
FINAL REPORT

Joint Task Force on Administration and Delivery of Services to Children and Families

August 2007

Task Force Members

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Senator Debbie Regala
Representative Shay Schual-Berke
Representative Maureen Walsh
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Cheri Wolf
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Background Information.

Engrossed Substitute Senate Bill (ESSB) 5872 (2005) established the Joint Task Force on Administration and Delivery of Services to Children and Families. The legislation required Task Force members, designated by ESSB 5872, to determine the most appropriate and effective administrative structure for delivery of social and health services to the children and families of the state and to make recommendations to the Legislature and the Governor. At the end of its work in 2005, the Task Force recommended that its work continue for another 12 months and that two additional members representing the Office of the Superintendent of Public Instruction and the Office of Public Defense be added. The Task Force also recommended that a consultant position or .5 FTE be added to provide support to the Task Force.

The Task Force held a total of 14 meetings during the 2005 and 2006 legislative interims. (See Appendix A for a list of the membership of the Task Force and Appendix B for a list of meeting dates and agendas.)

Task Force Responsibilities.

Pursuant to ESSB 5872, the Joint Task Force is to make recommendations concerning which administrative structure or structures would best realize efficiencies in administration and best achieve positive outcomes for children and families, including, but not limited to, the following:

- (1) Reducing the number of children at risk for abuse or neglect and increasing the safety and well-being of children;
- (2) Increasing the ability of families to care for their own children and reducing the number of children in foster care;
- (3) Increasing placement stability and permanency for children in out-of-home care and reducing unsafe and inappropriate placements;
- (4) Delivering appropriate and timely mental health services;
- (5) Providing adequate and appropriate staff training and education;
- (6) Promoting foster parent recruitment, training, and retention;
- (7) Reducing the frequency and duration of sibling separation;
- (8) Delivering adequate and timely services to adolescents; and
- (9) Increasing responsibility and accountability for achieving goals.

The Joint Task Force is to make recommendations concerning the costs, benefits, savings, or reductions in services associated with the various administrative structures considered by the Task Force.

Discussions.

The Task Force held 14 meetings over a two year period before deciding on an administrative structure. During its meetings, a number of child welfare experts presented

information on various topics pertaining to child welfare. The testimony of some of the speakers is summarized below:

When the Task Force met on September 19, 2005, it heard from foster parents, and members of the Foster Parents Association of Washington State, **Danielle and Steve Baxter**. The Baxters conveyed that they believe foster parents, caseworkers, foster children and their families should work together, with a common goal of reunification.

The Baxters told the Task Force that one of the difficulties they face arises from the relationship between foster parents and caseworkers. The Baxters contended that caseworkers view foster parents as a "necessary evil" rather than an integral part of the system. This may be due in part to caseworker retention rates. When one caseworker leaves, his or her caseload is given to another caseworker who already has a full caseload. This creates a strain and services deteriorate. The Baxters stated that these problems can be ameliorated if all parties respect, support, and communicate with one another. They also stated that this may be accomplished through better training.

Cheryl Stephani, Assistant Secretary of the Children's Administration (CA), spoke to the Task Force on September 28, 2005. She explained that the Department of Social and Health Services (DSHS) has five different administrations within the umbrella agency. All of these administrations report to the Secretary who in turn reports to the Governor. These five administrations share infrastructure.

Ms. Stephani noted difficulties that she hoped to address within DSHS. She stated that there is a problem with communication and connectivity with regard to the computer systems. Each agency has its own computer system, none of which interact with the other, causing duplication of processes and information collection. Ms. Stephani related that she would like to improve collaboration among the different administrations within DSHS, seek out or retain good supervisors, and document how money is spent within CA offices.

Ms. Stephani also discussed the major reform initiatives currently underway at CA such as the Practice Model, contract review, business model and Child Protective Service/Child Welfare Service redesign.

Ms. Stephani stated that she believes the creation of a separate department would take the focus away from services to children and create service gaps in areas such as mental health.

Doug Lehrman, an ECAP Director in Southwest Washington, stated that he believes there is a disconnect between headquarters and field operations that hampers high quality working relationships. Mr. Lehrman pointed out the inequity in the distribution of resources among regions and stated that he felt there should be fairness and consistency in the distribution of these resources. He contended that those regions (there are six DSHS regions that encompass the state) that spend within their budget should be rewarded and those that spend above and

beyond what they are allotted should be penalized.

Caseload size is another problem that Mr. Lehrman discussed. He pointed out that when the number of children increases within a school district, for example, the school district receives more money, but this is not consistently done within CA. Caseloads may increase, but funding often does not. Mr. Lehrman stated that he believes that smaller caseloads will result in better services. Mr. Lehrman stated "I have had a relatively long-term perspective on the Children's Administration and I've had a variety of experiences. I had a great career with CA. Most of the experiences and the people I worked with were excellent people who were dedicated to their profession and to the mission of CA."

Mr. Lehrman pointed out various other issues that plague CA. He stated that children's mental health needs are not met, opportunities for professional development are lacking, and salaries are not adequate, especially when employees can work elsewhere for more pay, resulting in employee turnover. Another difficulty for CA has been unfunded mandates. He contended that it is a challenge to comply with the various legal and policy mandates placed upon offices that already have high caseloads, inadequate salaries, and long hours, when there is no corresponding increase in resources. Mr. Lehrman stated he believes that an incentives or rewards system would increase productivity.

Gary Weeks, the Director of Labor and Industries, spoke regarding his experience as the Director of the Department of Human Services (DHS), an umbrella agency in Oregon. He stated that breaking up an umbrella agency sets the newly erected agency back by splitting up a network that shares information. He stated that most clients who enter into the system have multiple problems, whether it be drugs, mental health, or inadequate income. When an integrated database is used within an umbrella agency, it allows each administration within the umbrella agency to communicate more efficiently and effectively, making it easier to understand an individual's service needs. Mr. Weeks maintained that it is desirable to have an umbrella agency and that accountability is key in managing such an agency. If performance measurement tools are used, they allow top managers to keep track of the successes and failures within the umbrella agency so that it can focus on fixing serious problems.

On October 19, 2005, **Dr. Gerard Bellefeuille**, an expert in community-based governance at the University of Northern British Columbia, discussed issues summarized in an article he wrote regarding community governance and child welfare. He spoke about a learning government model. Dr. Bellefeuille explained that in creating this model, standards must be followed, but the way in which the standards are established and implemented may be different in each community. Most importantly, he stated that it is the community and the collaborations and partnerships with that community that will lead to success. Improved performance, in turn, leads to savings which can then be reinvested in the organization for prevention or other services. This process essentially allows the organization to generate new resources for prevention and family support. Dr. Bellefeuille stated that accountability is important, but flexibility is also necessary. Furthermore, he noted that change does not happen overnight, or even in the first

year. Rather, there must be a cultural shift and the agency needs to be open to major change in the way it serves children and families.

At the same hearing, **Mary Ann Murphy**, the Executive Director of Partners with Families and Children in Spokane, spoke about how communities must be included as a part of the solution. Ms. Murphy stated that when inflexible directives come from Olympia, there is a disconnect that prevents community agencies from adequately meeting the needs of children and families. Ms. Murphy discussed how various children and family programs, with community involvement, have evolved and become successful in Spokane. For example, the community launched a clinic in one of its hospitals to respond to child sexual abuse. Law enforcement and child protective services have also collaborated and created a coordinated approach for drug endangered children.

Ms. Murphy stated that one of the bigger projects of her agency has involved child neglect. She explained that competing hospitals teamed up to create a successful research and intervention project that involved family members, Child Protective Services (CPS) workers, friends and other resources to resolve problems within the family. The families involved in the project were provided with a social network of support that allowed them to receive an array of services, including chemical dependency and mental health treatment. She stated that she believes that these comprehensive services are necessary and lead to cost savings. Ms. Murphy contended that each community should create programs focused around its needs, and with rigorous evaluation and incentives, success can be achieved. Communities should have greater "voice" in designing and implementing child welfare services, Murphy stated.

Joanne Moore, the Director of the Office of Public Defense, discussed the issues faced by public defenders in and around the courtroom. Ms. Moore informed the Task Force that a survey was conducted to determine what services were not consistently being provided to clients around the state. The survey indicated that there are large waiting lists for services; clients are often not starting services until two or more months into the dependency process, and defense attorneys are faced with high caseloads, poor client communication, and are paid inadequate salaries, compared to their counterparts at the Attorney General's Office. Furthermore, she explained that there is not a sufficient amount of services available for clients. Overall, Ms. Moore stated that the state should maintain access to and consistency in a set of core services for children and families.

At the November 7, 2005 hearing, **Dr. Hy Resnick**, Professor Emeritus from Bryn Mawr College and the University of Washington School of Social Work who is an expert in planned change, organizational development, general systems theory, group dynamics, computers for practice, psycho-architecture, and international U.S. exchanges and research, discussed change in organizations. He noted that a public organization can survive for many years when it performs poorly, as opposed to the private sector where losing money causes the organization to go out of business. Dr. Resnick spoke about stability versus change and how people inherently resist change. He discussed the pros and cons of large and small organizations. He stated that he

believes in the importance of looking at what can be improved rather than what is wrong. In doing so, Dr. Resnick contended that commitment and energy increase among employees when everyone becomes a part of the building process. He stated that there must be a leader for the organization in whom the employees can trust in order to successfully implement change. Without trust in leadership, commitment of employees will be inadequate to overcome inevitable obstacles, Dr. Resnick stated.

At the same hearing, **Dr. Olivia Golden** of the Urban Institute in Washington D.C., who is an expert in child welfare, child health, economic well-being, Head Start and elementary education, welfare reform, and family well-being, spoke about child welfare organizations and the different structures that can be utilized to manage them. Dr. Golden stated that a successful organization depends upon the state or community in which the organization is housed; there is not a one size fits all solution. Some states, she contended, need work in mental health services, while others may be weak in hiring and retaining staff.

Dr. Golden used four specific examples to describe successful child welfare reform. She stated that New York City and Washington D.C. converted to stand alone agencies when they reformed. The common problem in those jurisdictions was that managers did not have enough control over the child welfare system, which limited their ability to make needed changes. A stand alone agency provided enough power to its leaders to make the system work efficiently. She explained that Alabama and Utah reformed within their existing umbrella agencies. Each of these systems approached reform with the idea of teamwork and was lead by a cabinet secretary who was given more authority than the previous head of the child welfare agency. Most importantly, the reforms provided child welfare managers with greater access to leaders of government.

Dr. Golden stated that agencies such as chemical dependency, mental health, and law enforcement are crucial partners, and that links to these agencies should be maintained or established during the reformation of an agency. While New York City and Washington D.C. had to build relationships with key agencies, Alabama and Utah were able to maintain their existing relationships with those agencies because chemical dependency and mental health were part of the same umbrella agency.

The Task Force hired a child welfare consultant, **Leslie Ann Hay**, MSW, who presented information to the Task Force, at the May 31, 2006 hearing regarding the delivery of services to children and families as well as the privatization of child welfare services in other states. Ms. Hay focused primarily on a few jurisdictions that have undergone successful comprehensive reforms: New York, Illinois, Los Angeles, and California. She stated that the commonality among these agencies is the use of "dash board indicators," or a small number of goals that are monitored regularly. Ms. Hay presented the following information about these agencies:

- New York was able to reduce its foster care population by 50% in six years by increasing preventive services to families. This agency was able to shift away from

depending upon out of home care services such as foster care to the use of front end services. By relying less on foster care, the agency was able to save significant amounts of money that it reinvested in other parts of the system. Some of this money was used to increase staff and reduce caseloads by half.

- Illinois applied for a waiver under Title IV-E of the Social Security Act with the federal government. This federal waiver provided the agency with a source of new funding that allowed it to test out innovative programs which reduced its foster care population by 60%. By reinvesting its foster care savings it was able to fund preventive services. Illinois was also able to lower its caseload size from about 50 to 20 clients per caseworker.
- California, which is now a state-supervised and county-administered agency, began its reform when it found that families were often referred to the local child welfare agency several times before receiving any services.
- Los Angeles County began with many historical and cultural issues within the organization that initially appeared to be insurmountable. Los Angeles hired a new director who was able to achieve a small number of important goals. These efforts led to a reduction in the foster care population of 20% from 2000-2005; recidivism has decreased by 12%, and much faster and safer exits from care have been achieved.

Ms. Hay stated that the foster care trends in Washington State are of concern. The entry into care/exit from care ratio is increasing. Children are either staying within the system for longer periods of time, or staying within the system for a short time only to re-enter care later. The reunification rate is decreasing. There are also fewer exits to guardianship.

On September 14, 2006, Ms. Hay presented findings on well-known models of privatization, including Florida, Kansas, Illinois, Milwaukee, and Utah. From those models she gathered the following regarding privatization: (1) there will be costs, but they will even out over time; (2) adequate time for planning is needed; (3) broad stakeholder input should be sought; (4) there should be a combination of courts, mental health, chemical dependency and other areas within the new agency; (5) accountability is necessary; (6) incentives should be used to improve the system; and (7) savings should be reinvested to allow for pooled, flexible funding.

Ms. Hay indicated that there is no research-based answer or prevailing view regarding the best way to organize and administer a child welfare system. In addition, there is no current evidence that privatized child welfare systems cost less than state or county run systems.

At the September 14th hearing, **Rachel Langen**, Director of Child Care and Early Learning, discussed her experiences in the formation of the Department of Early Learning and its spinoffs in Washington State. Ms. Langen explained that the initial creation of the Department happened very quickly. The Office of Financial Management set up an executive steering

committee which included five work groups: fiscal, personnel, legal, facilities, and information technology. These groups were then tasked to identify and address issues in those specific areas. From these work groups, the Department of Early Learning came together in about a three month time period. Ms. Langen contended that this quick transition was difficult in that it left many tasks unfinished. The Department is still transitioning to its independent status.

At the same hearing, **Sophia Aragon** from the Department of Health discussed the transition from three agencies, DSHS, Department of Licensing (DOL) and the Board of Pharmacy, to one. She explained that one of the biggest difficulties was the consolidation of employees into one building. The agencies were spread out into 20 different buildings with 20 different leases. She stated that the final consolidation has just been completed almost 17 years after the Department of Health's organizational change. Ms. Aragon contended that the greatest benefit from the reform has been greater visibility of the agency with the public, lawmakers, and stakeholders. Ms. Aragon stated that having a cabinet level representative has been instrumental in the agency's success.

Fred Wulczyn, a research fellow from Chapin Hall and the University of Chicago, spoke about outcomes in child welfare on September 27, 2006. He opined that the current child protection system needs to be converted into a child welfare system. Dr. Wulczyn stated that research has indicated that the age of a child upon first contact with the child welfare system is an indicator of whether the child will go back into the foster care system and/or be adopted. He contended that those children whose first contact occurs while under the age of one are the least likely to return home and the most likely to be adopted. About 20% of all children who enter the foster care system are under the age of one. Therefore, he stated, there must be preventive services such as pre-natal care, and continuing through to daycare, and early intervention services. Children around the ages of 4-5 upon entry into care are less likely to be adopted, most likely to go home, and most likely to be victims of repeat maltreatment. Upon reaching adolescence, Dr. Wulczyn reported, children are more likely to be subject to physical and verbal abuse and less likely to be placed with a foster family or be adopted.

Dr. Wulczyn contended that a critical consideration for children is their well-being and development. Parenting practices, quality of schools, health care, day care, safety, and permanency contribute to the well-being of children. He stated that the child welfare system needs to become an advocate for children to promote their well-being and healthy development.

Dr. Wulczyn stated that the evidence suggests that a single agency, focused on childhood and well-being is the best structure. Within this single agency, it is important to recruit a charismatic leader with political access, obtain budget authority, ensure accountability, and maintain a clear sense of direction and mission.

After 14 meetings in 2005 and 2006, the Task Force found no consensus, or even a prevailing view, among child welfare experts regarding the best administrative structure for the child welfare system. Further, the Task Force found no research-based answer to the issue of the best administrative structure for a child welfare system. The Task Force never received a well-informed cost estimate for creating a separate department.

According to presentations and testimony to the Task Force, there have been successful child welfare reforms in other states, but those reforms have not necessarily been tied to a particular administrative structure. These successful child welfare reforms have some common themes, including: a reduction in the number of children in out-of-home care, lower caseloads for public agency staff, a renewed commitment to family support services, and the reinvestment of foster care savings in other components of the service delivery system. In addition, strong leadership has always been part of successful reform efforts.

The Task Force members were aware of several past efforts at reform in this state; efforts widely viewed by child welfare experts as unsuccessful. Most members of the Task Force agreed that adequate funding is key to the success of the agency, regardless of its structure.

Some Task Force members who supported the idea of a separate child welfare agency believe there should be a fresh start in the child welfare system and that creating a separate agency would provide this opportunity. Both presenters and Task Force members expressed concern about the current child welfare system in this state, including the treatment of foster parents, tension between CA headquarters and the field offices, the regulatory framework under which CA must operate, which some thought discouraged innovation at the line staff level, the difficulty the agency has learning from its experiences, and failure to make incremental steady progress in improving outcomes. A majority of the Task Force members favored organizational restructuring.

The various rationales for creating a separate department include creating a more visible department with a unified mission, headed by a leader who reports directly the Governor and has control over a budget that is not a subset of a much larger agency budget. Further, some Task Force members believed that creating a separate department could facilitate better community collaboration. Some Task Force members believed that creating a separate agency would allow it to broaden the mission of the agency from the current concentration on cases involving allegations of abuse or neglect, to providing preventive services designed to strengthen troubled families and prevent the involvement of families with the child welfare system.

During the meetings, Task Force members heard presenters' concerns about the systems upon which CA depends to provide services to its clients, especially the mental health system, as well as concerns about the lack of placement resources for multi-system children. It became apparent to Task Force members that some major child welfare issues are not strictly CA performance problems, but rather, issues in other systems over which CA has little or no control. Several stakeholders expressed concern to the Task Force that there should be a greater

"community voice" in the management of the state's child welfare agency.

Task Force members agreed on the importance of the following: (1) strong leadership for the child welfare agency; (2) resources, including staffing levels, must match the expectations of law and policy; (3) the need for a voice and presence at the highest levels of government; (4) community collaboration; (5) positive staff morale; and (6) managing to a short list of meaningful outcomes. Most of the members felt that changing CA's organizational culture is key to improved agency performance.

Task Force members worked to define the core functions and mission of the state's child welfare agency. In addition to reviewing what is expected of social workers by the agency and families, members probed the type of support that social workers should receive to do their jobs. They examined an array of services that are available to families throughout the state. The Task Force considered the types of administrative structures employed by other states to deliver services to children and families.

A majority of the Task Force supported the creation of a separate child welfare agency conditional on the broadening of the child welfare mission to include prevention of child abuse and neglect as well as providing services after child abuse and neglect has occurred.

Majority Report.

A majority of the Task Force members believe that an agency separate from DSHS would best serve the citizens of Washington State. It has become apparent that key stakeholders are ready for a change and that this change can be accomplished with the energy and momentum that currently exists. In order to successfully create a separate agency, a number of steps need to be taken:

- There needs to be a culture change.
 - The agency should:
 - be family and consumer oriented;
 - empower child welfare staff to make decisions leading to positive outcomes;
 - be respectful of the strengths of its employees;
 - allow and support creativity within a clear framework for practice;
 - have an attitude that the agency can be successful.
- An individual with leadership skills, vision, energy, passion, and commitment should be sought out and hired to oversee this reform.
 - This person should be given a cabinet level seat within the Governor's office to bring more visibility to the new agency.
- Goals should be established.
- Preventive services should be an integral part of the agency.
- A general agency structure should be established giving flexibility to communities

regarding implementation.

- There should be budget autonomy.
- A mechanism to track progress and an external review of agency progress should take place every 2-3 years.
- The agency should maintain control of its personnel system.
- A review of all statutory requirements should be conducted and recommendations should be made to streamline or eliminate unnecessary or excessive requirements.
- A further reduction of caseload size is essential.

Minority Report.

While there are common goals shared among Task Force members, a minority of the Task Force believes that creating a separate agency is not the best solution to the state's child welfare problems. One common goal is a change in the culture of the agency, but that goal does not necessarily need to be achieved by creating a separate agency. The minority believes that the creation of a separate agency has the potential to take the focus off changes currently underway. There is a limited amount of time, resources, and person-power available to CA, and if they are diverted to create a separate agency, attention will be diverted from services to children and families. Furthermore, it is unknown whether a separate department would be adequately funded, especially if the new agency is given an expanded mission.

Epilogue.

During the 2007 legislative session, three bills related to issues raised in task force meetings were introduced, but did not pass. Those bills were:

- SB 5506: Transferred all of DSHS's powers, duties and functions pertaining to children and family services to a newly formed Department of Family and Children's Services;
- SB 5764: Created a Family, Children, and Youth Administration within DSHS; and
- SB 5807: Created pilot programs, intended to improve the efficacy and efficiency of child protective services investigations by encouraging intensive investigative training and a supportive team approach to investigations.

Additional Resources.

The issue of improving organizational culture was of particular interest to the task force. Stephen B. Page, Associate Professor of Public Affairs at the Daniel J. Evans School of Public Affairs at the University of Washington, led a task force discussion on this topic at the July 27, 2006 meeting. Fred Wulczyn, Research Fellow at Chapin Hall Center for Children at the University of Chicago, one of the authors of [Beyond Common Sense: Child Welfare, Child Well-being, and Evidence for Policy Reform](#), spoke further on this topic at the September 14,

2006 meeting.

A number of other resources, such as Journey to the Emerald City by Roger Connors and Tom Smith, might be of interest to readers in the area of organizational culture and change.

For More information.

The meeting files for the Task Force meetings are housed in the state archives in Olympia, Washington. Those files contain the handouts from the various meetings and are available for members of the public to review and photocopy. Audio recordings of particular meetings are available from the staff of Senate Committee Services at a cost of \$10 per meeting.

Appendix A.

The Task Force included:

- An academic professor from a list recommended by the Dean of the School of Social Work at the University of Washington (Dee Wilson);
- Two members of the House of Representatives appointed by the Speaker of the House, one of whom is a member of the majority caucus and the other who is a member of the minority caucus (Representative Shay Schual-Berke and Representative Maureen Walsh);
- Two members of the Senate appointed by the President of the Senate, one of whom is a member of the majority caucus and one who is a member of the minority caucus (Senator Debbie Regala and Senator Val Stevens);
- The Secretary of the Department of Social and Health Services or the Secretary's designee (Cheryl Stephani);
- An individual with previous experience as an administrator of a public agency providing services to children and families, jointly appointed by the chairs of the House of Representatives' Children and Family Services Committee and the Senate Human Services and Corrections committee (Ken Nichols);
- A juvenile court administrator, jointly appointed by the chairs of the House of Representatives' Children and Family Services Committee and the Senate Human Services and Corrections committee (Bruce Knutson);
- A family superior court judge, jointly appointed by the chairs of the House of Representatives' Children and Family Services Committee and the Senate Human Services and Corrections committee (Paula Casey);
- The Director of the Office of the Family and Children's Ombudsman (Mary Meinig);
- A social worker with experience in the public sector serving children and families, jointly appointed by the chairs of the House of Representatives' Children and Family Services Committee and the Senate Human Services and Corrections committee (Cheri Wolf);

- Two representatives of community based providers serving children and families, jointly appointed by the chairs of the House of Representatives' Children and Family Services Committee and the Senate Human Services and Corrections committee (Sharon Osborne and William Bell);
- A representative from the Office of the Superintendent of Public Instruction (Marcia Riggers); and
- A representative from the Office of Public Defenders (Joanne Moore).

Dee Wilson of the School of Social Work at the University of Washington served as the chair of the Task Force.

Staff support for the Task Force was provided by Sydney Forrester of the House of Representatives Office of Program Research and Edith Rice and Kiki Keizer of Senate Committee Services.

Appendix B.

***Summary of Task Force Meetings**

May 31, 2006

- Cheryl Stephani, Assistant Secretary, Department of Social and Health Services (DSHS) - Children's Administration Update
- Leslie Anne Hay, MSW, Hay Consulting - Administrative Structure Overview and Review of Promising Practices in Other States

June 29, 2006

- Chris Robinson and Tammy Cordova, Practice Model Development Co-Directors - Children's Administration Presentation on Practice Model Development
- Kari Burrell, Executive Policy Advisor to Governor Gregoire - Governor's Policy Office Presentation
- Mary Meinig, Ombudsman - Presentation of the Office of Family and Children's Ombudsman (OFCO) on Child Fatality Section of OFCO Annual Report

July 27, 2006

- Robin Arnold-Williams, Secretary, DSHS - Looking Ahead: The Direction of Children's Administration
- Professor Stephen Page, Daniel J. Evans School of Public Affairs at the University of Washington - Building on Organizational Culture Discussion
- Roxanne Lieb, Director of the Washington Institute of Public Policy - Update on Braam Class Action Settlement Matters
- Mary Meinig, OFCO

September 14, 2006

- Rachel Langen, Director, Division of Child Care and Early Learning, DSHS - Formation of the Department of Early Learning, including the Spin-Off of the Division of Child Care and Early Learning (DCCEL) from DSHS
- Panel presentation on the Establishment of the Department of Health (DOH) as Separate from DSHS Through Spin-Off (1989)
 - Sofia Aragon, Legislative and Policy Liaison for the Division of Community and Family Health, DOH;
 - Patti Rathbun, Health Policy Development Coordinator, DOH;
 - Kathy Chapman, Program Manager for maternal and Infant Health, DOH;
 - Linc Weaver, office of Director of Community Wellness and Prevention, DOH
- Leslie Ann Hay, MSW, Hay Consulting - An Examination of How Services are Delivered to Children and Families in Other States

*(See 2005 report for list of 2005 meetings and agendas)

September 27, 2006

- Fred Wulczyn, Research Fellow, Chapin Hall, University of Chicago
- Testimony from citizens - Perspectives on Child Welfare from Around the State

October 16, 2006

- Discussion of Task Force Recommendations

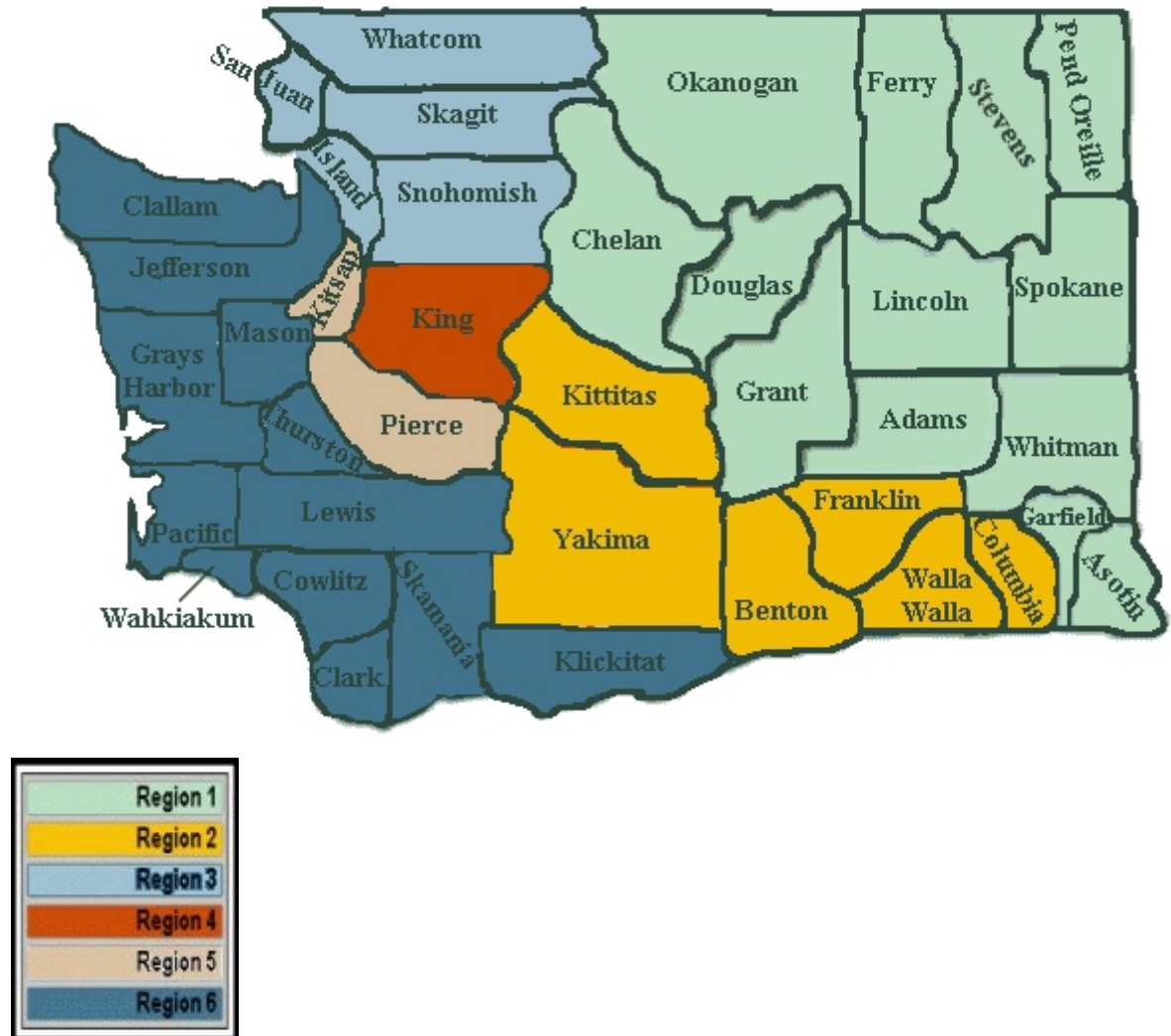
December 11, 2006

- Finalize Task Force Recommendations

December 16, 2006

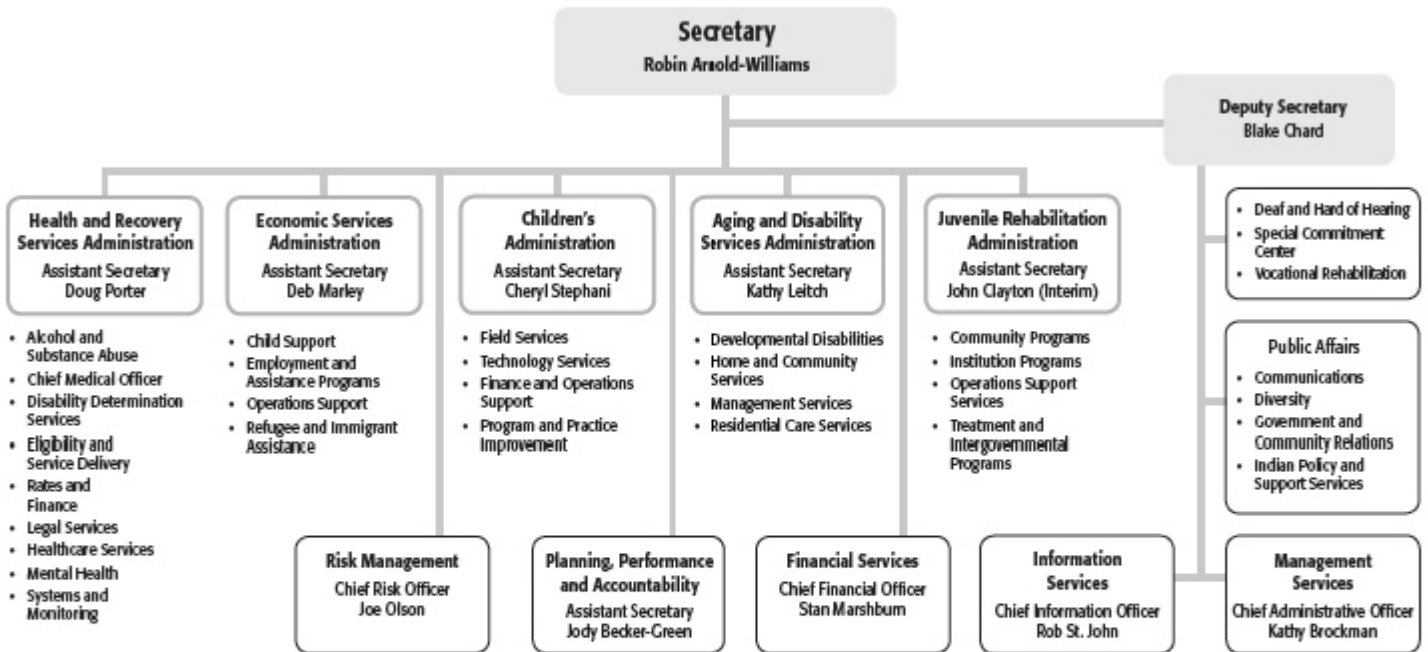
- Finalize Task Force Recommendations

Appendix C.



Appendix D.

Department of Social and Health Services

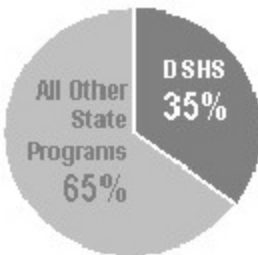


Welcome to the DSHS Budget

The Department of Social and Health Services is funded at approximately **\$8 billion a year** and represents approximately one-third of the state budget. The agency serves one in four state residents, **1.5 million people** and two of five state children and youth by biennium end.

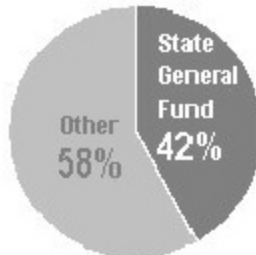
Our Percent of the State Budget

2003-5 All Funds



DSHS Funding Sources

2003-05 All Funds



Funding Level

All Funds

