (e.g. apprentice programs run by the child welfare agencies).
2. Another blocker is the state bureaucracy, which is looking to protect itself from the federal bureaucracy, the Governor and the Legislature (partisan political issues). If leadership steps forward, the Governor and Legislature may be part of the solution. If leadership does not step forward, a system can be developed that bypasses these entities.
3. The final blocker is the local agency that is often driven by weak leadership, unimaginative supervisors, and low paid, inexperienced case managers. The public can demand strong leadership, imaginative supervisors, and strong therapeutic case managers or the function can be shifted to the private sector.

We must reinvent the child welfare system to keep children safe by healing families, not breaking them up. Otherwise,

**“We have met the enemy and he is us.”**

Bold Step	Action/Implementation Steps	Outcomes	Measurements
7. Identify key values common to all citizens of Wisconsin. Build on commonalities and hope.	A. Establish a broad-based consensus on common values regarding raising children and supporting families, i.e. two-parent families are the best place to raise children, families with one parent are the next-best place to raise children, the next-best place is with siblings, the next-best is with other adult relatives, and the next-best is with another positive adult. The worst is an unstable institutional setting. Divorce is hurtful for children.	Adopt a set of values in Wisconsin built on community-accepted standards of family. Family would organize themselves around their members, not work or cultural lollipops (TV, computers, etc.), seductions of the marketplace and society.	See #3A
	B. Work is good and valuable in and of itself.	Community and government in partnership with impoverished individuals	See #3A
	C. Expand faith-based, spirituality-based, and values-based initiatives in Wisconsin.	Increased respect for faith-based organizations and other spiritual communities. A reduction in the cultural wars so services to families can be increased.	See #3D
8. Change the tax structure to reward family-supporting activities and services (value added to families).	A. Exempt foster parents from their portion of the school tax and the county sales tax.	Foster parents would feel valued and recognized.	More quality foster homes.
	B. Expand tax credits for adoptions.	Adoptive parents would feel valued and recognized.	More quality adoptive families.
	C. Provide economic incentives for a parent to stay home with young child(ren).	More parents staying home with their young children.	Improved attachment as measured by more secure children ready to learn when they attend school.
	D. Create tax or education credits for community members who volunteer to work with families	Community members would volunteer in greater numbers.	More volunteers to work with families.
9. Create a Dept. of Family Supporters	Merge Depts. Of Workforce Development and Health & Family Services. To keep from creating an unwieldy bureaucracy, spin off Affirmative Action/Civil Rights Compliance divisions to Dept. of Admin. (could consolidate all statewide AA/CRC ops in DOA) and spin off Job Service to Dept. of Commerce.	Streamline the hodgepodge of assistance programs, save money, provide better service, and encourage the culture of mainstream work.	Annual reports coordinate with bureaucratic czar. A change in the bureaucratic ethic as measured by annual surveys.



Bold Step	Action/Implementation Steps	Outcomes	Measurements
10. Create a Reconciliation Council.	Include all cultural and religious groups.	Build commonalities and consensus to support families.	Values established with a broad-based commitment to them. Measure by community surveys and polls by UW system.
11. Identify resources from the private sector.	Review tax breaks that could be diverted to families (e.g. TIF districts for the poor; enterprise development zones with revenue focused on family/social development initiative).	Increased support by the private sector for supporting families, particularly poor families.	Increased community support and dollars for the most vulnerable. Also, see #3A.
	Create a tax check-off for the private sector to give up their tax breaks with the money diverted directly to poor families or organizations that work with them.	Create an endowment from the private sector so that programs may continue without additional tax money.	Increased community support and dollars for the most vulnerable. Also, see #3A.
12. Create local governing councils.	Give marginalized communities (20% poverty?) power and control over their budget allocation. Say for example \$100 million is spent annually for police, garbage collection, and child protective services in a community. If the citizens got together and do the policing, clean-up, and family support activities themselves, they'd have that much money to spend on themselves.	Empowerment of communities, families, and individuals to take control of and responsibility for their own communities.	Establish baselines for communities (e.g. #3A) and measure.
June 1, 2005 JDA/dh			

IMPACT AREA	DESIRED OUTCOMES/MEASUREMENTS
1. Community Contacts and Connections	Connections/liaisons to: community leadership groups, oversight bodies, task forces, coordinating committees, planning committees, etc. Increase in participation rates by low-income community members. Decrease in demographic uniformity of these groups (i.e. fewer exclusive groups).
2. Social Contacts and Connections	Increase volunteerism as measured by number of volunteers, number of volunteer hours donated, value of donated hours.
3. Adult Relationships	Improve parental dyads as measured by number of two-parent households, number of single-parent households, and marriage/divorce rates.
4. Peer Relationships	Improve informal support networks as measured by number of friends and acquaintances.
5. Adult-Child Relationships	Better financial support of non-custodial children as measured by payment rate on child support orders. Fewer numbers and lower cost of foster care placements as measured by number and cost of children in out-of-home care. Break out by respite care, foster care, group homes, and CCIs. Fewer incidents of termination of parental rights (TPR) as measured by number of children up for adoption, number of TPR petitions filed, and number of grandparents caring for their grandchildren.
6. Child Development	Healthier children as measured by number of children with physical disabilities, learning disabilities, mental disabilities, emotional disabilities, Reactive Attachment Disorder/attachment issues.
7. Education	Better educated children as measured by rates of school attendance, graduation, drop-out, illiteracy, truancy, school performance (e.g. grades), and standardized test scores (e.g. SAT).
8. Employment and Income	Better jobs and higher income as measured by rates of overall poverty, family poverty, child poverty, unemployment rate, job placement, and wage at placement.
9. Mental Health	Better mental health as measured by number with substance abuse issues, chronic health conditions, length of time and number of people on treatment waiting lists.

10. Health and Nutrition	Better health and nutrition as measured by number and percent of residents on Food Stamps, Medical Assistance, and WIC; number and percent of residents on Senior Care, at COA meal sites and getting Meals on Wheels; out-of-wedlock birth rate, number of teen pregnancies, number of uninsured residents, number of uninsured children, number without access to a dentist, sex abstinence rate, abortion rate, infant mortality rate, number of low birth-weight babies, length of time and number of people on waiting list for health services, immunization rate, EPSDT participation rates, number and percent of children on free/reduced lunch at school
11. Safety	Better safety as measured by number of high-risk auto insurance policies/good driver discounts, suspended drivers licenses, OMVWI citations issued, property crimes, protective services calls, CPS petitions, DSS guardianships, rates of arrest convictions, and recidivism.
12. Housing	Better housing as measured by number and percent on energy assistance, payments for impending homelessness, numbers of renters in houses that meet code, home ownership rates, mortgage defaults, stability of residence, length of tenancy, cost of housing under 30% HH income, interior and exterior of home in good condition.
June 15, 2005 JDA/dh	

Ancillary Actions	Action/Implementation Steps	Outcomes	Measurements
Improve the public education system to support families	Redo licensing of teachers to allow experienced people to teach. Move special-ed teachers out of schools and into homes. Public school teachers do more teaching to the public/parents to teach. Establish meaningful individualized testing in the schools (measure early childhood progress). Support home schooling as a positive value and utilize	More teachers; better educated parents + better educated families; better testing means better results for kids. The money should follow the family, we would provide 6 hours of family systems education at the 8 <sup>th</sup> grade level, pay education costs in CCI's (no double-dipping) and promote individualized education of children (Charter School for Families)	Long-term measurement (5-10 years) on educational achievement levels of poorest segments of the population.
Revamp post-high school education	Design training around families. Move back to a mentoring or apprenticeship system. Move technology teachers into the community and workplace. Reward post education based on-job placement related to training.	By shortening the length of time young adults spend in school, they will go to work faster, more easily, and with less family trauma. (Technical colleges and colleges store kids too long.)	More efficient entry into workforce, particularly the poor. Measure percent of 18-25 year-olds entering workforce 3 years after reform. Reduction in self-destructive behaviors (e.g. drugs, gangs) by using work as a mechanism for behavior modification.
Institute universal health insurance. Cost-neutral by elimination of middlemen (paper-pushing insurance claims processors).	Cover everyone with basic services. Charge premiums based on a sliding fee scale. Continue competition among health care providers to ensure good service at the best price.	More stay-at-home moms (e.g. farm wives working for health insurance benefits) which promotes attachment and brain development. Stimulate the economy by creating "good" job openings. Remove disincentives for individuals with disabilities (SSI, MA) to work for wages.	Percent of population covered. Percent of population working. Reduce cost of medical coverage through reduced administrative costs, better use of information Technology, systematic measurement of treatment outcomes, and maintain/reduce percent of GDP spent on health care costs.
Consolidate all Regional Offices	Use Wisconsin's 8 Congressional Districts for all Regional Offices (DWD, DHFS, DNR, DOC, DPI, etc.)	Save money through reduced costs of office buildings, receptions, information technology, etc. Encourage local efficiencies and ease of communication.	Dollars saved; reductions in number of full-time equivalent staff.
Eliminate all income supports.	Institute a guaranteed annual income with a universal work requirement. Make it so people who work make more than people who don't.	Streamline the hodgepodge of assistance programs, save money, provide better service, encourage the culture of mainstream work.	Reduction/elimination of income support programs. Build on federal initiatives/waivers. Increased emphasis on work with adequate income to care for families. Measure by pre-established standards.

Ancillary Actions:	Action/Implementation Steps	Outcomes	Measurements
Move the concentration of government and government jobs out of Madison and into the rest of the state to support economically distressed areas and to get the buy-in of all the state's citizens.	Locate next state office building in innercity Milwaukee; move DNR offices to Hayward; move highway dept. to Milwaukee; move call centers to rural areas	Increased respect for poor neighborhoods. Revitalize decaying neighborhoods. Increased incomes	One state office building built outside Dane County.
June 1, 2005 JDA/dh			

### Families First Talking Points

1. Fatherhood Initiatives
2. Brain Development and Attachment
3. Economic Participation as a means to family health
4. Integrated Systems and Interdisciplinary Services
5. Leadership
6. Bipartisan
7. Rural-Urban Coalitions
8. Revitalize communities
9. Cost-Neutral / not asking for money
10. Imminency – systems are shutting down, must respond now
11. Political Expediency – must come up some solutions given the horrific decisions that must be made
12. We are selling a message of hope

3/31/05