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To ensure that the processes of Centralized Intake (CI) remain consistent, the Procedural Manual for CI has been updated as we continue to define the role of CI and ensure that our procedures serve both the reporting community and local counties. Contact information for all CI staff has been provided to ensure communication continues between CI and its partners.

**State of Michigan  
Centralized Intake  
For Abuse and Neglect  
Procedures**

**August 2012**

# Table of Contents

Table of Contents.....	2
Introduction: .....	7
Availability:.....	7
Emergency Plan:.....	7
a. Bomb threat or temporary closure at CI:.....	7
b. Phone outage at CI .....	7
c. SWSS or other network failure at CI .....	7
d. Power or SWSS outage in local county office.....	8
e. <b>CW Disaster Plan Related to Foster Children</b> .....	8
County-Provided Resources: .....	8
a. Community resources.....	8
b. SharePoint: .....	8
Criteria for Investigation for CPS Referrals:.....	9
Mechanics of Handling Calls/Information Calls:.....	9
<b>CI Supervisor Responsibilities</b> .....	12
Mandated Reporter Written Report/Scanning and Notification: .....	12
<b>Secondary Reporters</b> .....	13
APS Referrals: .....	14
a. <b>Required Referral Information:</b> .....	14
b. <b>Required Template CI workers must use in ASCAP:</b> .....	14
c. <b>Worker Notification of APS Referral to Supervisor:</b> .....	15
d. Mandated Reporters of APS Referrals:.....	15
e. Managing APS Referrals: .....	15

f. Adult Death/Severe Physical Injury/Media Cases: .....	16
Special Intake Situations: .....	16
a. Abuse/Neglect Complaints Received in counties .....	16
b. DHS mandated reporter complaints.....	16
c. Child death .....	16
d. Severe physical injury cases .....	17
e. Media cases .....	17
f. Complaints involving individuals with American Indian heritage.....	17
g. Interpretation for non-English speaking complainants.....	17
h. DHS employees and relatives .....	18
i. Out of state complaints.....	18
j. LEN (Law enforcement Notification) referrals .....	19
k. License plate and address checks.....	19
l. Licensed child care group and family homes, child care centers, children’s camps .....	19
m. Child caring organizations and licensed/relative foster homes- MIC (Maltreatment in Care) complaints: .....	20
n. Courtesy Requests .....	21
o. Emergent Matters in Counties .....	21
p. Runaways .....	21
q. Birth Match .....	21
r. Protective Services Alert .....	21
s. Complaints Involving Social Media Sites .....	22
t. Guardianship Cases.....	22
u. CI Business Cards.....	22
v. Inter-County Registrations/Assignments.....	22
w. RS Comment Section .....	22
x. Companion Cases/Blended Family Situations .....	23

On-Call Procedures:.....	23
a. Wayne County.....	24
b. All other counties.....	24
Commencement:.....	24
County Disputes:.....	24
Requests for Information:.....	25
Time and Attendance Issues:.....	26
a. Shift overlap.....	26
Confidentiality:.....	29
Quality Assurance:.....	29
a. Call management.....	29
b. Quality of customer interaction.....	30
c. Complaint management.....	30
d. Timely transfer to local county for assignment.....	30

## **Department of Human Services Vision and Mission Statement:**

### **Vision**

Compassion. Protection. Independence.

### **Mission**

Improving the quality of life in Michigan by providing services to vulnerable children and adults that will strengthen the community and enable families and individuals to move toward independence.

### **Legal Basis:**

Adult Protective Services in Michigan operates under the mandates of the State Social Welfare Act:

- Social Welfare Act, 1939 PA 280, as amended, MCL 400.11 et seq.

Children's Protective Services in Michigan operates under the mandates of these laws:

- Social Security Act, Title IV, Part A, [Sec. 402\(a\)](#)
- Federal [Indian Child Welfare Act](#), Public Law 95-608 25 USC Subsection 1901-1952
- State Social Welfare Laws [1939 PA 280](#) ([MCL 400.115b](#), 400.55(h) and [400.56\(c\)](#))
- State Child Protection Law (CPL) [1975 PA 238](#) (MCL 722.621 et seq.)
- State Child Care Organization Licensing Law [1973 PA 116](#) (MCL 722.111 - 722.128)
- Juvenile Code 1939 PA 288 ([MCL 712A.1](#) et seq.)
- Public Health Code [1978 PA 368](#) (MCL 333.17001 et seq.)

Policy- PSM is the CPS Program Policy- the policies below relate specifically to Intake:

- CPS OVERVIEW [PSM 711-2](#)
- CPS PROGRAM ELIGIBILITY [PSM 711-3](#)
- CPS LEGAL REQUIREMENTS AND DEFINITIONS [PSM 711-4](#)
- DEPARTMENT RESPONSIBILITIES AND OPERATIONAL DEFINITIONS [PSM 711-5](#)
- RESPONSIBILITY TO RECEIVE AND INVESTIGATE COMPLAINTS [PSM 711-6](#)
- CPS INTAKE-INITIAL RECEIPT OF COMPLAINT [PSM 712-1](#)
- COORDINATION WITH PROSECUTING ATTORNEY AND LAW ENFORCEMENT [PSM 712-3](#)
- INTAKE - MINIMAL PRIORITY RESPONSE CRITERIA [PSM 712-4](#)
- CPS INTAKE – OVERVIEW [PSM 712-5](#)
- CPS INTAKE - SPECIAL CASES [PSM 712-6](#)
- REJECTED COMPLAINTS [PSM 712-7](#)
- CPS INTAKE COMPLETION [PSM 712-8](#)
- NOTIFYING REPORTERS [PSM 712-9](#)
- CPS INVESTIGATION - GENERAL INSTRUCTIONS AND CHECKLIST [PSM 713-1](#)
- LAW ENFORCEMENT INFORMATION NETWORK (LEIN) [PSM 713-2](#)
- SPECIAL INVESTIGATIVE SITUATIONS [PSM 713-8](#)

- SPECIAL CASE SITUATIONS - AMERICAN INDIAN CHILD [PSM 716-1](#)
- VOLUNTARY FOSTER CARE [PSM 716-3](#)
- SUBSTANCE ABUSE CASES [PSM 716-7](#)
- MEDICAL NEGLECT OF DISABLED CHILDREN [PSM 716-8](#)
- NEW COMPLAINT WHEN CHILD IS IN FOSTER CARE [PSM 716-9](#)
- RELEASE OF CPS INFORMATION [PSM 717-4](#)
- SHARING INFORMATION WITH MEDICAL PROVIDERS [PSM 717-5](#)
- CONFIDENTIALITY [SRM 131](#)
- CHILD/WARD DEATH ALERT PROCEDURES AND TIMEFRAMES [SRM 172](#)

## Introduction:

In 2008, the State of Michigan reached a settlement agreement related to a lawsuit filed on behalf of children in foster care by Children's Rights, Inc. and as a result of the settlement, Section VBii of the Consent Decree dictates:

**“DHS shall establish a statewide centralized hotline, to be operated 24 hours per day. It shall be adequately staffed and supported by adequate telecommunications equipment and information technology, for the receipt, screening, and assignment for investigation of reports of abuse and neglect....”**

Protective Services Centralized Intake (CI) was established as a pilot in September 2011 with six counties and rolled-out statewide in March 2012.

CI is the first stage of the referral process for Children's Protective Services (CPS) and Adult Protective Services (APS) and is one of the most important decision-making points within the child protection system. Assignment decisions regarding CPS referrals are made by CI, and assignment decisions for APS referrals will continue to be made by the local county office. CI is the initial point of contact for concerned community professionals and citizens who are calling in complaints of abuse, neglect, or exploitation of children and adults. The call to CI provides the first impression of the level of public service available through the Department of Human Services.

All complaints made to CI are entered into SWSS for CPS and ASCAP for APS and reviewed by supervision to assure the appropriate handling of the information, which may include assignment for investigation, referral to another agency for investigation, or rejecting the complaint for further protective services involvement. Information gathered by CI is used to make decisions regarding safety, risk and the type of response required. All decisions reached shall be guided by law and policy. The intent of centralizing the intake process is to ensure complaints are being evaluated with a consistent interpretation of policy and law and that decisions for assignment are made consistently across counties.

## Availability:

There is one contact number for CI for the state of Michigan, 855-444-3911.

CI workers and supervisors are available to take complaints 24 hours a day, 7 days a week.

## Emergency Plan:

- a. Bomb threat or temporary closure at CI: In the event of a bomb threat or temporary closure at CI, Kent County DHS will be the probable alternate location for temporary location of CI. It will be equipped with additional computers and phones.
- b. Phone outage at CI: If the phones go out at CI, an alert will be sent to all county DHS offices, who will notify their law enforcement/hospital staff of the emergency. Emergency responders will be asked to contact their local DHS to make complaints until the phone situation is resolved with CI. The local DHS office will be responsible for taking these complaints on a DHS-3550, Intake Form and forwarding these complaints to CI for input into SWSS.
- c. SWSS or other network failure at CI: If SWSS goes out; CI will notify all counties of the issue. CI will continue to take complaints from callers, but will input the information on an

Intake form (DHS-3550) and will scan and email the complaint to the appropriate local office to continue the process of taking and dispersing complaints. When SWSS is available, CI will be responsible for inputting the complaint on SWSS within the next business day.

- d. Power or SWSS outage in local county office: If a local county loses power or SWSS, the local county office should notify the CI Director of the issue and utilize its emergency back-up plan to continue to receive and respond to complaints.
- e. **CW Disaster Plan Related to Foster Children-** In response to a disaster, in which there is a voluntary or mandatory evacuation, all caregivers of foster children shall inform CI of their foster children's whereabouts, status and service needs immediately. Given the probably chaotic nature of a disaster, caregivers of foster children will be advised to contact CI in order to inform them of the foster child's location, status and needs. CI will document this information in a Child Information Form and email the information to the DHS foster care worker or monitor and their supervisor. CI will also track the number of these calls received from the caregivers in such disaster situations.

## County-Provided Resources:

- a. Community resources: These documents are accessed by entering the shared drive on a CI worker's computer. The path for most CI workers will be <S:\CPS-CI\County Collateral Contacts>. Each county provides a directory of their community resources, including:
  - Schools
  - Law Enforcement
  - Hospitals
  - Private Agency Foster Care Agencies
  - Counseling Services/Significant Service Providers
  - Assessment Services (e.g. Children's Assessment Center, Early On, Infant Mental Health)
  - Domestic Violence Services
  - Utilities
  - Indian Tribes
- b. SharePoint: Each county utilizes this collaborative software in order to maintain a set of documents available to all CI staff. The documents are accessed at <http://inside.michigan.gov/dhs/DeptSites/CO/Pages/default.aspx> and include:
  - Intake on-call calendar: A monthly calendar of the on call staff for a county, outlining which worker(s) is on call at any particular day and time and providing contact information for the worker(s). The name of each worker's supervisor and the contact information can be accessed through this icon, by clicking on the designated on call worker.
  - Intake on-call manager: A list of all APS and CPS managers and contact information.
  - Intake on-call staff: A list of all CPS staff taking on-call shifts, contact information, and supervisor.
  - Assigning Manager: A list of the APS and CPS managers responsible for assigning complaints for the local county office, indicating the periods they will be responsible for receiving new complaints directly from CI, with their contact information available. **CI will**

assign CPS complaints until 5 pm to the assigning manager, and complaints assigned after 5pm will be assigned to the assigning manager for the next business day.

Please see the On-Call Procedures section below for further details as to the manner in which these documents are employed.

## Criteria for Investigation for CPS Referrals:

Every call accepted as a CA/N report must be evaluated on the following criteria:

- Was there harm or threatened harm?
- Is the alleged victim a child?
- Is the alleged abuse/neglect perpetrated by a parent, legal guardian or any other person responsible for the child's health or welfare?
- Did this occur through non accidental physical or mental injury, sexual abuse or exploitation, maltreatment, negligent treatment or failure to protect?

## Mechanics of Handling Calls/Information Calls:

It is necessary to assess as quickly as possible a caller's intent and reason for calling.

A CI worker's initial response should be, "Centralized Intake. Hello this is \_\_\_\_\_. Are you calling to report abuse or neglect of a child or an adult?"

If the caller is not calling to report abuse/neglect, the intake worker must quickly and professionally assess what the caller needs and direct him/her as accordingly. For example, the name and phone number of the caller should be obtained, and the informational call must be documented in the SWSS module, "Information Calls" and in the CI worker's daily log.

CI has a CISCO ACD system for routing calls. When a call comes into the hotline, the call will be routed to a CI worker who is available to take a call. The system sends calls in rotation to available workers.

All calls should be managed in a professional, courteous and efficient manner. While taking the verbal complaint, the CI worker will begin putting the complaint on SWSS and entering as much information as possible while the caller is on the phone. Gathering detailed information regarding the demographics, the details of the alleged maltreatment and the caller's credibility are all critical steps in handling the phone complaint. CI workers should read the allegations back to the Reporting Source to assure the accuracy of the information gathered by the CI worker.

CI workers are responsible for file clearing all household members in SWSS and Bridges (including verifying the accuracy of demographic information provided by the Reporting Source), file clearing by case number, and running Central Registry checks on all adults listed on the complaint. All household members listed on a family's active case in BRIDGES will be added to the CPS complaint. CI workers should attempt to determine in BRIDGES who the non-custodial parent is and enter that name and address in the non-household member section, if applicable.

If CI determines there is an active services' worker involved with the family, a contact with the services' worker must be attempted, and if that contact is not made with the CPS worker, then the assigning CPS supervisor must be contacted, in an effort to gather information about the family to achieve the most appropriate complaint disposition.

While taking complaints, CI workers must keep an eye on the queue and adjust the conversation as necessary with the caller, while still ensuring the necessary information is being gathered. The average call length should be ten minutes on average. Workers must be cognizant of the length of their calls, be politely assertive, and take control of their interviews so that all necessary information can be obtained professionally and efficiently.

All calls received by the CI worker must be documented on the CI worker's daily log. This log must be thoroughly completed and must be reviewed with the supervisor at the end of the CI worker's shift. A copy of this log will also be provided to CI's Department Analyst by CI administration.

The goal of CI is to answer most calls within three seconds and to have 99 percent of calls answered within two minutes. The following guidelines have been established that will guide workers in processing complaints.

Call Type	CI's response	Time frame to transfer to county office
<p>1/24 with need of emergent response</p> <ul style="list-style-type: none"> <li>• Injury/CSC-Child afraid to go home</li>   <li>• LE is at scene- needs worker</li>   <li>• LE at scene- not willing to give information, wanting worker at scene NOW</li> </ul>	<p>Worker will notify his/her supervisor to contact county. Immediately. Worker will take him/herself off the queue for a maximum of 15 minutes to complete the complaint. If more than 15 minutes is needed, supervision must be notified.</p> <p>The CI supervisor will contact the assigning supervisor or on-call worker (if after hours) in the appropriate county to advise him/her of the situation and log number. The county contact will direct his/her worker to respond while the intake worker completes the complaint intake.</p> <p>If the officer is not willing to stay on the phone to complete the intake process, but wants a local worker immediately, the CI worker should get a case name to enter a log number, take the officer's name and number, and advise him/her that the on-call worker or assigning</p>	<p>Immediately by phone if complaint is not ready for SWSS transfer.</p> <p>Complaint will be input into SWSS and provided to supervisor within one hour of call; supervisor will review and transfer complaint in SWSS to the assigning supervisor in the local county office.</p>

	<p>supervisor will be notified immediately. CI will advise county worker/supervisor he/she will be responsible for documenting complaint information and providing it to CI as soon as possible for input.</p>	
<p>1/24 and 24/24</p>	<p>Immediately, the worker will take him/herself off the queue for a maximum of 15 minutes to complete the complaint. If more than 15 minutes is needed, supervision must be notified.</p>	<p>Complaint will be input into SWSS and provided to supervisor within one hour of call; supervisor will review and transfer complaint in SWSS to the assigning supervisor in the county office</p> <p>If an 1/24 is being assigned between 4:30 p.m. and 5 p.m. on a normal business day, the CI supervisor will attempt phone contact with the assigning supervisor in the county office to assure receipt of the complaint.</p>
<p>24/72</p>	<p>Worker will take another call if there is a queue. CI workers will take themselves off the phone for a maximum of half an hour once they have two pending complaints and will complete their current complaints before logging back onto CISCO. If more than 30 minutes is needed, supervision must be notified</p>	<p>Complaints will be input into SWSS and provided to supervision within three hours of call; supervisor will review and transfer complaint in SWSS to the assigning supervisor in the county office.</p>
<p>3200/Police reports/Misc.</p>	<p>Worker will immediately take him/herself off the phone for a couple of minutes to review the information. Worker will assess this information and determine a response timeframe. Worker will then abide by the criteria outlined above.</p>	<p>1/24s within 1 hour, 24/72s within 3 hours.</p>

Workers will work closely with supervision to ensure all complaints are managed and transferred to the county office expeditiously. Prior to the end of the shift, all complaints must be forwarded to

supervision for review and disposition. During business hours, CI workers must process and forward complaints to county offices prior to 5 p.m.

## CI Supervisor Responsibilities:

Prior to complaint assignment, CI Supervisors must check these critical factors:

- Proofread the allegations and collateral contacts
- Verify priority response
- Check View CPS History tab- the oldest complaint is listed first and the primary caretaker should be the same primary caretaker for the complaint being reviewed
- Verify case number--from Add member tab in case member screen, do a Soundex search on the oldest child, to confirm the correct case number

If a CI Supervisor must re-assign a complaint to another county, the CI Supervisor must email the assigning Supervisor in the second county manually to advise them of the change in assignment. CI supervisor must ensure the county of responsibility is correct upon transfer.

After 5 pm, assign the complaint to the assigning manager for the next business day.

CI supervisor must review the printed case listings from all workers reporting to them for the day and ensure disposition of the complaints.

If a complaint is to be pended until another shift, the supervisor must make arrangements with another supervisor to assure timely disposition of the complaint via email.

Retain copies of the printed case listing for the staff reporting to you for one month.

## Mandated Reporter Written Report/Scanning and Notification:

Mandated reporters are required by the CPL to immediately make an oral report if they suspect abuse or neglect. Within 72 hours of making the complaint, the mandated reporter is required to file a written report. This written report may be a DHS-3200 or a professional report (i.e. police report or medical report). When the DHS-3200 or professional report is received by CI, the report will be scanned into SWSS and documented by entering a social work contact.

CI will provide the following information to Non- Mandated Reporters:

The complaint you provided today will be given to a supervisor for review, and a decision will be made on whether or not it meets criteria for assignment.

As the complaint source, you can request written notification of the outcome of your CPS complaint. If the complaint is not assigned for investigation, you will receive a letter from CI within one to two weeks from the date the complaint was made. This letter only advises you the complaint was not assigned for investigation.

If the complaint is assigned for investigation, you will receive a letter from the assigned investigator at the conclusion of the investigation. This letter only advises you whether or not a preponderance of evidence was found to support abuse or neglect.

Due to confidentiality associated with these reports, CI cannot release further information to you on the status of this complaint. However, you should contact CI if you have new concerns of abuse or neglect.

A CI worker will be assigned each shift (Daily Email & Fax [DEF] worker) to process any faxes, email reports or mailed in 3200s/reports in order to determine if there is a log number attached to the report or if it is a report that was received with no oral report.

- If a log number is found for the report, the DEF worker will verify the information from the police report/3200, etc. is consistent with what is documented in the allegation comments. If the information is inconsistent, the CI worker will need to assess if the additional information will either need to be added to the current log in the RS comments section or if a new complaint will need to be input into SWSS. CI's clerical worker will then scan the report and attach it to the complaint in SWSS, adding a comment in the SW contacts that the report has been attached.
- If no log number is found for the report, the DEF worker will assign the report to a CI worker on the Email/Fax/Mail [EFM] log, located on the shared drive, entering the name of family, the type of report and the date/time given to the worker on the rotation list.
- When a report of abuse or neglect is input directly from a LE report or 3200, the CI worker will need to attempt to make contact with the RS. If this is unsuccessful, please make a notation in the RS comments of the log that the information was solely received from the report/3200.

The CI worker will then enter the written report into SWSS, and utilize the existing timeframe goals, entering the date/time the case was assigned by the DEF worker to the CI staff as being the complaint date and time entered on SWSS.

Any time a mandated reporter (or any reporting source) wishes to report a case of abuse and neglect and the decision is that the case will be rejected or transferred to another agency for investigation, the complaint information must be entered in SWSS to document the call. This serves as documentation and protection for both the mandated reporter and CI in case there are questions later about the content of the conversation.

**Secondary Reporters:** If a subsequent complaint is received that is essentially the same instance of child abuse/neglect already reported, the additional reporting person can be added to the existing log number. Enter the second RS in SWSS, add a SW contact. Do not identify the RS in the SW contact, but rather note a second RS called and any information provided. Notify your supervisor so he/she can review the newly added information.

A secondary RS should not be added to an assigned complaint if the investigation has already been disposed. If the initial complaint is rejected, the Secondary RS can be added up to one month after the 1<sup>st</sup> complaint was inputted. If a complaint is assigned and is currently under investigation, the Secondary RS may be added.

When adding a third RS: This must be entered as a new complaint. You will not be required to complete the background questions or a PI (If applicable and original complaint is assigned or if original complaint was screened out but a PI was completed in the original log).

Notification letters for mandated reporters and for those who request written notification will be automatically generated by SWSS when the complaint is rejected by management. This notification letter will be placed in a basket in a common area and the DEF worker is required to process them

into envelopes and put them in the mail room (daily). The notification letter must be sent within five business days of the rejection date.

## APS Referrals:

CI will also receive referrals regarding abuse, neglect or exploitation (A/N/E) of vulnerable adults. Decisions regarding referral assignment will be made at the local office. Information received on APS referrals will be input onto the Adult Services Comprehensive Assessment Program (ASCAP). The information obtained is crucial for the local office APS complaint coordinator when determining if the referral meets the necessary requirements for investigation.

Each local office APS unit must maintain an updated list of the APS contact(s) on SharePoint. The list must include daytime and after-hours contact information. This list must be monitored daily for accuracy of email contacts. The contact may include a group email where multiple persons are notified of each referral.

### a. Required Referral Information:

All referrals regarding abuse, neglect or exploitation (A/N/E) of a vulnerable adult are required to include the following:

- An oral report to the Department of Human Services.
- Name of the adult.
- Description of the A/N/E.

If possible, the report should include:

- Age of the adult.
- Names and addresses of the adult's guardian or next of kin.
- Names of the persons with whom the adult resides including their relationship to the adult.
- Any other information available to the reporting person that may assist in establishing the cause of the A/N/E and the manner the A/N/E occurred or is occurring.

**Note: Please see the APS CI training manual and job aid for specific instructions**

### b. Required Template CI workers must use in ASCAP:

Referral Source narrative of what they have seen, heard, or smelled that led to their call today.

County:                      Verified by:

Vulnerability:

Alleged Harm Type:

Housing Information:

Health Information:

Other Contacts:

Alleged Perpetrator Information:

Other Contacts: (LE, other places reported)

**c. Worker Notification of APS Referral to Supervisor:**

As the CI worker finishes the APS referral, worker will take a Snag It shot of the primary screen in ASCAP and email it to the supervisor the CI worker is assigned to for the day.

The CI worker will HIGH IMPORTANCE the email. In the subject line the CI worker will add:

- APS Referral
- Emergent or Non-Emergent
- The County

The CI worker will document the referral on their daily log.

**d. Mandated Reporters of APS Referrals:**

APS mandatory reporters must, by statute, make an oral report to the DHS of their concerns. They are not required to complete a written report, but may choose to do so. There is no standardized form for making an APS report due to the mandate of an oral report.

If an APS, mandatory reporter chooses to provide a written report, document its receipt on ASCAP and forward the written report to the local office APS contact. If the written report was received and there is no documentation of an oral report for the referral, document its receipt as a referral on ASCAP and handle as an oral report.

**e. Managing APS Referrals:**

APS referrals will be received by CI and documented on ASCAP. Once documentation of the referral on ASCAP is complete, the referral will be forwarded to the CI manager. The CI manager will forward the referral to the local office APS contact(s), who will determine the need for an APS investigation. CI Supervisors will process APS referrals as expeditiously as possible, sending emergent referrals to local offices within one hour and non-emergent referrals within 3 hours.

Centralized Intake will forward all APS referrals to the assigning manager in the county in ASCAP. The county is responsible for setting up an Outlook rule that will forward all APS referrals to the CPS on-call worker for the county after hours, whether or not the APS complaint is an emergency. The intent of this action is to ensure the local county is able to meet the policy requirements in Adult Services Manual (ASM) item 205 for standard of promptness (SOP). The SOP requirements for an adult protective services referral are:

24 hour collateral or face-to-face contact with the client or collateral source

72 hour face-to-face contact with the client

If a referral is received **during business hours** or after hours and there is concern regarding imminent risk of harm to the individual, the CI manager will immediately contact the local office **APS assigning manager** or the on-call CPS staff to inform him/her of the emergent concern. The local office, on-call staff will determine **the response that is warranted in such emergency situations.**

f. Adult Death/Severe Physical Injury/Media Cases:

When CI receives a complaint in which the death or severe physical injury of an adult is suspicious for abuse or neglect, CI will send an email notification. CI will also send an email notification when any adult complaint has media involved or potential media involvement. The email will be sent to the Director and 2<sup>nd</sup> line manager within the county, and in bifurcated counties, the email will be sent to both the CW Director and County directors and managers

### Special Intake Situations:

- a. Abuse/Neglect Complaints Received in counties: If a person comes into a local office and wants to make a complaint in person, the local office should offer a DHS phone and the CI number so the reporting person can make the complaint from the office. If the reporting person does not want to talk on the phone but wants to make the complaint in person, the local office should locate a local CPS worker to take the complaint. The complaint should be documented on an Intake Form (DHS-3550), and then the CPS worker must call CI with the information and scan/email the Intake form immediately to CI.

If a complaint is received in a local county office via fax or mail, the complaint must be scanned and emailed to CI with a phone call alerting CI of the complaint.

- b. DHS mandated reporter complaints: If a DHS employee needs to make a complaint regarding abuse or neglect, the DHS employee must call CI to file the complaint and follow up with filing a DHS-3200 form (the DHS 3200 is only mandated for CPS referrals). The ability to input a complaint on SWSS will be a function which only CI can do.
- c. Child death: See [SRM 172](#)- Child/Ward Death Alert Procedures and timeframes. Use "How do I" in SWSS for information on how to complete a death notification in SWSS. The following questions should be asked of the reporter:
- Cause of death (abuse, neglect, SIDS, or unusual death), history of illness
  - Name of doctor who pronounced child dead, time and location
  - Who was responsible caretaker at the time of death
  - When was the child last seen alive
  - Names of other household members, other siblings in the home, any other children at risk
  - Current location of deceased child
  - Police involvement, officer's name(s), shield number(s), telephone number(s)

- Report number
- If fire department or ambulance involved, ambulance number
- Date of autopsy, if one scheduled

When the Child Fatality Box is checked in SWSS, the CI worker will be taken to the Child Death Report and will need to complete as fully as possible the questions above. Narrative sentences will need to be entered in the narrative boxes as the report will not allow a worker to proceed unless there is some text in the narrative boxes.

When CI receives a complaint regarding a **child's death or that death is imminent**, the CI supervisor will send an email to the CI Director as well as the Director and 2<sup>nd</sup> line manager in the local county office.

- d. Severe physical injury cases: When CI assigns a severe physical injury case to a local county office, an email must be sent by the CI Supervisor notifying the Director and 2<sup>nd</sup> line manager of the county so that they may determine if an alert needs to be made to Lansing.
- e. Media cases: When CI receives a case in which there appears to be a potential for media attention, an email must be sent by the CI Supervisor notifying the Director and 2<sup>nd</sup> line manager of the county so they may determine if an alert needs to be made to Lansing.
- f. Complaints involving individuals with American Indian heritage: CI is required to ask the question, "Does this person have North American Indian Heritage?" If the caller does not know or is not sure, check "unknown" in the secondary detail screen in SWSS. If the caller is sure the family belongs to a specific American Indian tribe, that information must be documented on the Intake screen with the name of the tribe selected. When a specific American Indian Tribe is indicated, CI must attempt a collateral contact with that specific tribe in an attempt to verify the family/child's status.

A critical question that intake must also ascertain from the caller is whether the family resides on a reservation or is domiciled on lands within exclusive jurisdiction of the tribe. CI must verify that information via mapping charts or by contacting the tribe to determine if the family does reside on the reservation. These cases must not be sent to the local office for investigation, but must be forwarded to the appropriate tribal authorities for their disposition.

There are written agreements for responding to after- hours/weekend complaints with the following tribes:

- Sault Ste. Marie Tribe of Chippewa Indians
- Keweenaw Bay Indian Community
- Bay Mills Indian Community

- g. Interpretation for non-English speaking complainants: If a caller cannot speak English, the CI worker who receives the call will attempt to determine what language the caller is speaking. If the caller speaks a language spoken by a bilingual CI worker, the CI worker will forward the caller to one of the bilingual CI workers to take the complaint. If there is not a bilingual speaker available on the shift, the CI worker will utilize the CTS LanguageLink contract, available through the state of Michigan.

- h. DHS employees and relatives: If, at the time of intake, it is known that the alleged perpetrator or family member is a local employee of a DHS county office or a relative of a local county employee, the CI worker must notify a CI supervisor, who will assure the allegations are not investigated by an office in which the employee/relative currently works. Prior to transferring those cases to another county, the CI supervisor will contact a geographically adjacent county's CPS assigning supervisor and advise him/her the complaint will be forwarded to that county and the reason. The complaint will be checked as confidential within SWSS prior to assignment to a county for investigation. The CI Unit will maintain a list of cases that were sent to another county to attempt to evenly distribute these types of complaints. The CI supervisor will email notification of the complaint log number to the County Director in the county where the staff is employed and in the county where the investigation will occur.

If, at the time of intake, it is NOT known the alleged perpetrator or family member is a local DHS employee, and it is discovered by the local office, the local office supervisor will immediately contact a CI supervisor by phone to notify him/her of the situation and send the complaint back to CI. The process noted above will then be followed.

- i. Out of state complaints: If a complaint comes in regarding another state and the other state is requesting a courtesy interview of a person residing in Michigan, this complaint will be input on SWSS, with the person residing here being shown as an out of household member. CI will advise the caller of the contact information for the local county office assigning supervisor. CI Supervisor will email the local county assigning supervisor to advise him/her that a courtesy interview is being requested, provide the log # and document the contact in SWSS. This case will be rejected for investigation in SWSS, but the local county office will assign it as a courtesy interview. If at any time during the courtesy interview process, the CPS worker determines there should be an investigation into the family in Michigan, the CPS investigating worker will contact CI and make an additional complaint with the presenting allegations.

If the caller is reporting an incident that took place entirely in another state, with no family members in Michigan, CI will take the information from the caller, input it in SWSS and transfer the information to the appropriate state for its investigation.

If the complaint involves Michigan and another state, CI will work with the other and with the local Michigan County to ensure adequate response is made if there are allegations that a child is being abused or neglected. **If a child does not reside in Michigan, but the incident/jurisdiction is in Michigan, it may be necessary for CI to assign the complaint to the county where the parent is located to facilitate/coordinate the investigation between the two states.**

**Out of state runaway/juveniles: When a child is a runaway from another State and is being held when apprehended in Michigan, there is a process in which the complaint does not need to be assigned for investigation if contact can be made with Roy Yapple of the Interstate Compact Office in Lansing (517) 373-3831. The court can work directly with Mr. Yapple to secure transport back to the runaway/juvenile's home state.**

- j. LEN (Law enforcement Notification) referrals: For assigned complaints which require notification to LE and PA, CI will document on the allegation page, "This complaint must be referred to the appropriate prosecutor and law enforcement agency within 24 hours." CI will also add the statement, "The address that the incident occurred is: ..." The county office will be responsible to send Law Enforcement and the Prosecuting Attorney CI information as required by policy [PSM 712-3](#) for all assigned complaints.

On rejected/transferred complaints where the complaint isn't alleging abuse or neglect of a child by a person responsible for the child, CI will send these complaints to the local Law Enforcement Agency and Prosecuting Attorney within 24 hours. CI will also add the statement, "The address that the incident occurred is:..." The SWSS generated LEN form will be used to refer complaints as required. Local offices will provide LE/PA contact information to CI and keep it updated as needed to ensure required information is sent to the appropriate authorities.

CI workers must first check the LE Jurisdiction folder in the CI shared drive for the particular county, and determine how the county has organized their referrals to LE. Following the instructions in the LE jurisdiction folder, the CI worker will then call the appropriate LE agency to determine jurisdiction. The CI worker must call the LE agency responsible for the LEN PRIOR to faxing/emailing the LEN.

CI worker will document in SWSS that the LEN was faxed to the identified appropriate jurisdiction. A copy of the fax verification sheet will be retained in CI for a period of 30 days.

On rejected complaints where the complaint is alleging abuse or neglect of a child by a person responsible for the child but CI is not assigning the complaint for investigation, CI will refer the complaint to LE on all required complaints.

- k. License plate and address checks: There are times when the information received from a caller is limited due to a concerned citizen observing a child being maltreated in a vehicle or by observing maltreatment at a certain address. CI will utilize Secretary of State clearances for license plates and BRIDGES address searches in an attempt to match the family to the car or address. If the information meets the criteria for a CA/N investigation, CI will assign the complaint, but note in a SW contact in SWSS how the details of the names were obtained, as these methods for obtaining further detail are not infallible and could direct CPS to the wrong family. If the family is located in BRIDGES, the CI worker must list all household members from the active BRIDGES case on the SWSS complaint. The CI worker will also need to verify the county of responsibility on all received complaints. The worker must document his/her verification source (i.e. MapQuest, LE, etc.) on the RS comments section.
- l. Licensed child care group and family homes, child care centers, children's camps: These complaints should be input into SWSS and transferred by **email** to the Bureau of Children and Adult Licensing (BCAL), for its investigation. BCAL will determine if it is a licensing violation or CA/N matter and will complete the appropriate investigation as it is responsible for investigating CA/N in a licensed child care home/center.

### Contact Information

Bureau of Children and Adult Licensing  
Complaint Intake Unit- **Kim Garza, (517) 335-4531**  
7109 W. Saginaw 2nd Floor  
PO Box 30650  
Lansing, MI 48909-8150  
**Email it to: [BCALonlinecomplaints@michigan.gov](mailto:BCALonlinecomplaints@michigan.gov)**

This website may be able to assist in verification of the license:

[http://www.dleg.state.mi.us/brs\\_cdc/sr\\_lfl.asp](http://www.dleg.state.mi.us/brs_cdc/sr_lfl.asp)

m. Child caring organizations and licensed/relative foster homes- MIC (Maltreatment in Care) complaints: When a complaint involves a child who is living in any of these licensed child care organizations:

- Detention centers, youth homes, shelter homes, residential care facilities, halfway houses
- Licensed foster care homes, licensed/unlicensed relative foster homes, group homes

CI assesses the complaint for assignment and provides notification of complaint receipt to the MIC supervisor. This collateral call must be documented in SWSS. If the decision is made by CI to assign the complaint for investigation, CI will assign the case to the regional MIC supervisor for assignment or to the assigning supervisor in the Urban counties. There are some situations in which MIC workers would not be involved for a child in foster care, please reference the policy chart from PSB 2010-005 on page 3.

If a complaint is being considered for rejection, a preliminary investigation must be completed and must include contact with all active workers involved with the complaint. These contact should include the foster care worker and DHS foster care monitor (if applicable), licensing worker, CPS worker (if applicable), and MIC supervisor regarding their knowledge of the allegations, concerns regarding the family, last contact with the family, prior special investigations completed, etc. If completion of the preliminary investigation results in identification of additional collateral contacts or areas for additional follow up, those contacts must also be made before rejecting the complaint. CI must forward a copy of the complaint to the responsible licensing unit within 24 hours of the complaint being made. CI will notify the MIC supervisor of the rejection of the MIC complaint.

### After hours MIC complaints:

- a. 1/24 – 5 p.m. Friday to 8 a.m. Monday - Assigned to On Call in the county where the child is located and assigned in SWSS to that county's assigning supervisor. That's the process for Urban Counties and for the Regional MIC complaints. (Wayne Co. – we begin sending to On Call at 4:30 p.m. Friday.)
- b. 24/24 – 5 p.m. Friday through 5 p.m. Sunday – Assigned to On Call in the county where the child is located and assigned in SWSS to that county's assigning supervisor.
- c. 24/72 – No Commencement – 5 p.m. Friday through 5 p.m. Sunday – Assigned to On Call in the county where the child is located and to that county's assigning supervisor.

24/72 – Commenced – Assigned to the assigning supervisor in the Urban Counties and to the Regional MIC supervisor elsewhere.

- n. Courtesy Requests: Requests for an intra-state courtesy interview will not be routed through CI. Local County CPS supervisors will request a courtesy interview through direct contact with the applicable local county office.
- o. Emergent Matters in Counties: When law enforcement personnel or hospital personnel urgently need a CPS worker at the scene and contact the local county CPS office, the CPS supervisor in the county may authorize the CPS worker to assist if it appears to be a valid CA/N matter. The CPS supervisor must then contact CI immediately and initiate the SWSS complaint with as much information as is available, providing continued information as it is received from the worker or police. **The reporting party in this complaint would be the hospital or law enforcement entity who contacted DHS initially.**

**These complaints may be backdated to the time/date of the initial contact, however that adjustment in SWSS must be reported by CI's supervisor to CI 2<sup>nd</sup> line manager, who along with the CI Director, will advise the Local County Director/Manager of the adjustment to SWSS and the reason for doing so.**

**This backdating may also occur in situations in which a CPS worker has been in the field on an investigation, and new allegations arise. The same notification process must occur in these situations as well.**

- p. Runaways: When foster care agencies call to report a child has run away or that the police have picked up a runaway from foster care, without concerns for abuse/neglect, a complaint must not be put on SWSS. An information call must be documented in SWSS and an email must be sent to the active worker and supervisor of the child running away. When needed to assist in replacement of a runaway foster care child, the local county on call worker will be notified for assistance.
- q. Birth Match: A birth match will be assigned in SWSS to the CI Director, and an email will be generated to the CI Director and to the CI group email site providing notification of the birth match. CI will then process the birth match complaint, and when appropriate, assign to the county responsible. **If CI determines that the birth match was issued in error, prior to deleting the log #, an email will be sent by the supervisor to Chad Hannahs and Colin Parks in CPS Program Office to ensure the deletion is accurate, and that CPS program office is aware of the circumstances surrounding the incorrect match.**
- r. Protective Services Alert: These are alerts received by CPS Program Office from other states, involving parents/children with significant CPS history in their states. CI will enter the protective services alert into SWSS. If the family has history or can be located in Michigan, contact will be made immediately with the reporting state to obtain information and detailed reports of the risk to the children. The complaint will be assigned in the county where the family is located if it is determined that the matter warrants investigation. If the family has no history or cannot be located in Michigan, the complaint will be rejected and written notification will be sent to the reporting state.

- s. **Complaints Involving Social Media Sites:** When CI becomes aware of alleged abuse, neglect, or exploitation of a child or an adult through a posting to a social media site, such as Facebook, Craigslist, news agency, etc., the CI worker receiving the information will notify his/her supervisor for discussion of how to proceed. At a minimum, the CI worker will attempt to make contact with the person who posted the information in order to take a formal complaint. If unable to reach the reporting person, and sufficient information is available to enter the complaint (including the possibility of entering a complaint under “unknown” the complaint will be entered into SWSS and evaluated in the same manner as other complaints received in CI
- t. **Guardianship Cases:** When a local county office receives a request from the Court for DHS to review or assesses a family for a guardianship, and the request does not include concerns for abuse or neglect, the local county office will enter this information into the Guardianship tab within SWSS and handle this request within the local office. This information should not be sent to CI for input into SWSS. If this request is received in CI, CI will provide the information received to the local county office for input as described above. **If the court orders that CPS investigate a situation that involves a guardianship, CI will request those orders be forwarded to them and assign the complaint for investigation. CI’s supervisor will then scan/attach the orders in an email to the Office of Legal Affairs and Colin Parks and Chad Hannahs in CPS Program Office to evaluate the orders and determine if further action needs to be taken administratively.**
- u. **CI Business Cards:** In order to continue to communicate the toll free CI number, business cards are available through the forms management office. Local county office can order these business cards using a DHS-1434. The CI business card is form DHS-1230.
- v. **Inter-County Registrations/Assignments:** Because of the complexity of family households, there are occasions where a determination needs to be made regarding the appropriate case name under which a complaint should be input, and what county should be responsible for the investigation of the complaint. There are many factors to consider when determining the case name; CI, in conjunction with CPS Program office, is developing a framework for determining the case name of a complaint and the county of responsibility. Some of the factors to consider include: custody, who the perpetrator is, location of the child, reported address. CI will make the final determination of the assignment of the complaint based on these and other factors. See appendix 1.
- w. **RS Comment Section:** CI will on all CPS complaints complete the following questions within the comment section:

Additional Information:

How are you aware of this -

Native American Heritage -

Safety Issues/Concerns (Weapons/Pets/Violent People):

LE jurisdiction covering location of incident (if applicable)?

Is there a language barrier?

Persons who would have additional information:

Service providers/Agencies involved with the family:

SWSS trend statement (Not required for assignments or cases already active/ongoing to CPS):

Verification of demographic info from BRIDGES and active assistance:

Prior CPS history of

Central Registry results:

County Verified by:

Intake worker load number/initials

If CI checks BRIDGES and the address listed in BRIDGES is different than that reported by the RS, CI will document the different address in this section.

- x. **Companion Cases/Blended Family Situations:** If more than one family is residing in a home and there are allegations of abuse and/or neglect regarding both families, a separate complaint should be generated for each family. However, if there is a family living together who are in an intimate relationship and there are respective custodial parents of the child victims, this will be constructed as one complaint. The case name will be determined by prior history, and who the perpetrator is.

## On-Call Procedures:

Local counties will be responsible for maintaining their on-call roster in their SharePoint site on the DHS-net on their county website. This site will contain the worker's name, contact number, home phone number, as well as the manager's contact numbers. By 5 p.m. each day, the designated security admin user in the local office will input into the SharePoint site the responsible on-call worker and manager. An on-call worker will have a maximum of 30 minutes to respond to CI. If there is no response after 30 minutes the on-call worker's manager will be contacted. The on-call manager will have a maximum of 15 minutes to respond to CI. If no response is received from either the on-call worker or manager, the 2<sup>nd</sup> line manager or district manager will be contacted to resolve the issue. If the on-call worker changes after hours, the worker or supervisor in the county should contact CI to update the information on SharePoint.

On call workers will be notified immediately of assigned complaints requiring an immediate response. For complaints with a priority response of 24/24 or 24/72, the on call worker will only be notified when contact may be needed to meet the priority response. If the priority response can be met the next business day, on call will not be notified and these complaints will be assigned to the county office for follow up the next business day.

During holidays and weekends, CI will refrain from calling the on-call workers between 12 midnight and 7:00 a.m. for 24/72 complaints. If a 24/72 assignment is commenced and the face to face contact can be achieved the next business day, on call will not be notified and these complaints will be assigned to the local county office for follow up the next business day. If a supervisory override is needed (1/24) in an on-call situation, the CI supervisor will document the override in SWSS.

If a worker is to be unavailable for a short period of time, the on-call worker will notify CI to contact his/her supervisor if the next complaint requires immediate response.

- a. Wayne County- Wayne County has a second and third shift CPS staff who will respond to CPS investigations 24/7. CI should continue to assign investigations after 4:30 p.m. to the South Central District assignment clerk, who will assign cases to available workers as needed
- b. All other counties- At 5 p.m., all counties will revert to an on-call system. Each county will have on-call workers available to respond to CPS/APS investigations that require an immediate response.

## Commencement:

CI will attempt to commence complaints starting on Friday afternoon at 5 p.m. through Sunday evening at 5 p.m. on any complaints that are prioritized as 24/72. CI workers will ask the reporting source who else might have information to corroborate the allegations or provide current information to assess child safety. CI will attempt to contact any identified source to complete commencement. CI will also utilize the collateral contact list as it relates to the specific allegations in the complaint. Good faith efforts will be made to commence the complaint up to the 3 hour goal to transfer cases to counties, however, non-commenced cases may transfer more quickly if possible commencements are not identified or are unsuccessful. CI will document in SWSS social work contacts any attempts made to commence a complaint. If commencement is not made within the 3 hours, the case will be forwarded to the on-call worker to make contact.

CI will not commence assignments with a priority response of 1/24 or 24/24.

## County Disputes:

The county may disagree with an assignment and may contact CI supervisor in the following limited circumstances:

1. Technical error
2. Complaint is on an ongoing case and the ongoing worker has more information that is now inputted into SWSS that would negate the need for complaint investigation
3. Intake assignment error /needs reassignment to another county. **\*\*\*The preferred method to reassign these cases is that the local county office which received the complaint assigns the case to the correct local county office.**

For situations in which the local county has reviewed the complaint with supervision and management and the local county believes there is reliable information/evidence that the complaint is not true, the county director or director's designee may contact the 2nd line CI manager or director for further discussion/resolution. The CI director has the final decision in these situations. The CI director will make any needed contacts with CPS program office and CSA administration when necessary to better inform the decision. **When a change in disposition is made by CI, CI will document the review of the family's history/CPS involvement, summarize the reason for the change and document this in the RS comment section prior to changing the assignment decision.**

If there are complaints assigned by CI that do not meet this criteria, but local county management would like clarification regarding policy interpretation, the log number should be sent via e-mail to the CI Director, who will bring these complaints to the Quality Assurance team to review on a monthly basis.

If a county reviews a rejected complaint completed by CI and disagrees with the rejection due to information known in the county about the family or from the case file, the county may contact the CI 2<sup>nd</sup> line manager/director to further discuss the matter and determine if there should be a change in disposition.

### **Corrections to SWSS:**

When a county contacts CI due to a problem with the accuracy of an intake, the county most often has the ability to correct the problem in the investigation module of SWSS and the complaint does not need to be sent back to CI to fix. A couple examples:

- a. Incorrect primary caretaker can be corrected within the investigation module by the assigned worker and the complaint does not need to be sent back to CI to fix.
- b. Screening out a complaint after assignment is another example, as CI can override a complaint assignment without reassignment to CI, and the local county doesn't need to send the complaint back to CI to accomplish this.

If the complaint is sent back to CI, CI supervisors should double check the county of residence, as when a complaint gets sent back to CI, the county of residence will show as county 84, due to the local county supervisor sending it back to CI.

- c. After a complaint is assigned, CI cannot add additional people from the complaint intake module and the assigned worker should add/delete people from the investigation module. When CI tries to do this from the complaint intake module, a SWSS "glitch" often occurs.

When there is a problem on an assigned complaint that CI must fix, the county still doesn't need to send the complaint back to CI to fix this—CI can edit/correct information in the intake module with the complaint remaining with the assigned county.

Corrections to SW contacts entered by CI, for example, can only be fixed by the SWSS help desk. County offices can request CI send the contact to the SWSS help desk, but the complaint may remain as a county office assignment.

### **Requests for Information:**

All information received by CI is confidential. Only three categories of individuals are permitted to receive information by telephone regarding prior reports of CA/N. They are:

1. CPS staff in the course of carrying out their duties, including upper level CSA administrative staff and POS staff.
2. Law enforcement officers (police officers, state's attorneys, coroners and medical examiners) investigating a report of known or suspected child abuse or neglect.
3. Physicians examining a child to whom abuse or neglect is suspected, or a medical staff member calling on behalf of the physician.

Establish the caller's identity and the purpose of the request before releasing any information over the telephone. Verify the identity of the caller by the following methods:

CPS worker: Ask the worker identifying information for his/her supervisor and compare the response to the SharePoint site. Ask the worker to supply the log number of the complaint.

Physician/medical examiner: Elicit the hospital or office telephone number. Call directory assistance for the number of a clinic or private physician's office. If a match is obtained, re-call the physician and provide the information requested. If the caller is a staff member calling on behalf of the physician, verify that both the staff member and the physician are employees and are on duty. Release information only when the physician has reasonable cause to believe that the child before him/her is abused or neglected.

Law enforcement officer: Obtain the badge number, present location of the officer, and the officer's assigned work district for the day, and the telephone number.

The only time information can be released on the initial call is for a current CPS worker who CI has verified is an active worker for DHS. Call back all others, including doctors and police officers, to verify their identities, unless the caller is known to the employee taking the call.

Requests for CA/N information from any other source must be made to the local county office in writing.

Central Registry: Requests must be made in writing to the county in which the person was placed on the Central Registry.

Reports: When CI receives a request for copies of CPS/APS reports, CI will direct the caller to the appropriate county office.

## Time and Attendance Issues:

CI workers are entitled to a lunch period as defined in the Primary Agreement between UAW local 6000 and the State of Michigan, and are generally allowed two 15 minute breaks. The supervisors on duty must ensure adequate coverage on the telephones at all times. Lunch and breaks will be scheduled for all staff, and staff must make the effort to leave for lunch/breaks at the scheduled time to ensure operational needs are met. The scheduling supervisor must be made aware of changes to the assigned schedules, so they know who is scheduled to be on the phones at any given time.

There may be times that a supervisor asks a worker to delay a lunch/break due to operational needs and heavy call volume. The worker must adjust a lunch/break as requested and the supervisor will ensure a lunch/break is allowed as soon as it is operationally feasible.

- a. Shift overlap: To ensure there is continuous coverage of the telephone lines during shift changes, the following procedures shall be followed during the first half-hour and last half hour of the work day:

Incoming staff:

- Sign in to your station on time.
- Be ready to take a call immediately when you sign on. Do not sign on and then make yourself unavailable by attending to other matters.

Outgoing staff:

- If there are complaints that need to be finished and forwarded to the supervisor, complete the complaint(s) during this last half hour of your work day. All CI workers and supervisors **MUST** dispose of all complaints prior to leaving at the end of their shift.

If further collateral contacts are needed in order to dispose of a complaint, those contacts will be completed at the end of the shift, that will be completed by the next shift during business hours, the CI supervisor will email the supervisor of that shift, copying the 2<sup>nd</sup> line CI manager and Director, to facilitate this contact and ensure the complaint being completed timely.

- **If caught up with complaints at the ½ hour prior to the end of shift, continue to take incoming calls for the next fifteen minutes.** Handle one at a time as received, using NOT READY as necessary.
- Under no circumstances take a break or lunch during the last half hour of work time.
- **A worker is required to print a screen shot of his/her case listing at the end of the shift (within the last fifteen minutes or so) and bring it to his/her supervisor for review. A worker cannot leave until after the supervisor he/she is reporting to has reviewed the case listing to assure all complaints have been disposed. .**

The Supervisor may alter these procedures as needed during times of unusually high call volume, short staffing, etc., to ensure that staff work until the end of their shift.

b. Calling in sick:

- Call immediately once you know you will not be able to work your scheduled shift (855 444 3911).
- When you are calling in, you must speak with a supervisor. If your supervisor is not present, ask to speak to one that is present. It is unacceptable to just leave a message with a supervisor. This is a 24/7 operation. A supervisor will always be available and must be notified.
- If you call in sick, you must use sick leave. If you do not have enough sick leave to cover the absence, then you may be allowed to use annual leave (pg. 230 in the contract, Article 40, Section A).

c. Time-off requests:

Time-off requests from staff will be handled in accordance with the Primary Agreement between the UAW Local 6000 and the State of Michigan. Time-off requests may be restricted due to the importance of providing adequate CI staffing. Supervisors will monitor staff requests for time-off.

- Any time-off request that is turned in at least one day prior to the requested date of leave is assessed on the basis of availability of slots on the calendar.
- All staff approved off and posted on the calendar are counted toward the maximum number of staff approved off.
- Any request received on the day for which the time is being requested, is evaluated based on operational need regardless of the condition of the calendar. Operational need

is something that is very difficult to assess as it can change from hour to hour as the call volume changes, staff call in sick, etc.

- Leave requests are granted based on seniority and shift needs.
- The supervisor reviewing the leave request will enter a comment into the time off log, including the date/time of the request and the supervisor who reviewed the request.

**The process to request time off for 1<sup>st</sup> shift is as follows:**

- The CI worker will fill out the request slip that is located in Jen Pastorick's cubicle in the middle box on the wall. Derek Johnson is the back up to Jen. The date being requested should be included, but also include the date the request is being submitted, the current time and the CI worker's supervisor's name. This information is needed so that if there are requests submitted for the same day off and the requests were received the same day, then time off will be granted by seniority.
- These submitted requests will be processed on the next business day that one of these two supervisors are scheduled to work. An email will be sent to the CI worker and supervisor which will advise whether the time off was approved and/or denied. A copy of the request will be placed in the bottom box titled- Approved/denied request in Jen's office. Please pick this request form up for your records. This box will be sorted biweekly and if copies remain longer than two weeks, these paper requests will be recycled.
- If there is a last minute request for time off on 1<sup>st</sup> shift, and Jen and Derek will not be in the office to process the request in time, the request will be processed by the supervisor to whom you are reporting, who will confer with 2<sup>nd</sup> line manager, to ensure appropriate coverage is maintained and the time off is recorded in the time off log.

d. Holiday assignments:

Since CI is a 24/7 operation, it is necessary to provide coverage every day of the year, including state observed holidays.

If a bargaining unit employee's normal schedule has him/her working on the calendar date of a holiday, and the calendar date of the holiday is different than the date State of Michigan employees observe the holiday (such as when it falls on a weekend), then the calendar date of the holiday will be the date which is used for that employee's holiday. That is, the employee will not be scheduled to work that day and the employee's eight hours of holiday pay will be credited on the calendar date for the observed holiday.

Because of the requirement for CI to be functioning 365 days per year, each holiday will be offered as voluntary overtime to the CI staff. The overtime will be bid on by seniority, and if there is not enough voluntary staff to work the overtime on holidays, the mandatory overtime list will be used.

If a bargaining unit employee's normal schedule has him/her working neither the calendar nor the observed date of a holiday, the employee will be credited holiday pay on the observed date.

Employees cannot “swap” their holiday for any other shift.

e. Labor union:

The Primary Agreement between the Local UAW 6000 and the State of Michigan sets forth certain procedures governing such areas as discipline grievances, vacations, holidays, temporary assignments and the filling of vacancies. Any worker may consult with his/her union steward should a question concerning the contract arise.

f. Evaluations:

Performance evaluations are conducted on all staff regularly throughout their employment. These are done both to give staff responses in their performance and to allow the supervisor to work with staff to improve performance. Individual performance plans are developed for and reviewed by intake staff as a part of the Performance Management system in HRMN. Either probationary or annual evaluations are completed based on an employee’s seniority. All Department employees are evaluated annually.

g. Dress Code:

It is the policy of CI that each employee’s dress, grooming, and personal hygiene, should project a professional image at all times. Radical departures from conventional dress or personal grooming and hygiene standards are not permitted. Employees are expected to project a professional business-like image to customers, co-workers, and the general public.

h. Casual Day Apparel

The purpose of “Casual Days” is to allow the employee to wear jeans to work. Jeans should be neat and clean, no torn or ragged jeans are permitted. Weekends (Fridays through Sunday) and all state-observed holidays will be designated as Casual Days.

On Casual Days, all other dress code policies will remain in effect. Clothing and footwear must be in compliance with the dress code.

Corrective Action - When an employee is found to be outside of acceptable grooming and/or attire standards, initially the employee will be warned. Further progressive corrective action may be taken at subsequent deviation from acceptable grooming and attire standards.

## **Confidentiality:**

Please review SRM 131.

CPS case information and records are confidential. Do not speak of case specific information in public places, the lunch room, bathrooms, hallways, etc. Also, please do not bring your work home with you and proceed to talk about CI complaint information with your friends or loved ones. With this in mind, it is not appropriate to give tours of CI to your families or friends. If you would like to give someone a tour, please speak with your supervisor to make appropriate accommodations.

## **Quality Assurance:**

The goals of having a CI are:

1. To ensure that the complaints taken by CI are detailed, complete and the decision made is consistent with policy and law across counties.
2. To ensure all callers are treated professionally and their complaints documented fully, with response given to them regarding disposition of their complaint.
3. To ensure most calls are answered within three seconds and 99% of callers are in queue less than two minutes.
4. To ensure all complaints transferred to the local county are transferred in a timely fashion, meeting the assignment time goals as determined by the priority response time.

Because of these goals, there will be data measured in each of these areas to monitor the success of the process:

For Call Management:

- Weekly reports drawn from CISCO to monitor the percentage of abandoned calls, average calls handled per worker, average call time.
- Weekly reports drawn from CISCO to monitor the minimum/maximum time on hold, the average hold time, and the percentage of calls answered within two minutes.

For Quality of Customer Interaction:

- Supervisory monitoring of each intake worker's phone complaints, two times per month, utilizing a tool to rate the quality of the interaction. This rating tool will be shared with the worker for constructive feedback.
- When a complaint is received regarding an intake worker from a reporter, the call will be retrieved from the server and the call will be evaluated by the supervisor to determine the intake worker's quality of customer interaction, using the rating tool. This recording, rating and complaint information will be shared with the worker for constructive feedback.

For Complaint Management:

- Supervisory review of every complaint.
- 2nd line review of review of 25 complaints per month, randomly selected and specifically targeted complaints.
- Bi-weekly CI team meetings to discuss both randomly selected rejected/assigned complaints and specific complaint assignments/rejections raised by local county offices.
- Monthly review of assigned and rejected complaints by a group including representatives from CSA, CPS Program Office, and local county representatives.
- Complaints assigned/rejected/transferred by State/County/assignment rate.
- Supervisory case read- 10 per quarter per worker.
- QA Unit review of CI assignments.

For Timely transfer to local county for assignment:

- DMU will provide a weekly report that will measure three areas:

1. Time complaint was initiated to the transfer to the supervisor
  2. Time that supervisor received to assignment to local county office
  3. Time that local county office received to assignment to a worker
- DMU will provide this information both at a micro level and macro level to look at individual performance and larger trends within CI and the local county office.

<b>APPENDIX 1</b>			
<b>Residency Arrangement</b>	<b>Perpetrator</b>	<b>Factors that impact</b>	<b>Case Name/Registration</b>
<b><u>ONE PARENT HAS MAJORITY OF LEGAL CUSTODY:</u></b>	Legal Custodian Parent		Legal Custodian Parent
	Parent with visitation		Legal Custodian Parent
<b><u>50/50 CUSTODY</u></b>	1 parent is perpetrator		Perpetrator Parent's Name
	Both parents are perpetrators	<b>If parents reside in different counties--</b>	CI will make determination of Case Name/Registration in consideration of all factors and in consideration of which county will bear the majority of investigative involvement.
		Where is child most likely to be located within face to face timeframe?	
		Where does the child sleep the majority of the time?	
		Is the child subject to the jurisdiction of the court?	
Severity of allegation.			
<b><u>VOLUNTARY/INCIDENTAL PLACEMENT</u></b>  (POA SIGNED OR CHILD HAS LIVED WITH FAMILY)	Parent	Where FOC case located?  If parent has not filed a runaway report, it will be considered that the child is "placed" with the alternate caregiver.	Case in Parent's name, child as out of household member with family members residing out of household
	Caregiver/relative		Case in Caregiver's name, custodial parent as out of household member.
<b><u>PARENT RECENTLY MOVED TO ANOTHER COUNTY</u></b>	Parent	If the reporter is indicating the family has moved, use that address and send it to the county of residence.	Case in parent's name, register in county of residence.
		If there is court jurisdiction in the past county, consider factors related, like how close the county is.	If BRIDGES indicates another address, indicate that in RS comments section.
		Active CPS case in one county, family moves to another county and new complaint.	Case in parent's name, register in county where reporter indicates parent resides.
			If BRIDGES indicates another address, indicate that in RS comments section.
		Is there an active CPS case?	Refer to 716-2, p. 1.



**DEPARTMENT OF HUMAN SERVICES****CENTRALIZED INTAKE****5321 28th Street Court SE****Grand Rapids, MI 49546****Phone: 855-444-3911****Fax Numbers: 616.977.1154 616.977.1158 616.977.8050 616.977.8900****Administration**

<b>Name</b>	<b>Title</b>	<b>Phone #</b>	<b>Email</b>
<b>Carol Kehoe</b>	<b>Director</b>	<b>616-977-1170</b>	<a href="mailto:KehoeC@michigan.gov">KehoeC@michigan.gov</a>
<b>Michael Deerfield</b>	<b>2nd Line Manager</b>	<b>616.977.8066</b>	<a href="mailto:DeerfieldM@michigan.gov">DeerfieldM@michigan.gov</a>
<b>Scott Orr</b>	<b>2nd Line Manager</b>	<b>616.977.1195</b>	<a href="mailto:Orrs1@michigan.gov">Orrs1@michigan.gov</a>
<b>Shannon Lems</b>	<b>Executive Secretary</b>	<b>616.977.1163</b>	<a href="mailto:Lemss@michigan.gov">Lemss@michigan.gov</a>

AltonM

**LIST OF STAFF BY SUPERVISOR**

<b>Name</b>	<b>Phone #</b>	<b>Email</b>	<b>Position</b>
<b>Gerald Bristor</b>	<b>616-977-1172</b>	<b>BristorG</b>	<b>Supervisor</b>
Vacant			
Vacant			
Tanya Wells	616-977-8054	WellsT1	Services Specialist
Sara Wright	616-977-8056	WrightS14	Services Specialist
<b>Michael Brown</b>	<b>616-977-8068</b>	<b>BrownM12</b>	<b>Supervisor</b>
Matt Deaton	616-977-1160	DeatonM	Services Specialist
Renye Mills	616-977-1173	MillsR3	Services Specialist
Julie Scott	616-977-1130	ScottJ15	Services Specialist
Monica Smiley-Hodges	616-977-8058	Smiley-HodgesM	Services Specialist
<b>Jennifer Browning</b>	<b>616-977-8071</b>	<b>BrowningJ1</b>	<b>Supervisor</b>
Marcus Connolly	616-977-8080	ConnollyM2	Services Specialist
Matt Husinka	616-977-1152	HusinkaM	Services Specialist
Chris May	616-977-8937	MayC2	Services Specialist
Amy Rausch	616-977-1181	RauschA	Services Specialist
<b>Shelley Bultsma</b>	<b>616-977-1197</b>	<b>BultsmaS</b>	<b>Supervisor</b>
Deborah Adelakun	616-977-1177	AdelakunD	Services Specialist
Tina Hilgeman	616-977-8064	HilgemanT	Services Specialist
Amanda Jackson	616-977-1161	JacksonA8	Services Specialist
Joseph LaLonde	616-977-8098	LalondeJ	Services Specialist

<b>Terra Burke</b>	<b>616-977-8069</b>	<b>BurkeT2</b>	<b>Supervisor</b>	
Stephanie Hall	616-977-1125	HallS10	Services Specialist	
Nora Mackie	616-977-1121	MackieN	Services Specialist	
Marques McLemore	616-977-1146	McLemoreM	Services Specialist	
Jessica Reinecke	616-977-8090	ReineckeJ	Services Specialist	
<b>Katie Garrison</b>	<b>616-977-1122</b>	<b>GarrisonK1</b>	<b>Supervisor</b>	
Rebecca Bennett	616-977-8089	BennettR7	Services Specialist	
Kay Butler	616-977-8943	ButlerK2	Services Specialist	
Michelle Garcia	616-977-8092	GarciaM16	Services Specialist	
Brianna Gerlach	616-977-8907	GerlachB	Services Specialist	
<b>Rodney Gill</b>	<b>616-977-8067</b>	<b>GillR</b>	<b>Supervisor</b>	
Jeanna Balkcom	616-977-1156	BalkcomJ	Services Specialist	
Ben Bookie	616-977-1144	BookieB	Services Specialist	
Sandra Morris	616-977-8941	MorrisS9	Services Specialist	
Cindy Redman	616-977-8939	RedmanC	Services Specialist	
Kurt Signeski	616-977-1111	SigneskiK	Services Specialist	
<b>Dan Gunter</b>	<b>616-977-1196</b>	<b>GunterD</b>	<b>Supervisor</b>	
Jessica Chamberlin	616-977-1175	ChamberlinJ	Services Specialist	
Rebecca Cleaver	616-977-1189	CleaverR	Services Specialist	
Monique Collins	616-977-8903	CollinsM3	Services Specialist	
Deanne Tompsett	616-977-8077	TompsettD	Services Specialist	
<b>Kimberly Hall</b>	<b>616-977-1164</b>	<b>HallK8</b>	<b>Supervisor</b>	
Brett Belmarez	616-977-8088	BelmarezB	Services Specialist	
TJ Cannon	616-977-1180	CannonT	Services Specialist	
Amber Gladu	616-977-8053	GladuA	Services Specialist	
Lamika Pringle	616-977-8057	PringleL	Services Specialist	
<b>Mary Heikkinen</b>	<b>616-977-1194</b>	<b>HeikkinenM</b>	<b>Supervisor</b>	
Maurice Alexander	616-977-1183	AlexanderM3	Services Specialist	
Liz Brander	616-977-1178	BranderE	Services Specialist	
Leah Buckland	616-977-1101	BucklandL	Services Specialist	
Mallory Turner	616-977-1191	TurnerM9	Services Specialist	
<b>Jill Hurley</b>	<b>616-977-8076</b>	<b>HurleyJ2</b>	<b>Supervisor</b>	
Laketa Alexander	616-977-1153	AlexanderL5	Services Specialist	
Sherri Guidry	616-977-8901	GuidryS	Services Specialist	
Josh Hitsman	616-977-1136	HitsmanJ	Services Specialist	
Salina MarshallMondy	616-977-1132	MarshallMondyS	Services Specialist	
Alicia Williams	616-977-1185	WilliamsA28	Services Specialist	

<b>Malisa James</b>	<b>616-977-1169</b>	<b>AltonM</b>	<b>Supervisor</b>	
Rodney Allen	616-977-1103	AllenR14	Services Specialist	
Darcie Corbit	616-977-1176	CorbitD	Services Specialist	
Elena DeYoung	616-977-8062	KarstE	Services Specialist	
Candace Durr	616-977-8060	DurrC	Services Specialist	
<b>Derek Johnson</b>	<b>616-977-8065</b>	<b>JohnsonD31</b>	<b>Supervisor</b>	
Deb Crothers	616-977-8061	CrothersD	Services Specialist	
Sherice Harris	616-977-8927	HarrisS27	Services Specialist	
Nicole Lull	616-977-8059	LullN	Services Specialist	
Catie Renshaw	616-977-1123	RenshawC	Services Specialist	
<b>Dustin Kyncl</b>	<b>616-977-8074</b>	<b>KynclD</b>	<b>Supervisor</b>	
Ra'Shell Davis	616-977-1102	DavisR24	Services Specialist	
Ben Hall	616-977-1184	HallB7	Services Specialist	
Kevin Hall	616-977-1108	HallK2	Services Specialist	
Tania Judd	616-977-1139	JuddT	Services Specialist	
Destiny Totten	616-977-8936	TottenD	Services Specialist	
<b>Natishia Ledesma</b>	<b>616-977-1167</b>	<b>LedesmaN</b>	<b>Supervisor</b>	
Patrese Davis	616-977-8051	DavisP3	Services Specialist	
Marcia Patrick	616-977-8929	PatrickM11	Services Specialist	
Danae Pena	616-977-1188	PenaD	Services Specialist	
Gabe Rayner	616-977-8081	RaynerG	Services Specialist	
<b>Tom Macy</b>	<b>616-977-1166</b>	<b>MacyT</b>	<b>Supervisor</b>	
Bianca Ambriz	616-977-1104	AmbrizB	Services Specialist	
Rachael Arntson	616-977-1190	ArntsonR	Services Specialist	
Lisa Huyser	616-977-8063	HuyserL	Services Specialist	
Tamara Rucki	616-977-8915	RuckiT	Services Specialist	
<b>Ashley Maurice</b>	<b>616-977-8933</b>	<b>MauriceA</b>	<b>Supervisor</b>	
Perry Davis	616-977-8901	DavisP11	Services Specialist	
Craig Hall	616-977-8938	HallC17	Services Specialist	
Patricia Kuhn	616-977-1114	KuhnP	Services Specialist	
Amanda SeEVERS	616-977-8906	SeEVERSA	Services Specialist	
<b>Jill McKinney</b>	<b>616-977-8070</b>	<b>McKinneyJ3</b>	<b>Supervisor</b>	
Tamara Bell	616-977-1113	BellT5	Services Specialist	
Cori Hedberg	616-977-1157	HedbergC1	Services Specialist	
Karen Howe	616-977-8931	HoweK3	Services Specialist	
Aaron Kendall	616-977-8909	KendallA	Services Specialist	
Ashley Wellman	616-977-8052	WellmanA1	Services Specialist	

<b>Annette Monday</b>	<b>616-977-8072</b>	<b>MondayA</b>	<b>Supervisor</b>	
Angelique Bieber	616-977-8925	BieberA1	Services Specialist	
Sierra Dunlap	616-977-1149	DunlapS	Services Specialist	
Shelley Ridenour	616-977-8911	RidenourS	Services Specialist	
Julie Steinbacher	616-977-1112	SteinbacherJ	Services Specialist	
<b>Jackie Most</b>	<b>616-977-8086</b>	<b>MostJ</b>	<b>Supervisor</b>	
Allison McGreevy	616-977-8928	McGreevyA	Services Specialist	
Elizabeth Nawrocki	616-977-8940	NawrockiE	Services Specialist	
Kaitlin Reinke	616-977-8916	ReinkeK	Services Specialist	
Mary Stewart-Thornton	616-977-8942	Stewart-ThorntonM	Services Specialist	
<b>Julie Pannett</b>	<b>616-977-8075</b>	<b>PannettJ</b>	<b>Supervisor</b>	
Leslie Cobb	616-977-8917	CobbL	Services Specialist	
Bob Davis	616-977-8919	DavisR10	Services Specialist	
Beth Jenkins	616-977-1137	JenkinsB1	Services Specialist	
Jen Webb	616-977-1107	WebbJ7	Services Specialist	
<b>Jennifer Pastorick</b>	<b>616-977-1199</b>	<b>PastorickJ</b>	<b>Supervisor</b>	
Amber Folkert	616-977-1174	FolkertA	Services Specialist	
Travis Kott	616-977-1182	KottT	Services Specialist	
Jon McCarthy	616-977-1159	McCarthyJ4	Services Specialist	
Gen Tannian	616-977-1143	TannianG	Services Specialist	
<b>Phillip Smith</b>	<b>616-977-8073</b>	<b>SmithP20</b>	<b>Supervisor</b>	
Chantelle Benko	616-977-1128	BenkoC	Services Specialist	
Latoya Jackson	616-977-8921	JacksonL18	Services Specialist	
Bonnie Swoish	616-977-1134	SwoishB	Services Specialist	
Latina Whimper	616-977-8055	WhimperL	Services Specialist	
<b>Steve Wilson</b>	<b>616-977-1162</b>	<b>WilsonS9</b>	<b>Supervisor</b>	
Taylor Bookie	616-977-8905	PetersT2	Services Specialist	
Toshia Gustafson	616-977-1187	GustafsonT1	Services Specialist	
Minnie Sparks	616-977-1193	SparksM1	Services Specialist	
Juliette Taylor	616-977-1179	TaylorJ17	Services Specialist	
Lauren Wohlfert	616-977-1124	WohlfertL	Services Specialist	

## ALPHABETICAL LIST OF STAFF

Adelakun, Deborah	616-977-1177	AdelakunD	Services Specialist	Shelley Bultsma
Alexander, Laketa	616-977-1153	AlexanderL5	Services Specialist	Jill Hurley
Alexander, Maurice	616-977-1183	AlexanderM3	Services Specialist	Mary Heikkinen
Allen, Rodney	616-977-1103	AllenR14	Services Specialist	Malisa James
Ambriz, Bianca	616-977-1104	AmbrizB	Services Specialist	Tom Macy
Arntson, Rachael	616-977-1190	ArntsonR	Services Specialist	Tom Macy
Balkcom, Jeanna	616-977-1156	BalkcomJ	Services Specialist	Rodney Gill
Bell, Tamara	616-977-1113	BellT5	Services Specialist	Jill McKinney
Belmarez, Brett	616-977-8088	BelmarezB	Services Specialist	Kimberly Hall
Benko, Chantelle	616-977-1128	BenkoC	Services Specialist	Phil Smith
Bennett, Rebecca	616-977-8089	BennettR7	Services Specialist	Katie Garrison
Bieber, Angelique	616-977-8925	BieberA1	Services Specialist	Annette Monday
Bookie, Ben	616-977-1144	BookieB	Services Specialist	Rodney Gill
Bookie, Taylora	616-977-8905	PetersT2	Services Specialist	Steve Wilson
Brander, Liz	616-977-1178	BranderE	Services Specialist	Mary Heikkinen
<b>Brown, Michael</b>	<b>616-977-8068</b>	<b>BrownM12</b>	<b>Supervisor</b>	<b>Scott Orr</b>
<b>Browning, Jennifer</b>	<b>616-977-8071</b>	<b>BrowningJ1</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Buckland, Leah	616-977-1101	BucklandL	Services Specialist	Mary Heikkinen
<b>Bultsma, Shelley</b>	<b>616-977-1197</b>	<b>BultsmaS</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
<b>Burke, Terra</b>	<b>616-977-8069</b>	<b>BurkeT2</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Butler, Kay	616-977-8943	ButlerK2	Services Specialist	Katie Garrison
Cannon, TJ	616-977-1180	CannonT	Services Specialist	Kimberly Hall
Chamberlin, Jessica	616-977-1175	ChamberlinJ	Services Specialist	Dan Gunter
Cleaver, Rebecca	616-977-1189	CleaverR	Services Specialist	Dan Gunter
Cobb, Leslie	616-977-8917	CobbL	Services Specialist	Julie Pannett
Collins, Monique	616-977-8903	CollinsM3	Services Specialist	Dan Gunter
Connolly, Marcus	616-977-8080	ConnollyM2	Services Specialist	Jennifer Browning
Corbit, Darcie	616-977-1176	CorbitD	Services Specialist	Malisa James
Crothers, Deb	616-977-8061	CrothersD	Services Specialist	Derek Johnson
Davis, Bob	616-977-8919	DavisR10	Services Specialist	Julie Pannett
Davis, Patrese	616-977-8051	DavisP3	Services Specialist	Natishia Ledesma
Davis, Perry	616-977-8901	DavisP11	Services Specialist	Ashley Maurice
Davis, Ra'Shell	616-977-1102	DavisR24	Services Specialist	Dustin Kyncl
<b>Deerfield, Michael</b>	<b>616-977-8066</b>	<b>DeerfieldM</b>	<b>2nd Line Manager</b>	<b>Carol Kehoe</b>
Deaton, Matt	616-977-1160	DeatonM	Services Specialist	Michael Brown
DeYoung, Elena	616-977-8062	KarstE	Services Specialist	Malisa James

Dunlap, Sierra	616-977-1149	DunlapS	Services Specialist	Annette Monday
Durr, Candace	616-977-8060	DurrC	Services Specialist	Malisa James
Folkert, Amber	616-977-1174	FolkertA	Services Specialist	Jennifer Pastorick
Garcia, Michelle	616-977-8092	GarciaM16	Services Specialist	Katie Garrison
<b>Garrison, Katie</b>	<b>616-977-1122</b>	<b>GarrisonK1</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Gerlach, Brianna	616-977-8907	GerlachB	Services Specialist	Katie Garrison
<b>Gill, Rodney</b>	<b>616-977-8067</b>	<b>GillR</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Gladu, Amber	616-977-8053	GladuA	Services Specialist	Kimberly Hall
Guidry, Sherri	616-977-8901	GuidryS	Services Specialist	Jill Hurley
<b>Gunter, Dan</b>	<b>616-977-1196</b>	<b>GunterD</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Gustafson, Toshia	616-977-1187	GustafsonT1	Services Specialist	Steve Wilson
Hall, Ben	616-977-1184	HallB7	Services Specialist	Dustin Kyncl
Hall, Craig	616-977-8938	HallC17	Services Specialist	Ashley Maurice
Hall, Kevin	616-977-1108	HallK2	Services Specialist	Dustin Kyncl
<b>Hall, Kimberly</b>	<b>616-977-1164</b>	<b>HallK8</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Hall, Stephanie	616-977-1125	HallS10	Services Specialist	Terra Burke
Harris, Sherice	616-977-8927	HarrisS27	Services Specialist	Derek Johnson
Hedberg, Cori	616-977-1157	HedbergC1	Services Specialist	Jill McKinney
<b>Heikkinen, Mary</b>	<b>616-977-1194</b>	<b>HeikkinenM</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Hilgeman, Tina	616-977-8064	HilgemanT	Services Specialist	Shelley Bultsma
Hitsman, Josh	616-977-1136	HitsmanJ	Services Specialist	Jill Hurley
Howe, Karen	616-977-8931	HoweK3	Services Specialist	Jill McKinney
<b>Hurley, Jill</b>	<b>616-977-8076</b>	<b>HurleyJ2</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Husinka, Matt	616-977-1152	HusinkaM	Services Specialist	Jennifer Browning
Huyser, Lisa	616-977-8063	HuyserL	Services Specialist	Tom Macy
Jackson, Amanda	616-977-1161	JacksonA8	Services Specialist	Shelley Bultsma
Jackson, Latoya	616-977-8921	JacksonL18	Services Specialist	Phil Smith
<b>James, Malisa</b>	<b>616-977-1169</b>	<b>AltonM</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Jenkins, Beth	616-977-1137	JenkinsB1	Services Specialist	Julie Pannett
<b>Johnson, Derek</b>	<b>616-977-8065</b>	<b>JohnsonD31</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Judd, Tania	616-977-1139	JuddT	Services Specialist	Dustin Kyncl
<b>Kehoe, Carol</b>	<b>616-977-1170</b>	<b>KehoeC</b>	<b>Director</b>	<b>Scott Parrott</b>
Kendall, Aaron	616-977-8909	KendallA	Services Specialist	Jill McKinney
Kott, Travis	616-977-1182	KottT	Services Specialist	Jennifer Pastorick
Kuhn, Patricia	616-977-1114	KuhnP	Services Specialist	Ashley Maurice
<b>Kyncl, Dustin</b>	<b>616-977-8074</b>	<b>KynclD</b>	<b>Supervisor</b>	<b>Scott Orr</b>
LaLonde, Joseph	616-977-8098	LalondeJ	Services Specialist	Shelley Bultsma
<b>Ledesma, Natishia</b>	<b>616-977-1167</b>	<b>LedesmaN</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>

<b>Lems, Shannon</b>	<b>616-977-1163</b>	<b>LemsS</b>	<b>Executive Secretary</b>	<b>Carol Kehoe</b>
Lull, Nicole	616-977-8059	LullN	Services Specialist	Derek Johnson
Mackie, Nora	616-977-1121	MackieN	Services Specialist	Terra Burke
<b>Macy, Tom</b>	<b>616-977-1166</b>	<b>MacyT</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Marshall-Mondy, Salina	616-977-1132	MarshallMondyS	Services Specialist	Jill Hurley
<b>Maurice, Ashley</b>	<b>616-977-8933</b>	<b>MauriceA</b>	<b>Supervisor</b>	<b>Scott Orr</b>
May, Chris	616-977-8937	MayC2	Services Specialist	Jennifer Browning
McCarthy, Jon	616-977-1159	McCarthyJ4	Services Specialist	Jennifer Pastorick
McGreevy, Allison	616-977-8928	McGreevyA	Services Specialist	Jackie Most
<b>McKinney, Jill</b>	<b>616-977-8070</b>	<b>McKinneyJ3</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
McLemore, Marques	616-977-1146	McLemoreM	Services Specialist	Terra Burke
Mills, Renye	616-977-1173	MillsR3	Services Specialist	Michael Brown
<b>Monday, Annette</b>	<b>616-977-8072</b>	<b>MondayA</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Morris, Sandra	616-977-8941	MorrisS9	Services Specialist	Rodney Gill
<b>Most, Jackie</b>	<b>616-977-8086</b>	<b>MostJ</b>	<b>Supervisor</b>	<b>Scott Orr</b>
Nawrocki, Elizabeth	616-977-8940	NawrockiE	Services Specialist	Jackie Most
<b>Orr, Scott</b>	<b>616-977-1195</b>	<b>OrrS1</b>	<b>2nd Line Manager</b>	<b>Carol Kehoe</b>
<b>Pannett, Julie</b>	<b>616-977-8075</b>	<b>PannettJ</b>	<b>Supervisor</b>	<b>Scott Orr</b>
<b>Pastorick, Jennifer</b>	<b>616-977-1199</b>	<b>PastorickJ</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Patrick, Marcia	616-977-8929	PatrickM11	Services Specialist	Natishia Ledesma
Pena, Danae	616-977-1188	PenaD	Services Specialist	Natishia Ledesma
Pringle, Lamika	616-977-8057	PringleL	Services Specialist	Kimberly Hall
Rausch, Amy	616-977-1181	RauschA	Services Specialist	Jennifer Browning
Rayner, Gabe	616-977-8081	RaynerG	Services Specialist	Natishia Ledesma
Redman, Cindy	616-977-8939	RedmanC	Services Specialist	Rodney Gill
Reinecke, Jessica	616-977-8090	ReineckeJ	Services Specialist	Terra Burke
Reinke, Kaitlin	616-977-8916	ReinkeK	Services Specialist	Jackie Most
Renshaw, Catie	616-977-1123	RenshawC	Services Specialist	Derek Johnson
Ridenour, Shelley	616-977-8911	RidenourS	Services Specialist	Annette Monday
Rucki, Tamara	616-977-8915	RuckiT	Services Specialist	Tom Macy
Scott, Julie	616-977-1130	ScottJ15	Services Specialist	Michael Brown
Seevers, Amanda	616-977-8906	SeeversA	Services Specialist	Ashley Maurice
Signeski, Kurt	616-977-1111	SigneskiK	Services Specialist	Rodney Gill
Smiley-Hodges, Monica	616-977-8058	Smiley-HodgesM	Services Specialist	Michael Brown
<b>Smith, Phillip</b>	<b>616-977-8073</b>	<b>SmithP20</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Sparks, Minnie	616-977-1193	SparksM1	Services Specialist	Steve Wilson
Steinbacher, Julie	616-977-1112	SteinbacherJ	Services Specialist	Annette Monday
Stewart-Thornton, Mary	616-977-8942	Stewart-ThorntonM	Services Specialist	Jackie Most

Swoish, Bonnie	616-977-1134	SwoishB	Services Specialist	Phil Smith
Tannian, Gen	616-977-1143	TannianG	Services Specialist	Jennifer Pastorick
Taylor, Juliette	616-977-1179	TaylorJ17	Services Specialist	Steve Wilson
Tompsett, Deanne	616-977-8077	TompsettD	Services Specialist	Dan Gunter
Totten, Destiny	616-977-8936	TottenD	Services Specialist	Dustin Kyncl
Turner, Mallory	616-977-1191	TurnerM9	Services Specialist	Mary Heikkinen
Webb, Jen	616-977-1107	WebbJ7	Services Specialist	Julie Pannett
Wellman, Ashley	616-977-8052	WellmanA1	Services Specialist	Jill McKinney
Wells, Tanya	616-977-8054	WellsT1	Services Specialist	Gerald Bristor
Whimper, Latina	616-977-8055	WhimperL	Services Specialist	Phil Smith
Williams, Alicia	616-977-1185	WilliamsA28	Services Specialist	Jill Hurley
<b>Wilson, Steve</b>	<b>616-977-1162</b>	<b>WilsonS9</b>	<b>Supervisor</b>	<b>Michael Deerfield</b>
Wohlfert, Lauren	616-977-1124	WohlfertL	Services Specialist	Steve Wilson
Wright, Sara	616-977-8056	WrightS14	Services Specialist	Gerald Bristor