



CONSOLIDATED CHILD AND FAMILY SERVICES PLAN

2009 FINAL REPORT

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FY 2009 Child and Family Services Plan Final Report

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Introduction

This Child and Family Services Plan (CFSP) Final Report is the final update to Michigan's Consolidated CFSP for FY 2005 through 2009. During the past five years, child welfare in Michigan has undergone significant changes. The ongoing economic recession has challenged Michigan's citizens and affected DHS continued funding needed to provide a full and responsive continuum of care. Furthermore, continued restrictions on state employee travel forced DHS to find creative solutions for meetings and training, which allow staff to continue to conduct business at a highly collaborative level.

Other changes that have modified the way DHS conducts business and ushered in innovations and improvements are described in Michigan's five year CFSP for FY 2010 through 2014. These changes include the conclusion of the *Dwayne B. v. Granholm, et al.* lawsuit, in which DHS came to a Settlement Agreement with Children's Rights, Incorporated. Additionally, DHS Director Ismael Ahmed released the final report of the Child Welfare Improvement Task Force (CWITF) in April 2009, one year following its initiation. The Settlement Agreement and the CWITF recommendations outline sweeping changes in child welfare in Michigan that will focus resources and drive improvements in all areas from the casework level through data collection and quality assurance, enabling Michigan to approach the Child and Family Services Review (CFSR) goals with renewed vigor and purpose. The result of these changes will benefit Michigan families, enabling greater resources for engaging families effectively and providing services and resources specific to each family's particular needs.

This CFSP final report begins with a report and recommendations from the Over-Representation of Children of Color Task Force, begun in FY 2006 to examine racial disparity in Michigan's child welfare system. Other initiatives featured in previous reports are Michigan's Healthy Marriage and Responsible Fathers Initiatives. The report presents results of DHS' consultation with Indian Tribes, followed by the Children's Trust Fund.

This final report updates child welfare services, including Children's Protective Services, Foster Care and Chafee Foster Care Independent Living Services, Promoting Safe and Stable Families, Adoption Promotion and Support, Foster and Adoptive Parent Recruitment and Adoption Subsidy. Finally, the report details other requirements of the CFSP, including training, Juvenile Justice Transfers and Inter-Country Adoptions.

DHS continues to move forward in promoting safety, permanence and well-being for children and families, as this Final Report shows. Although there is improvement to be made, Michigan has made strides in providing quality child welfare services in the past five years. We continue to look forward to the opportunities and challenges before us to improve the lives of children and families in the State of Michigan.

Over Representation of Children of Color in Child Welfare

Overview

In March 2006, the Michigan Department of Human Services (DHS), in compliance with a state legislative mandate, released a major report, *Equity: Moving Toward Better Outcomes for All of Michigan's Children*, examining why African American children and other children of color were over-represented in the child welfare and juvenile justice systems. The report, authored by the Michigan Advisory Committee on the Over-representation of Children of Color in Child Welfare, was the culmination of two years of work in which the committee held numerous public hearings and focus groups receiving testimony from hundreds of individuals across the State of Michigan about the racial disparities within the child welfare system.

Progress

DHS has undertaken the task of reviewing policies, programs and procedures to determine where specifically the department disadvantages children, youth and families of color. To coordinate the effort, DHS hired a Child Welfare Equity Analyst. Michigan also developed the Child Welfare 20/20 initiative to identify processes and procedures that will reduce the number of children in foster care by 50 percent by the year 2020. This initiative will include developing action, communication, and training plans to promote the equitable treatment of youth and families in the child welfare system.

To address the disproportionate representation of Native American children, the DHS will continue to work with the Tribal State Partnership, Michigan's established collaboration venue with our twelve federally recognized Tribes. Additionally, DHS will engage the state historic Tribes, Indian organizations, the federal government and other community and state organizations to address the unique needs of Native American families. Identified needs will be addressed through strengthening and monitoring policy, improving communication and partnership with Tribes, recruiting more Native American foster, kinship and guardianship homes and determining ways to better meet the needs of child welfare and delinquent youth while preserving culture and heritage.

DHS established the Federal Compliance Office to provide oversight and management of the state's title IV-E program. Improving funding determinations helps to assure that families caring for children will receive the proper support to address the cultural needs of children living in their homes and communities.

To ensure consistency in CPS intake procedures, Michigan is in the process of implementing a centralized CPS intake unit, beginning in Wayne County in 2009 and rolling out statewide by 2011. A committee is exploring the feasibility of implementing a differential response process, which would promote culturally aware practices when working with all families. DHS is committed to the use of Team Decision Meetings (TDM), which include parents and children in all case decision points in the child welfare

process. This model systematizes the meaningful engagement of families by including extended family members and parent partners as available.

Michigan received a legislative appropriation to hire staff to focus on permanency for children in foster care for a long period of time. DHS is also developing a concurrent planning process to assist children in achieving permanency more efficiently by eliminating unnecessary delays.

Michigan is focusing significant resources on several areas of particular need that will benefit families of color as well as other Michigan families. These efforts include licensing relatives and continuing to develop and expand fatherhood/marriage programs.

Work continues with the Department of Community Health (DCH) in the coordination of funding and programs to serve children in foster care with mental health issues. An effort is underway to develop a substance abuse protocol that outlines a collaborative approach to the screening, assessment and recovery for children and families in the child welfare system: the Safety, Assessment, Engagement and Recovery protocol. Michigan will also pilot the mental health system of care model in several local communities.

DHS has strengthened the Child Welfare Training Institute and assures that instructors train and reinforce all policies as modified. Ongoing discussion and review of policy for attention to racial over representation occurs at the community level through the Race Equity Task Force and will provide monitoring and oversight in collaboration with DHS to assure implementation of the Task Force recommendations.

Additional Progress

The Race Equity Task Force will reconvene to monitor the progress of implementing report recommendations. The participants from the study in Wayne and Saginaw counties will also reconvene and will be encouraged to develop a community implementation plan addressing the concerns of families of color. The state team will investigate contributing factors to racial inequities during key points in case decision-making processes and will develop a plan to address each of those contributing factors.

Michigan is strongly committed to initiating child welfare reform to assure race equity with all families. Michigan is exploring training offered by state and local partners that addresses cultural competency and individual and institutional racial bias. Michigan continues to work with national leaders in race equity to develop and implement a plan to address disparities on local and state levels.

Healthy Marriage and Responsible Fatherhood Initiatives

(Provided through TANF, not title IV-B funds)

Proud Fathers and Proud Parents Programming

Michigan's Proud Fathers and Proud Parents (PF/PP) are two distinct healthy relationship-based parenting programs designed to improve outcomes for children and create safe family environments. The Michigan Healthy Marriage and Responsible Fatherhood Initiatives seek to develop collaborative partnerships that enhance and support active, positive male parent involvement, co-parenting efforts, and the encouragement of healthy, long-term adult relationships of couples. The programs emphasize a nurturing parenting style, while discouraging fear-based parenting. The focus is on building strong individual relationships within the family in order to foster effective child rearing strategies.

- **The Proud Fathers (PF) Program** offers a 14-week, group-based service for fathers or other male caretakers. The program focuses on positive and active father involvement as well as promoting positive co-parenting strategies, regardless of the parents' relationship status. PF also features an employment component. The topics of anger management, substance abuse and domestic violence are included as potential barriers to children attaining healthy outcomes.
- **The Proud Parents (PP) Program** offers a ten-week, group-based service for couples. These services focus on strengthening co-parenting efforts and supporting long-term healthy marriages and adult relationships.

In 2008, presenters offered a weekend "intensive" version of both the Proud Fathers and Proud Parents programs. The format proved effective in broadening program availability.

Pivotal to its success has been the PF/PP programs' many collaborators and partners. They include courts, public health, child welfare, juvenile justice, mental health, prevention, early childhood education, public/charter schools, faith-based, corrections, child support, and domestic violence prevention and treatment organizations. From 2007 to 2008, PF/PP experienced a 151 percent increase in participation, serving 1,330 participants.

In FY 2008, 13 service providers offered the PF/PP program in 36 Michigan counties.

DHS is currently working with national experts to provide technical assistance and training to the PF/PP grantees. These efforts are looking at the need for additional program components that address domestic violence, cultural competence, and targeted supportive services for low-income fathers and parents.

Data from PF/PP participant evaluations in 2008 includes:

- Eighty-four percent reported that they had improved their parenting skills.
- Eighty-six percent reported an increased confidence in parenting.
- Eighty-eight percent reported that their ability to listen to their child/children improved.

- Ninety-four percent reported that they would recommend PF/PP to someone else.

Healthy Marriages - Kent County

During this five-year Child and Family Services Plan, Kent County operated one of ten national demonstration sites piloting a program to address factors that affect the financial well-being of children. This project is a national model for providing quality education regarding marriage and fostering healthy environments for children. Due to the success of the Kent County model, DHS funded the Healthy Marriage and Responsible Fatherhood Initiatives, with similar projects implemented in two low-income communities in Michigan, Genesee and Wayne counties.

These projects support innovative models designed to strengthen existing marriages and prepare unmarried couples for successful healthy marriages/relationships. These grants also fund healthy marriage education and enrichment activities, public awareness and education campaigns that promote the benefits and elements of healthy marriage and co-parenting as well as teen programs that explore positive relationship models and that teach the core skills necessary for healthy marriage and co-parenting.

Public Awareness Campaign

Public awareness efforts in 2008 included the following:

- Display tables at nine Michigan family-based conferences.
- Six community-based presentations.
- Provision of three free legal clinics for dads in collaboration with Michigan State University Chance at Childhood Program covering the topics of child custody, child support, parenting time and paternity establishment.
- Media attention in print including an article entitled “Setting the Tone for Engaging Fathers” in The Infant Crier, a Michigan Association of Infant Mental Health quarterly publication (March 2008).
- Advertisement, purchase and distribution of the 2009 “Watch Me Grow” calendars.
- Media coverage in radio and television outlets including an appearance on “Street Beat”, WKBD Detroit and WZZM in Grand Rapids.
- Development and receipt of a proclamation from Michigan’s Governor Jennifer Granholm, declaring February 2009 as Responsible Fatherhood Awareness Month.
- Development and distribution of “Dad Tips”.
- Development of a “Daddy & Me Daily Activity Calendar” for Responsible Fatherhood Awareness Month.
- Development and launching of www.michigan.gov/parenting.

Training

In 2008, the Healthy Marriages and Responsible Fatherhood Initiatives provided the following educational opportunities:

- Eight statewide conferences that included representatives from a wide range of public and private institutions and agencies. Topics included gender-specific

engagement techniques, fatherhood and marriage program implementation and PF/PP Programming.

- Four three-day trainings of PF/PP facilitators and coordinators for approximately 67 PF/PP program staff.
- Two two-day “All Sites Training” for PF/PP facilitators and coordinators, which included data collection, best practice sharing and facilitator skill enhancement.
- Regular review and consultation in the development of the Michigan State University Marriage Curriculum for Adoptive, Kinship and Foster Parents.

Collaboration

Beyond the collaborative efforts within programming at the local level, the initiatives’ collaboration efforts included the following groups:

- Michigan Fatherhood Coalition.
- Michigan Children’s Trust Fund (CTF), Circle of Parents, and Zero to Three prevention programming.
- Michigan Association for Infant Mental Health.
- Michigan Domestic Violence Prevention and Treatment Board (MDVTB).
- Batterer Intervention Services Coalition of Michigan.
- Michigan Head Start Association.
- Michigan Federation of Child and Family Services Organizations.
- Michigan Early Childhood Investment Corporation (ECIC).
- Parenting Awareness Michigan.
- Michigan State University (MSU) School of Social Work.
- Wayne State University (WSU) School of Social Work.
- MSU Chance at Childhood Program.
- Ohio Practitioners Network for Fathers and Families.
- Region V Fatherhood Collaboration Network.
- U.S. Department of Health and Human Services – Administration for Children and Families, Region V.

In 2008, there were two training collaborations; these involved Michigan’s domestic violence community, in addition to Michigan policy makers.

- **2008 Statewide Conference - “Shifting the Paradigm: Strategies for Addressing Batterers as Fathers”**
The audience of 320 participants included PF/PP service providers, domestic violence service providers, batterer intervention service providers, judges, probation officers, clergy, law enforcement, DHS, Michigan Prisoner Re-Entry Initiative, Friend of the Court, Department of Corrections, Head Start, Attorney General, Safe Haven Visitation Center staff, and the U.S. Department of Justice.
- **Michigan’s First Ever Fatherhood Policy Forum - “Fathers in Transition: Building Pathways to Healthy Relationships”**
The Michigan Fatherhood Policy Forum was an invitation-only event held on September 19, 2008 at the Shanty Creek Resort in Bellaire, MI. The purpose of

the event was to create an opportunity for fathers receiving various types of services to talk with policy makers about ways in which state policies either promote or hinder the establishment of healthy family relationships.

Tribal Consultation

Description of Services

The Indian Child Welfare Act (ICWA) establishes clear responsibilities for federal and state governments, Indian children, families and Tribes. Indian child welfare services in Michigan focus on supporting and preserving Indian families and creating other permanent alternatives for Indian children if family preservation efforts do not achieve their goal.

DHS consulted frequently with Tribes; increasing the involvement of Tribes, communities and agencies in furthering the development of community-based services to children and families, as well as continued funding and support for:

- Quarterly Tribal State Partnership meetings with representatives from Michigan's 12 federally-recognized Tribes, Tribal organizations, local county DHS and central office staffs, including Child Welfare Training Institute staff.
- Participating in Regional/National Tribal consultation as requested through the Midwest Alliance of Sovereign Tribes (MAST).
- Contracting with the Michigan Indian Child Welfare Agency (MICWA) and the Sault Ste. Marie Tribe of Chippewa Indian's Binogii Placement Agency for foster care and adoption services for Native American children.
- Strengthening the DHS Indian Outreach Worker (IOW) program.
- Training on ICWA and Indian Child Welfare (ICW) policy for DHS and private child-placing agency (CPA) staffs.
- Contracting for Families First of Michigan, a family preservation program which services seven of ten reservation communities. Tribal representatives participated in bid rating in the communities which serve the Tribes.
- Continuing Family Group Decision Making (FGDM), a family preservation service that is culturally based and serves as a mechanism that assists in meeting the active efforts requirement of the ICWA in Grand Traverse and Leelanau counties.
- Updating the DHS website where the public can find information about DHS programs, services and policies and contact information for DHS staff, Tribes and Tribal organizations.
- Continuing review and revision of DHS' ICW policy to strengthen and achieve compliance with federal rules and regulations.

Progress and Action Plans

How are Indian children identified by the State child welfare services agency?

DHS policy continues to require that child welfare workers identify Michigan's Indian children at case onset. DHS separated Native American Affairs (NAA) policy from other policy manuals to highlight the importance of early identification. In policy published in October 2008, requirements were strengthened requiring DHS caseworkers to utilize protocol that provides ancestry verification and notification to the respective federally recognized Tribe.

How are Indian parents and Tribes notified of State proceedings involving Indian children and their right to intervene?

Native American Affairs policy (NAA 200) regarding notification to Tribes mandates that within three days of assignment of a CPS complaint, the worker must make active efforts to engage the Tribe, including contacting the social services of the child's Tribe that the child has come to the attention of the DHS, obtaining verbal verification of Tribal membership, exploring available services and assisting parent(s) to retain custody of the child if there is no danger of imminent physical damage or harm to the child.

Michigan's Absent Parent Protocol (2008) also reinforces active efforts in notification.

Further, Michigan is in the process of implementing concurrent permanency planning (CPP). CPP policy, per ICWA, requires including the child's Tribe in any decision making process once a child welfare case is open for services. The Tribes reviewed this policy and they provided input to the CPP Policy Committee in 2008.

What are the special placement preferences for placement of Indian children?

Placement of Indian children takes place in accordance with the priorities established within ICWA and/or the respective DHS policy, "Tribal Child Welfare Code Placement Priorities and Native American Affairs Policy: Placement Priorities for Indian Child(ren)". Any Indian child accepted for foster care or pre-adoptive placement must be placed in the least restrictive setting, which most approximates a family and in which his/her special needs, if any, will be met. Placement of the child must also be within reasonable proximity to his or her home, taking into account any special needs of the child.

Absent a showing of good cause for a different order or tribal resolution for different order of preference, the order of foster care or pre-adoptive placement preference is as follows:

1. A member of the child's extended family.
2. A foster home approved, licensed, or specified by the Indian child's Tribe.
3. An Indian foster home.
4. An institution for children approved by an Indian Tribe or operated by an Indian organization that has a program to meet the child's needs.

Absent a showing of good cause for a different order, or Tribal resolution for a different order of preference, the order of adoption placement preference is as follows:

1. A member of the child's extended family.
2. Other members of the Indian child's Tribe.
3. Other Indian families.

DHS policy requires workers to refer Indian Child Welfare cases for case management services to a Child Placing Agency (CPA) in accordance with the child's Tribe's direction.

How does the State child welfare services agency ensure that active efforts to prevent the breakup of the Indian family are provided?

DHS provides Indian Outreach Services (IOS) in 12 counties by Indian Outreach Workers (IOWs), who assist Native families with prevention activities and active efforts to reduce the instances of family breakup.

The focus of the IOS program is to identify the needs of individuals, their families and communities. The IOWs highlight activities, programs and services to meet those needs. Per IOS policy, the activities, programs and services must be planned and coordinated in such a manner to reduce barriers that inhibit economic stability and self-sufficiency. Priorities must be established at the local level dependent upon the needs of the local Indian community.

DHS policy and training instructs child welfare workers to document active efforts within the case file. Workers must take a proactive approach with the family by actively assisting the family to complete the goals identified within the family's service plan. Active efforts must be determined on a case-by-case basis. The services provided to the family must be culturally appropriate, as well as remedial and rehabilitative in nature, designed to prevent the breakup of or reunify the Indian family. The family court is responsible for making findings on the record that active efforts have been provided and failed (where applicable) in Indian child welfare cases. The revised child welfare manual/policy clarifies active versus reasonable efforts.

How are Tribal courts used in child welfare matters, Tribal right to intervene in State proceedings, or transfer proceedings to the jurisdiction of the Tribe?

Tribal courts receive full faith and credit in their orders and findings according to Michigan Court Rule (MCR) 2.615. Tribes have a right to intervene in an Indian child custody proceeding at any time per ICWA. Furthermore, the Tribe can request the transfer of jurisdiction from a state court to a Tribal court absent the objection of either biological parent or a good cause finding.

Other Accomplishments

Keweenaw Bay Indian Community (KBIC), through a Memorandum of Understanding (MOU) with the DHS Office of Child Support has assumed responsibility for title IV-D (child support) Tribal cases in their jurisdiction.

The Early Childhood Investment Corporation (ECIC) within DHS reestablished the Michigan Tribal Child Care Task Force. A Michigan Tribal Child Care Task Force meeting was conducted in conjunction with an Administration for Children and Families (ACF) Regional Training Meeting.

An ICWA poster was developed for use in all DHS local offices and juvenile justice facilities that advises clients of their rights, responsibilities, and the location of the DHS NAA policy pursuant to ICWA. The poster also assists clients in learning about services available in their respective geographic areas. DHS is also working with the State Court Administrative Office (SCAO) to garner permission to display the ICWA poster in all public court buildings.

Children's Trust Fund of Michigan

Prevention of Child Abuse and Neglect

The Children's Trust Fund (CTF) serves as Michigan's only source of permanent funding for the statewide prevention of child abuse and neglect. Michigan Governor Jennifer Granholm designated CTF to serve as the state lead agency to receive and administer the federal Community-Based Child Abuse Prevention (CBCAP) grant.

In FY 2008, CTF funded 33 direct service grantees that served 32 of Michigan's 83 counties. In FY 2008, CTF worked extensively with three counties to establish a local council in their communities. By the start of FY 2009, CTF was funding 72 local councils in 82 of Michigan's 83 counties. By statute, local councils develop and facilitate collaborative community prevention programs. Councils also conduct local needs assessments and provide public awareness and other prevention services based on community needs. CTF supports its community-based prevention programs through trainings and technical assistance, evaluation assistance, Child Abuse Prevention Month resources, and other support activities.

CTF is also the administrator and fiduciary for the Zero to Three Secondary Prevention Initiative. Zero to Three is a statewide, research- or evidence-based, community collaborative prevention initiative. Zero to Three programs serve Michigan's most vulnerable populations that have multiple risk factors that can contribute to child abuse and neglect. Blended appropriations from DHS, Michigan Departments of Education and Community Health fund Zero to Three. In FY 2008, Zero to Three funded 52 grants, serving 56 counties.

Service Description

Michigan's stressed economy continues to have serious implications for Michigan's families and children. Parental unemployment, low socioeconomic status, and stressful life events are risk factors that may contribute to a child's risk for maltreatment. In FY 2008, CTF worked to strengthen its funded prevention programs to help mitigate risk factors and increase protective factors for Michigan's children and families. The following are details of CTF accomplishments.

Local Councils

In FY 2008, councils were in their second year of a three-year grant cycle. CTF awards local council allocations are based on compliance with the CTF designation agreement and other criteria. Most local councils serve a single county, but several northern Michigan councils serve two or three counties. In addition to developing collaborative community prevention programs, councils provide prevention activities based on identified community needs.

In FY 2008, local councils supported and carried out a variety of prevention activities. In total, councils held 1,900 public awareness and outreach activities, including 383

information booths and fairs, 688 newspaper articles, 282 public service announcements and 406 press releases. In addition, local councils distributed 141,180 newsletters and 254,663 other printed materials (brochures, inserts, etc.). Speaking engagements (including speeches and interviews with TV and radio) numbered 415 and reached an estimated 181,818 people. Councils conducted 175 additional publicity events that reached an estimated 29,972 people. Education services and activities (including parent education programs, Baby Basic presentations, Baby Think It Over, and Never Shake a Baby presentations) equaled 3,766 and reached approximately 68,177 participants. Local councils held an additional 2,627 other educational workshops. Councils also held 216 mandated reporter trainings that trained 16,083 attendees. Local councils reported 6,363 referrals and 15,097 telephone contacts in the reporting period.

Direct Services

In FY 2008, CTF funded 33 direct service grants designed to address the needs identified in local communities. In FY 2008, nine of the CTF funded direct service programs specifically served special populations.

CTF direct service grantees served 2,945 families in FY 2008. Their programs served 3,551 adults and 8,569 children (including 508 special needs children). Direct service grantees delivered 58,553 direct prevention services. (Note: each individual service delivery equals one prevention service.) Of this total, 47.93 percent was for one-on-one counseling, 10.41 percent was for home visits, 6.91 percent was for respite care services, 3.72 percent was for referrals, 3.44 percent was for resource coordination, 3.44 percent was for workshops, and 3.43 percent was for childcare services. The remaining services were for parenting classes, group counseling, screening, transportation, prenatal services and other direct services.

Circle of Parents®

CTF continued to serve as the lead agency for the Circle of Parents® initiative, implemented in October 2006. Circle of Parents® provides an opportunity for parent involvement, leadership and support. Its purpose is to create or incorporate shared leadership and strong parenting skills into an existing community support group for all parents, but especially for those at risk for neglect or abuse. There are still 11 Circle of Parents® statewide program sites, with multiple groups operating at most sites. In FY 2008, approximately 163 parents/caregivers and 75 children participated in the program, and one new group started.

A training session for prospective Circle of Parents® facilitators and interested community members took place in June 2008. Attendees learned about how to develop, implement and evaluate the Circle of Parents® Model, the importance of creating “parental balance” and father-friendly programs, the art of group facilitation, developing parent leadership, applying leadership skills to advocacy issues, and more.

Fatherhood Initiative

CTF received a Responsible Fatherhood Grant in FY 2008. The CTF direct services grant monitor and the Ottawa County Circle of Parents® program manager formed a collaborative effort successfully to apply for the funding from the U.S. Department of Health and Human Services, Administration on Children and Families. The grant was for a comprehensive training, technical assistance and capacity-building project to increase the capacity of community-based home visiting programs to promote responsible parenting among expectant and new fathers of babies up to 12 months of age. The Responsible Fatherhood Grant period was January 1, 2008 to December 31, 2008. Because of the grant, all Circle of Parents® trainings now include a new component that addresses fatherhood involvement, father-friendly organizational tips and a domestic violence awareness overview.

Zero to Three

In FY 2008, Zero to Three distributed a total of \$6,253,260 to 52 grants serving 56 counties. CTF administers the initiative on behalf of the collaborative partners who advise through an Interagency Steering Committee, which, in turn, recommends and reports to a similarly composed Interagency Executive Committee. By agreement, the CTF executive director is a member of both committees.

In each quarter of FY 2008, Zero to Three programs served an average of 2,886 families of which 2,644 (91.6 percent) had three or more CAN risk factors. These families represented 3,320 children (2,229 newly enrolled) each quarter. For each quarter, Zero to Three served 283 expectant mothers and 391 newly enrolled expectant mothers. The majority of participants are female (95.3 percent), white (77.1 percent), and adults (93.2 percent). Attachment A contains the "Michigan's 0-3 Secondary Prevention Initiative, Child Abuse & Neglect Prevention Outcomes & Return on Investment, Fiscal Year 2008 Report".

Increasing Prevention Awareness

CTF continues to serve as a statewide resource for prevention awareness. Overall, CTF experienced a 10.72 percent increase in FY 2008 in public awareness contacts (in comparison to FY 2007). Although some of the paper brochures decreased in demand, CTF adopted popular electronic technology to increase electronic communications and the establishment of a monthly newsletter. A new tracking category for Mass Electronic Communications and a 129 percent increase in website visits (24,330 total hits) reflect the increase in FY 2008 public awareness efforts.

In FY 2008, CTF distributed 22,443 Child Abuse Prevention Month items (including 740 copies of the 2008 Community Resource Packet, 10,000 PCA pinwheels, and nearly 4,500 blue ribbon pins and embroidered ribbons). Our CAN prevention materials remained in high demand, as CTF distributed 3,822 copies of *Wonder Years*, 8,832 copies of *In Michigan We Love Our Kids*, over 118,537 *Never Shake a Baby* pieces, 3,285 parenting resource materials, and 832 copies of the CTF biennial report.

Citizen Review Panel

The United States Congress mandates that states receiving federal CAPTA funding develop and utilize a minimum of three Citizen Review Panels. In 1999, CTF assumed responsibility for overseeing the Michigan Citizen Review Panel for Prevention (CRPP). CTF worked to rebuild the CRPP in FY 2007, and an active CRPP was evident in FY 2008. The CRPP identified several target areas for 2008. In 2008, CTF continued its work to create a strong foundation for the CRPP to function at its highest possible capacity.

Attachment B contains the "Michigan Citizen Review Panels 2008 Annual Report", which also contains DHS' responses to the panel recommendations.

CTF Parent Leadership Work Group

In early 2008, CTF identified that a CBCAP priority area that needed strengthening was parent leadership and involvement. To meet this need, CTF established a Parent Leadership Work Group that met in July, September, October and December 2008, with plans to meet quarterly in 2009.

Expanding and strengthening the range of services.

A priority for FY 2009 and beyond, CTF continues to be evaluating the most effective ways to implement best practices into our work and into our grantees' programs and services. Specific areas that CTF plans to strengthen are the implementation of evidence-based and evidence-informed practices (EBP/EIP), improved evaluation processes among grantees, improved reporting on outcomes, and the increased use of logic models. CTF will continue to provide trainings and technical assistance to help grantees implement these priorities.

A priority for FY 2008 was to improve the councils' evaluation and reporting standards and services to local communities. The four local council work groups that were formed in 2007 (Standards, Capacity Building, Designation Agreement, and Education) resulted in the formation of a standing Local Council Work Group in March 2008.

In FY 2008, CTF awarded a three-year grant to the Michigan State University Department of Advertising, Public Relations, and Retailing. The grant will begin in FY2009. MSU has created an entity called "Children's Central". The mission of Children's Central is to broaden the definition of child abuse and neglect; to include negative effects of media; to effect social change for the more ethical practice of advertising and media targeted to children; to work toward the protection of families; and to generate recognition of violence by or against children.

Building on the work of the Parent Leadership in State Government Advisory Board and the CTF Parent Leadership Work Group, CTF will work with our partners to continue to support parent leaders, both directly and through our funded programs. In FY 2009, CTF is working to identify the most needed as well as effective ways to support parent leadership in our funded programs. For example, based on feedback from the Parent

Leadership Work Group, CTF provided reimbursements (for appropriate costs) for parent leaders to attend Prevention Awareness Day in March 2009.

Program Support

During FY 2008, CTF conducted or sponsored a number of training, technical assistance, and evaluation activities. These included an annual training on EGrAMS (Electronic Grants Administration and Management System) Michigan's grant management application portal to aid in the search for grant opportunities state-wide, EGrAMS trainings, PART trainings, local council tier movement technical assistance, an RFP technical assistance session and an annual satisfaction survey. CTF also provided one-on-one technical assistance for EGrAMS, data collection, capacity building, sustainability, and other issues. CTF continued its monthly *CTF News Briefs*, enhanced its Web site and worked with the EGrAMS purveyor to improve the system.

The CTF Annual Training took place in October 2007 (FY 2008) with approximately 156 people in attendance. The training focused on educating grantees about evidence-based and evidence-informed programs and practices as well as developing effective logic models. In FY 2008, CTF also provided sponsorship for the 26th Annual Michigan Statewide Conference on Child Abuse and Neglect: Prevention, Assessment and Treatment.

In FY 2008, CTF continued to make the CTF website more informative for grantees and the public. Enhancements included expansion and reorganization of the "Training" and "News" sections. In FY 2008, there were 24,330 visits to the website (an average of 2,027 visits per month). This is a 129 percent increase over FY 2007.

Technical Assistance Provided

Throughout FY 2008, CTF worked closely with the FRIENDS National Resource Center for Community-Based Child Abuse Prevention (CBCAP) programs. FRIENDS provides training and technical assistance to federally funded CBCAP state lead agencies. The designated FRIENDS trainer was involved in planning for both the October 2007 and October 2008 annual trainings. In 2008, she attended the annual training and provided training on program development using EBP/EIP, outcomes and evaluation, and continuous quality improvement (CQI).

Children’s Protective Services – CAPTA State Grant

Service Description

Children’s Protective Services (CPS) consists of two main functions: investigation and intervention. Investigation includes intake, screening, preliminary investigation, and field investigation. If the worker finds a preponderance of evidence of child abuse or neglect, he/she must offer services to the family, either directly or through service agreements or referral to community-based providers. Intervention services offered to families may take the form of the following services contracted to private agencies through DHS central office and trained by DHS Child Welfare Training Institute (CWTI):

Families First of Michigan (FFM) (available in all 83 Michigan counties): This is an intensive (10+ hours per week) in-home service that works with a family for four to six weeks to address issues that place the children at risk of out-of-home placement.

Family Group Decision-Making (FGDM) (available in 20 counties): The family is assisted in planning a family group conference in which they create a plan to keep their children safe within the family unit; an advocate works with the family for up to a year to implement their plan.

Family Reunification Program (FRP) (available in 26 counties): FRP is an in-home program that assists families reunifying from their children’s placement in foster care; works with the family for four to six months following reunification from out-of-home-placement offering clinical counseling and other services.

Other services that may be available to families through contracts between local DHS offices and community agencies include:

- Wraparound.
- Families Together/Building Solutions.
- Parent aide or homemaker services.
- Parenting classes.
- Outreach or clinical counseling.

CPS Outcome Measures and Results

Measure	Baseline	2005	2006	2007	2008	2009*
Number of complaints received	136,775	128,854	126,690	123,149	124,716	69,257
Percent of complaints accepted for investigation	56%	56%	55%	55%	60%	60%
Percent of investigations resulting in substantiation of abuse or neglect	23%	25%	25%	26%	23%	27%
Percent re-victimized within 12 months	6.7%	6.8%	7%	5.2%	11%	**
Percent re-victimized within 24 months	14%	11%	13%	13%	13%	**

Source: DHS Data Warehouse

*2009 figures are year-to-date as of 4/30/09.

**Not available.

Progress on Education for Mandated Reporters

The CPS program continued collaboration with Michigan State University's Chance at Childhood program to develop separate mandated reporter guides for several disciplines, including school personnel, physicians and pediatricians.

DHS maintains a public website regarding mandated reporting to educate the public on the role and responsibilities of the child protection system and the basis for reporting suspected incidents of child abuse and neglect. It is located at:

www.michigan.gov/mandatedreporter.

To meet the goal of improving education for mandated reporters, DHS also:

- Contracts with the Prosecuting Attorney's Association (PAAM) of Michigan to provide ten mandated reporter trainings around the state.
- Supports local DHS offices across the state in efforts to train school, medical, law enforcement, and other personnel in their communities on mandated reporting.
- Updates and distributes "The Mandated Reporter's Resource Guide".
- Sent a packet of information to every school superintendent, which included a recommendation to contact the local DHS office to request a presentation for their school staff on the reporting requirements under the Michigan Child Protection Law. This packet was developed through the previous work with the Michigan MDE and the Michigan Public Health Institute. Each local DHS office has staff available to do such presentations.
- Worked with the Governor's Task Force on Children's Justice to begin the mandated reporter awareness campaign.
- Worked with the CTF to incorporate mandated reporter awareness and education into the activities they facilitate as a part of Child Abuse Prevention and Awareness Month.
- Revised the "Recommendations for Coordination between Friends of the Court and CPS" to include Friend of the Court (FOC) staff as mandated reporters.

To educate families on the risk of Sudden Infant Death Syndrome, and to ensure a safe sleep environment for children, an interagency group developed the Safe Sleep Initiative. To promote this initiative, DHS distributed Safe Sleep Kits statewide. These kits include posters, brochures, toy cribs and baby dolls, reminder door hangers, and an informational DVD. The DHS Lobby Video DVD is in the process of being updated. DHS also maintains the Infant Safe Sleep Web site (www.michigan.gov/safesleep).

Update on CPS Policy

The ongoing improvement of CPS policy continues through consultation and collaboration with field staff and other stakeholders. DHS revises policy up to twice a year to incorporate new programs, initiatives or trends, and to provide staff with direction designed to allow them to carry out their responsibilities as effectively and efficiently as possible.

Progress

DHS made many changes to CPS policy during 2008, including:

- Clarification to policy regarding when to obtain a medical examination in sexual abuse cases.
- Modification of policy to ensure that the worker perform a thorough evaluation of the non-custodial parent's home prior to placement.
- Clarification to policy requiring the assignment of complaints alleging that individuals are smoking methamphetamine in a home where children reside.
- The addition of policy:
 - Outlining when the CPS worker must redact mental health information from case records.
 - Requiring out-of-state central registry clearance to ensure compliance with the federal Adam Walsh Child Protection and Safety Act (PL 109-248).
 - Ensuring that employees report suspected child abuse and neglect and adult abuse, neglect and exploitation, as required by the Child Protection Law and the Social Welfare Act.
 - Requiring the completion of a safety assessment and face-to-face contact with all alleged child victim(s) prior to requesting:
 - Approval for an extension of the 30-day standard of promptness.
 - Requesting reauthorization of a previously approved extension.
 - Disposing of an overdue investigation.
- The inclusion of new definitions for torture as one of the criteria requiring a court petition and criteria to improve consistency in the assignment of complaints to ensure DHS staff follows the Child Protection Law.

Progress on Medical Services

DHS' goal is to improve caseworker access to pediatric medical services to aid in the assessment of child abuse and neglect. During FY 2008, DHS renewed the Medical Resource Services (MRS) contract with the Child Protection Team at DeVos Children's Hospital. The MRS contract has two parts:

- A 24/7 hotline for caseworkers and physicians who need verbal or written medical consultation on cases involving child abuse and/or neglect. This includes an on-call physician for cases that require direct consultation.
- A statewide medical provider network so all counties in Michigan will have local/regional medical resources.

DeVos Children's Hospital is diligently working on expanding its medical provider network. As of the end of FY 2008, DeVos Children's Hospital had 17 active physicians

in the medical provider network and nine providers that were under development as a network provider.

In FY 2008, the MRS contract provided the following services: 794 triage contacts, 85 case reviews, two second opinions, 285 patient encounters, 337 physician consults, and 44 network referrals.

Collaboration

Governor's Task Force on Children's Justice (GTF)

Training accomplishments include:

- In FY 2008 and 2009, cross-professional training is ongoing under an interagency agreement with the State Court Administrative Office (SCAO). They provide training to child welfare professionals through curricula, training modules, conferences, interactive webcasts and video presentations. The agreement includes the creation and distribution of protocols, resource guides, practice manuals and other materials related to the training.
- In the fall of 2008, the Task Force voted to fund a series of eight statewide title IV-E trainings presented by the SCAO and DHS staffs. They conducted the trainings between January and March of 2009. These sessions addressed the concepts of "contrary to the welfare", reasonable efforts and permanency planning findings, eligibility requirements and the appeals process related to title IV-E.
- The 2008 Task Force Summit was entitled, "There Is No Such Thing as a Bad Girl: How to Make a Positive Difference in a Young Girl's Life." This summit brought two nationally known speakers, James Garbarino and Rachel Simmons, who spoke on the increase in aggression in girls and how to treat it.
- In April 2008, the Task Force sponsored a two-day conference in conjunction with the SCAO focused on Michigan's response to children affected by domestic violence, entitled "Every Step of the Way: Safety for Children Living with Domestic Violence".
- The Task Force reviewed and approved a training proposal from Michigan's Domestic Violence Prevention and Treatment Board (MDVPTB). The training will enhance cooperation between CPS and domestic violence (DV) service providers and to educate CPS on domestic violence and the new CPS policy regarding domestic violence.
- The Task Force funded two Forensic Interviewing of Children trainings in February of 2008. This was to prevent a lapse in training of forensic interviewing when one DHS training contract ended and a new contract had not yet begun.
- The Task Force voted to fund the cost of travel for tribal and private agency caseworkers to attend child welfare trainings, in addition to the Task Force's continued funding of DHS caseworker travel costs.

The Task Force also funded:

- An addendum to a publication entitled, "Guidelines to Achieving Permanency in Child Protective Proceedings," in fall 2007, a resource for courts, attorneys, child

welfare advocates, Court Appointed Special Advocates and child welfare professionals. The Task Force will also fund updates to the publication as well as an electronic version.

- The creation of a publication entitled, “Michigan Child Injury and Death Coordinated and Comprehensive Investigation Resource Protocol”.
- The CFSR Statewide Kickoff Event, which was held in December 2008.

Legislative Review

The Task Force reviewed pending legislation on termination of parental rights and permanency hearings. The Task Force voted to support five bills related to information sharing between CPS and Friend of the Court (FOC). The bills added FOC employees to the list of mandated reporters of child abuse/neglect, and amended one of the statutory criteria necessary to terminate parental rights.

Program Support

Goal: To improve the skills, qualifications, and availability of staff and supervisors providing services to children and families.

Progress: In 2007 and 2008, DHS developed program-specific training designed exclusively for supervisors. CWTI staff trained them in policy, case reading and using data and reports to assess unit and individual worker’s performance. DHS CPS Supervisor Training has continued quarterly during FYs 2008 and 2009 for new supervisors and supervisors not trained during the initial implementation.

CWTI staff updated the CPS Supervisory training. It is now a competency based 40-hour curriculum (trained over five consecutive days) that is required of all child welfare supervisors hired after April 1, 2009 and current supervisors who have not previously had supervisory training. At the conclusion of the training, the supervisor must pass a competency-based evaluation.

Goal: Improve the skills of staff in making decisions in CPS domestic violence cases that keep families together while maintaining children’s safety.

Progress: DHS revised CPS policy in cases where domestic violence is present to place priority on the safety of the child and the non-offending parent. The policy requires the completion of a safety plan, and a plan to hold the perpetrator accountable. DHS developed training in collaboration with the DVPTB to coincide with the new CPS policy. Implementation of the new training began in May 2008 and was completed in July 2008.

Systems Changes

Goal: DHS continued development of the new Social Worker Support Systems (SWSS) technology that supports all child welfare programs, and develops and maintains reports.

Progress – Goal Complete: Michigan’s State Automated Child Welfare Information System (SACWIS) Service Worker Support System (SWSS) for CPS rolled out statewide in November 2007. SWSS-CPS makes reporting and data compilation easier and allows for intrastate information exchange.

Updated Goal: Interface the public assistance system Bridges to the new Social Worker Support System technology (SWSS). Integrate purchased foster care providers' access to SWSS.

Progress: DHS is in the process of implementing Bridges, which is an integrated public assistance system. With the implementation of Bridges, there are changes in SWSS. In the counties that have implemented Bridges, SWSS has an interface that allows the user to secure information, such as client history, client identification numbers, and other pertinent information. The interaction between Bridges and SWSS allows for the exchange of specific individual information between the two systems. Services Medicaid (MA) is electronically opened, updated, and closed by the Services Specialist through an interface with Bridges; there is no longer a paper process. In addition, Medicaid redeterminations are no required. These changes may provide some worker relief.

CAPTA State Grant

In 2007, in conjunction with the Michigan State Police (MSP), the DHS Office of the Family Advocate (OFA) and the CWTI, CPS Program Office developed a Field Guide for Child Protective Services workers to use during field investigations. DHS updated the Field Guide in 2008 to incorporate policy changes and add a section on the handling of child death cases.

CPS services provided in FY 2008

Governor's Task Force on Children's Justice-May 2008 to April 2009

In FY 2008, the Task Force initiated a contract with the Michigan Public Health Institute to create a coordinated investigative team protocol for use where one is not readily available and/or not in use.

Updates

In conjunction with the MSP and DHS OFA and the CWTI, the CPS Program Office assisted in the development of the two-day course, "Advanced Interview and Investigation Training". The MSP and CWIT trainers initially presented the training. The training focuses on the following issues:

- Safety awareness, communication and verbal de-escalation.
- Evidence collection and documentation.
- Pre-interview preparation.
- Interview techniques.
- Truthful versus deceptive behavior/responses.
- Advanced interviewing techniques.

DHS provided the training to all CPS workers and supervisors. In February 2009, CWTI added the training as a module to the new worker training institute. Any existing workers and supervisors that did not receive the training during the initial rollout may attend the session offered during the new worker institute.

Explain substantive changes, if any, in State law that could affect eligibility.

There were four changes to the state Child Protection Law in FY 2008; however, none of the changes affects eligibility. The changes, effective March 28, 2008, are summarized as follows:

722.628 (Changed by Public Act 46 of 2008)

Summary: Requires DHS to coordinate its investigation with law enforcement in certain situations.

722.623 (Changed by Public Act 300 of 2008)

Summary: Persons employed in a professional capacity at Friend of the Court (FOC) and domestic violence providers are mandated to report suspected child abuse and/or neglect.

722.627 (Changed by Public Act 300 of 2008)

Summary: Allows local FOC offices to obtain CPS records like any other entity listed in this section. Previously, FOC offices had to complete a written request and could only receive the records in certain situations.

722.628 (Changed by Public Act 300 of 2008)

Summary: Requires DHS to provide notice to local FOC offices of abuse allegations, substantiations or child removals in certain situations.

Foster Care

Service Description

In 2008, the foster care program in Michigan provided placement and supervision for approximately 18,048 children in the state. This number includes children and youth placed with relatives, children who lived in their own home under court supervision, children who were in residential treatment and those who were in licensed, non-related foster care placements. Thirty-seven percent of the children are supervised by private, licensed child placing agencies (CPAs) who contract with the state for case management services.

Michigan continues to expand and implement its kinship care model to provide protection and nurturing relative care of children who must be removed from their homes. Caseworkers evaluate all children who enter out of home care for potential relative placements that would be appropriate to meet the needs of the child.

Michigan has adopted the CFSR Outcomes as the goals and objectives for its foster care program.

Foster Care Outcome Measures and Results

Measure	Base line	2005	2006	2007	2008	2009*
Percent of children with two or fewer placements. Goal: 90%	84.3%	84.98%		93.83%	87.71%	67%
Percent of children in care 12 months with two or fewer placements Goal: 85%	85.25%	93.1%	85.8%	87.2%	85.8%	87%
Length of time to achieve reunification (Federal Goal) Modified to: Percent of children reunified w/in 12 months	39.6 months 39.6% returned w/in 12 months	37.7 months	38.1%	41.1%	47.7%	44.8%
Median number of months in care. Goal: to reduce by 1 month each year	20.7 months	16.6 months	16.7 months	15.4 months	17.1 months	18.35 months
Number of children safely at home for six months after reunification. Goal: 95% Modified to:	96.4%	97.7%	97.3%	96.8%	96.8%	93%

Measure	Base line	2005	2006	2007	2008	2009*
Percent of children remaining safely at home 12 months after reunification						
Number of children safely at home for 12 months after reunification	To be determined	2124 *		1840	2160	1875
Number of foster homes able to take sibling groups \geq four	1707	1929	1549	1420, plus 292 group homes serving five or six.	315 group homes with a capacity of five to six children. 276 foster homes can provide care for four children.	1543 foster homes can provide care for four or more children. Of these, 434 homes can provide care for five or more children.
Number of children in care more than 24 months. Goal < 3500	1599	2311	2266	2163	1007	1318
Total # of foster homes	6363	7554	7345	6999	6348	6293

Source: DHS Data Warehouse

*2009 figures are year-to-date as of 4/30/09.

Goal: To ensure child welfare practice conforms to federal standards and benefits the lives of children and families.

Action Plan: Various data reporting formats will be available to counties to assist in planning future improvements to the foster care program as well as monitor performance on CF SR measures. DHS will also utilize Performance Based Contracting (PBC) practices to enhance services to children and families.

Progress: DHS established a Data Management Unit within the Child Welfare Improvement Bureau to develop system updates to track progress towards meeting the CF SR standards and providing counties with data to improve services to children in foster care.

A committee of representatives from both the public and private sectors met to review PBC practices for foster care services and established contracting standards for DHS and Private Agency Foster Care (PAFC). The National Resource Center (Susan Maciolek) provided technical assistance to facilitate the discussion and provide research on states that had implemented PBC practices. The process included a review of

Michigan's performance in meeting the national CFSR measures and the previously established Michigan measures agreed to as part of the state Program Improvement Plan (PIP).

The committee developed a draft PBC model. However, the implementation of such a model requires a significant change in how programs are funded, which affects "up front" cost significantly. This results in the need for substantial changes to the current payment system. Additionally, with the establishment of the DHS Agreement, DHS and private partners may need to reevaluate goals and objectives to ensure that any PBC model supports full compliance. Therefore, the committee will continue to review this model as well as explore other options.

Goal: To ensure consistently high quality foster care and foster parent recruitment efforts statewide and to increase the percentage of foster parents who complete the licensing process.

Progress: Recruitment efforts throughout the state that have proven effective include: having a single access point to obtain information about becoming a foster parent; assigning mentors to interested families who will provide support and assist the family through the certification process; conducting community forums to address the needs of children in foster care and soliciting feedback on ways to improve recruitment efforts; and offering incentives to existing foster parents who recruit other families who become licensed. More information on foster parent recruitment can be found later in this document under Foster and Adoptive Parent Recruitment on page 56.

Licensing relative caregivers has been a focus over the past year. DHS has held collaborative meetings to gather feedback on the certification process and best practices regarding ways to support relative caregivers through the certification process. DHS will continue to meet with stakeholders and relative caregivers to solicit feedback on ways to increase the number of relatives that complete the licensing process.

Goal: To provide foster parents and potential foster parents with updated and comprehensive information to increase their knowledge base and improve satisfaction.

Progress: In order to make DHS' foster care program highly effective, DHS continues to utilize "A Guide for Caregiving Families" as a resource and educational tool for foster parents and relative caregivers. In addition, multiple training opportunities are available throughout the year. CWTI staff presented the "Train the Trainer," the Child Welfare League of America's (CWLA) intensive four-day training for experienced foster parent/worker teams to 227 participants in 2008. The Michigan Association of Foster, Adoptive and Kinship Parents hosted an annual conference for foster parents, adoptive parents and kinship providers. Foster parent support groups and training coalitions throughout the state offer additional assistance. Additionally, DHS staff surveys foster parents who have closed their license to gather valuable feedback about their experiences. DHS also collaborates with the Michigan State University Kinship Care Resource Center to provide quality resources to relatives caring for children within the foster care system.

Goal: To utilize existing resources to provide excellent training to foster parents.

Progress: The Child Welfare League of America's foster parent training curriculum, Foster PRIDE/Adopt PRIDE is the state foster parent training curriculum for both DHS and private agency foster parents. Over the last year, 227 persons underwent training in the Foster PRIDE/Adopt PRIDE curriculum. Collaboration between public and private agencies continued and many areas of the state have joined to create training coalitions. The MSU Kinship Resource Center also offers valuable trainings to the state's relative caregiver population. In all, during 2008, 2,695 foster and potential foster parents attended trainings.

Expanding and Strengthening Services

Goal: To improve infant mental health, behaviors, school success, successful reunification and decreased moves for children ages 0-6 in the foster care system. To improve caseworker and foster/relative caregiver knowledge and practice with infants and young children in child welfare.

Progress: The pilot project, New Beginnings in Southwest Detroit targets infants and young children (ages 0-6) in child welfare to reduce trauma associated with foster care placement, support birth families, promote reunification, identify and address children's developmental and educational needs and to provide consistency in medical care. A special payment rate was established for foster parents based on the tasks and activities provided to the child and birth parents.

Throughout 2008, Michigan continued working with the Youth Law Center (YLC), the University of Michigan and stakeholders to finalize the pilot's criteria for implementation. The New Beginnings Protocol was developed with optimal practice guidelines and standards. In January 2008, DHS invited Wayne County child placing agencies to attend one of several introductory sessions. The Foster Parent Support Group Facilitator Manual was created. At this time, 18 foster homes within ten participating foster care agencies have completed the training in the New Beginnings Protocol.

Children's Hospital of Michigan was contacted and agreed to become the 'medical home' for children without consistent primary care physicians.

Goal: To expand the continuum of care to offer community based care for children and youth with serious to severe emotional and behavioral disturbances.

Progress: DHS released a Request for Quote (RFQ) for Treatment Foster Care services in March 2008. The Treatment Foster Care model aims at meeting the needs of children with severe emotional and behavioral disturbances in a family setting. DHS awarded four contracts to serve children in Wayne, Oakland, Macomb and Genesee Counties. Service providers began recruiting and training treatment foster families to meet the needs of this population of children. The immediate goal of the program is to reduce the number of children in residential care; the long-term goal is that these high needs children will be able to "step down" from residential treatment to a permanent home capable of meeting their needs with the help of community resources.

Action Plan: Treatment Foster Care is available in four counties. DHS anticipates that these services will assist 138 children in the first year.

Goal: Ensure foster, adoptive and relative providers are assessed adequately to expedite the adoption process.

Progress: DHS developed a unified home study that incorporates all the requirements for both a foster home and an adoptive home study to expedite the adoption process for children adopted by foster parents. Michigan began utilizing the unified home study in August 2008. In addition, the Bureau of Child and Adult Licensing hired additional staff to review all home evaluations to ensure that the home assessments are comprehensive and meet licensing standards.

With the implementation of the comprehensive unified home study, which includes a more comprehensive application and screening process, DHS has suspended the use of the Adult and Adolescent Parenting Inventory (AAPI) tool for assessing potential foster parents.

Goal: Ensure that all foster parents and adoptive applicants submit fingerprints for a criminal history check.

Progress: Effective January 1, 2008, DHS requires foster parent and adoptive applicants and other adult household members to undergo fingerprint screening as mandated by the Adam Walsh Protection and Safety Act of 2006. Senate Bill 271 was introduced to require the State Police to maintain all fingerprints submitted in a database that would provide automatic notification if they matched prints from a subsequent arrest. Upon receiving notice of a match, the State Police would have to notify the DHS. In 2008, 12,382 foster parents and 3,359 adoptive parents underwent fingerprinting.

Action Plan: Fingerprinting of foster and adoptive applicants as well as any foster parent in the process of renewing his/her license will continue.

Goal: Improve the identification of mental health needs for children in foster care.

Progress: A committee comprised of members from DCH and DHS met in September 2007 to identify a standardized, validated, age appropriate mental health screening tool for use by DHS to screen children (aged 0-3, 4-7, 7-17) who are currently served in the foster care system. The workgroup recommended that caseworkers use the Ages & Stages Questionnaire, Social Emotional (ASQ-SE) for younger children and the Pediatric Symptom Checklist for children over age six. DHS began the one-year pilot in the fall 2008; Ingham and St. Joseph counties are pilot sites. Foster care caseworkers apply the mental health screening tools to all children entering care. They complete the screens with the help of the biological parent or foster parent. Preliminary data indicates that 32 percent of children screened indicated a need for further mental health assessment.

Action Plan: The workgroup will meet quarterly to analyze ongoing data and prepare recommendations for possible statewide use.

Update the CFSR goals and objectives.

Round One CFSR Program Improvement Plan (PIP) and Penalty

Based on the results of the CFSR in 2002, the federal Department of Health and Human Services (DHHS) assessed Michigan with a federal penalty of \$2.4 million dollars. DHHS held the penalty in abeyance pending successful completion of the PIP and achievement of specified improvement targets on the data standards.

During the PIP period, Michigan achieved the required amount of performance improvement for all goals except one data outcome: "Achievement of Reunification within 12 months of the Child's Latest Removal Date". After the completion of the PIP period (May 2006), Michigan had until the end of FY 2007 to achieve the PIP reunification goal of 42.5 percent; nevertheless, the percentage continued to decline.

Baseline	FY 2004	FY 2005	FY 2006	FY 2007	4/1/07 to 3/31/08	FY 2008
40.5%	39.6%	37.6%	38.1%	36.5%	37.7%	47.4%

Due to the failure to achieve this goal, DHHS assessed a penalty of 1 percent of the title IV-E administrative funds and title IV-B funds. The penalty was \$1,601,790; however, DHHS rescinded this penalty. Nevertheless, Michigan is not meeting the Composite 1 score or the national standard for reunification within 12-months.

In order to address this deficiency, DHS staff developed a *Reunification Alert*. The intent of the report is to draw attention to the upcoming 12-month timeframe. The worker must correct the goal in the Services Worker Support System (SWSS) or take affirmative case action. L-08-083, *Preparation for Child and Family Services Review - Data Measures and Reunification Planning*, discussed the CFSR outcome data and introduced the *Reunification Alert* report. This report lists all of the children within the specific area/county who have been in care between 200 and 330 days and have a goal of reunification. CFSR staff is providing the latest *Reunification Alert* report data to SCAO staff, who plan to share the data with the local courts.

Field Operations sends out the report every other month. The L-Letter accompanying the report instructs foster care workers and supervisors to conduct Team Decision-Making (TDM) meetings or case conferences to determine whether reunification is appropriate or the goal needs to be changed. The L-Letter also lists the best practices for timely reunification, including a recommendation that DHS management and the local courts monitor their performance on the CFSR data. The counties report the results of these reviews every two months.

Michigan has developed a plan to meet the Round 2 CFSR Composite 1 indicator. The plan includes:

Item	Due	Status
CFSR staff will publish an L-Letter discussing the new <i>Reunification Alert</i> report, with a list of best practices for reunification.	06/20/08	Complete
Field Operations staff will send the <i>Reunification Alert</i> report to counties.		Complete
Counties will send their first report to Field Operations regarding their progress on the <i>Reunification Alert</i> report.	10/01/08	Complete
CFSR staff will send new AFCARS data to the DHS offices for the PIP period of 07b08a.	07/08	Complete
CFSR staff will send new AFCARS data to the State Court Administrative Office (SCAO) to distribute to the courts.	07/09	Complete
CFSR staff will publish a new L-letter regarding the PIP penalty and improving performance in the area of reunification.	09/08	Complete
DHS staff will meet with SCAO staff to discuss strategies for improving our performance.	10/08	Complete
DHS field staff will perform targeted case readings to determine the barriers to reunification.	10/08 to 01/09	Complete
The Foster Care Review Board will perform targeted case readings to determine the barriers to reunification.	10/08	Complete
Training/CFSR staffs will provide training to counties that are not consistently following the structured decision making (SDM) permanency-planning decision guidelines per policy.	FY 2009	
Concurrent planning – Legislation was recently passed in Michigan on concurrent planning; a workgroup is currently meeting to develop the policies and procedures.	FY 2009	Complete – DHS will pilot CPP in June 2009
DHS central office staff will meet with and provide assistance to the four Urban and Wayne counties regarding improving our reunification performance.	FY 2009	

Since August 2008, 8,256 children were listed on the Reunification Alert reports that were sent to the counties (some of these children may be duplicated). Of those children, 13.8 percent were reunified and the caseworker corrected the goal for another 15.9 percent. As a result, Michigan has improved its performance on the CFSR Round 2 composite 1-1 measure, Exits to Reunification within 12 months. Michigan was at 42.7 percent for the 07B08A period ending March 31, 2008; by the FY 2008 period, ending September 30, 2008, Michigan's performance was at 47.7 percent. The median length of stay (composite 1-2) was reduced from 13.6 months to 12.5 months.

Moreover, to increase permanency for children in foster care, CFSR and DMU staffs are working with DIT to generate reports in the data warehouse:

- The *Reunification Alert*.

- A new *Adoption Alert* report for children whose goal is adoption, and who have been legally-free for at least 2 months and there is no identified family.

Finally, to improve our reunification percentage, DHS and SCAO will be receiving technical assistance from the NRCs for:

- Family Centered Practice and Permanency Planning.
- Legal and Judicial Services.

Collaboration

DHS continues to collaborate with the State Court Administrative Office (SCAO) on the Court Improvement Project (CIP). Since May 2004, the Child Welfare Services Director of SCAO has been meeting regularly with DHS Children's Service Administration to address various issues, many of which were deficiencies per the first round CFPSR. Particular emphasis is on issues relating to permanency and stability for foster children and collaboration with other stakeholders. Joint DHS/court trainings and conferences are ongoing in subject areas seen as barriers to reunification, including mental health and substance abuse.

The CIP subcommittees on training, quality representation of parties, permanency, alternative dispute resolution, and judicial workload each have a focus on developing and facilitating local collaborative efforts between the court, DHS and other stakeholders in the child welfare system. Some counties already meet regularly with the local DHS and other entities, such as lawyers, FOC and CPAs providing foster care and adoption services. While it is critical to maintain each county's flexibility to design a collaboration that maximizes the strengths in that community, the CIP promotes active participation by judges, DHS and other stakeholders at the local level to review policies and procedures and develop strategies to resolve local issues.

There is ongoing discussion between DHS and the court regarding methods to evaluate court performance and promote information sharing. The DHS CPS and foster care program offices are involved in subcommittees to develop data sharing practices that will improve the Family Division of the Circuit Court's management of child protective proceedings. Ismael Ahmed, DHS director and Carol Gromek, the State Court Administrator signed a data sharing agreement in June 2008. Genesee, Saginaw and Oakland counties will pilot the data sharing and analysis pilot.

Child and Family Services Review (CFPSR) trainings began in January 2008. Four court regions had CFPSR training, with specific trainings held in Detroit, Macomb and Oakland counties. At each of these trainings, SCAO and DHS staff presented information, along with a regional judge. A total of 259 court personnel attended these trainings.

Many local DHS offices had CFPSR training, including all of the urban counties except Macomb. Court and private agency staff have also attended many of the trainings provided. DHS and SCAO staffs jointly presented CFPSR training at all of the regional directors' meetings except the western counties, at the Tribal-State Partnership

meeting, at the Governor's Task Force on Children's Justice and for the Child Welfare Task Force.

CFSR staff presented at the Partners in Excellence (PIE), Michigan Federation for Children and Families, and Michigan Association of Community Mental Health Boards. The presentation included the role and impact of the CFSR on the whole system. They also presented at the Multi-Purpose Collaborative Bodies (MPCB) annual meeting in Fall 2008.

Program Support

Discuss planned updates to the training plan including staff development plans based on the new caseworker visit funding.

Michigan's plan to expend the title IV-B funds dedicated to improving caseworker visits for this 5-year planning process is to provide additional skill training to both DHS and CPA staffs. The state identified a training program developed by the National Resource Center for Family Centered Practice and Permanency Planning entitled "Promoting Placement Stability and Permanency through Caseworker and Child Visits" that can be utilized as a model for the training program. Through training caseworkers and supervisors in both the public and private provider community, we anticipate that caseworkers will understand not only the importance of the content of these visits but also the critical nature of assuring that the casework contacts are adequately supported in the documentation they enter into SWSS.

Another key portion of DHS' expenditures of these funds is the piloting of a web-based interface with SWSS that permits the CPA staff to enter their casework contacts directly into the system. In our prior 5-year plan, Michigan dedicated a large portion of the IV-B caseworker visit funding to completion of the interface as was permitted. These technology modifications will permit the state to track and report accurately on the achievement of caseworker visits for all the children under state care and supervision as well as allowing supervisors to monitor staff adherence to policy on visitation.

Discuss the State technical assistance provided to counties and other entities, which operate state programs.

Core members of Michigan's Substance Abuse/Child Welfare (SA/CW) state team provided a technical assistance day with Michigan Indian Tribes in May 2008. Michigan's partners in the training event were representatives from the National Center on Substance Abuse and Child Welfare and the National Indian Child Welfare Association. The training focused on a framework to organize planning efforts for substance abuse treatment, and child welfare and courts in Tribal communities. The technical assistance is ongoing to assist Tribes in developing their own protocol to increase collaboration between the substance abuse, child welfare, and court systems and improve outcomes for children and families affected by substance use disorders.

Michigan is part of a collaborative effort with national substance abuse experts and the Michigan courts to develop a protocol for engaging and screening child welfare clients who may have issues with substance abuse. The SAER (Screening, Engagement,

Assessment and Recovery) protocol has been finalized. The Michigan DCH reviewed the protocol, and currently, DHS is reviewing it. The final approval step is review by the SCAO. Once approved, DHS will release the protocol to the field to serve as a tool to improve practice within the substance abuse treatment system, the child welfare system and the family court system.

The SA/CW state team core members are planning a child welfare/substance abuse community forum in Isabella County in early summer 2009. Participants will include professionals from various areas including substance abuse treatment, mental health services, child welfare, and court. The purpose is to focus on an effective integration of child welfare cases with substance abuse services. The intended outcome is to improve relationships and encourage collaboration among the various systems working with the children and families.

Chafee Foster Care Independent Living Services

Assist youth to transition from dependency to self-sufficiency

Foster care workers continue to assess each individual youth's independent living skills. A written plan is developed and the youth takes an active role in creating program activities to prepare them for independent living and accepting personal responsibility for achieving self-sufficiency.

The services available to youth include:

- Beginning at age 14, caseworkers assess the independent living skills of all foster youth using the Child Assessment of Needs and Strengths (CANS). This assessment identifies the child's needs, strengths, situational concerns and results in referrals to services that meet those needs.
- DHS continues to offer independent living classes for youth ages 14 to 21. Classes include money management, household living, transportation, employment, and education. In FY 2008, \$3,748,914 of the YIT funding went to administration of Independent Living contracts under the foster care appropriation. This represents an expenditure increase of 8.3 percent over FY 2007. In FY 2009, DHS planned expenditures of \$4,250,000 for administrative costs to private agencies providing Independent Living services. As of March 31, 2009, \$2,022,760 (47.6 percent) of the funds were expended.
- In March 2008, approximately 20 youth, age 14 and older who were currently in foster care or transitioning to independence met to address the issues surrounding *Voices II*, and present them to the legislature and to DHS leadership.
- The Michigan Youth Opportunities Initiative (MYOI) sites continue to develop Community Partner Boards committed to improving outcomes for youth in or exiting from foster care. Community Partner Boards include key local decision makers in child welfare, public policy and practice, education, housing, employment, banking, stakeholders in the business community, service clubs, faith community, community agencies, individual volunteers, and Youth Board members. The Community Partner Board works with the Youth Board to meet the needs identified by youth, recruits mentors and develops "door openers" in each community.
- MYOI offers Opportunity Passports™, a package of resources that includes Individual Development Accounts (matched savings accounts); they help youth enter the mainstream banking system. The Individual Development Account (IDA) helps youth earn and save money for long-term asset building with a 1:1 match for allowable purchases. In order to participate, youth are required to receive eight hours of financial literacy training and complete regular surveys to track outcomes.
- Between 2008 and September 2008, 959 current and former foster youth in 30 counties have enrolled and opened Individual Development Accounts. Those youth have saved approximately \$755,000 and made over 430 asset purchases matched by more than \$233,000 in grant funds. They have received almost 8,000 hours of financial literacy and asset specific training.
- In support of MYOI for FY 2008, DHS spent \$529,188 of Chafee funds and state general funds. These funds were used for educational and training supplies for youth,

travel, and transportation, youth board meetings, and youth stipends. The Jim Casey Youth Opportunities Initiative Grant added another \$492,447 to support youth for total MYOI funding of \$1,048,510 for FY 2008. For FY 2009, \$520,000 has been designated in Chafee funds for MYOI. Private funds through the Jim Casey Youth Opportunities Initiative Grant are designated for MYOI and are utilized as the 20 percent Chafee match requirement.

- The youth developed Web site, www.michigan.gov/fyit, developed by youth went on-line in June 2007. In FY 2008, Transitional Foster Care Medicaid information was added to the website.
- The Department of Community Health (DCH), with assistance from foster youth, has identified key content and links to add to the foster youth website for healthy behaviors education. Local MYOI youth board coordinators are enlisting community partners to provide classes on healthy cooking, disease prevention, drug and alcohol addiction, smoking, teen pregnancies, sexually transmitted diseases, and safe dating relationships.

Help youth receive the education, training, and services necessary to obtain employment

- In FY 2008, the Creating Independence and Outcomes (CIAO) program continued to assist young adults age 17-21 who have transitioned or are transitioning out of foster care. In FY 2008, the CIAO program served 109 youths, 90 of which were either in school or working, with only nine of the 61 youths employed through subsidized employment. Further, of the 109 participants, 21 youths received an educational certificate or GED.
- The Michigan Department of Energy, Labor, and Economic Growth (DELEG) continues to collaborate with DHS to support youths in foster care 14 and older and transitioning from foster care. During FY 2008, DELEG and Michigan Works! Agencies (MW!A) partnered with DHS to create a referral form for those youths in foster care ages 14 and older without a goal of reunification. MW!As and DELEG are working with DHS to ensure the targeted population will receive services.
- The Youth in Transition (YIT) program, Michigan's Chafee program, continues to provide funding and services related to employment and training throughout Michigan. In FY 2008, DHS spent \$2,969,502 of YIT funds on activities such as educational support, job training, independent living skills training, self-esteem counseling and other programs to equip teens with skills to function as independent adults. For FY 2009, planned expenditures for Chafee-funded services for Youth in Transition are \$2,303,205 (80 percent federal) and \$575,801 (20 percent General Funds) for a total of \$2,879,006. As of March 31, 2009, \$1,060,402 (36.8 percent) of the funds were expended.

Help youth prepare for and enter post-secondary training and educational institutions

- YIT continues to provide financial support to assist foster care youth in preparing for post-secondary education. Services include: assistance in obtaining a high school diploma or GED, vocational training, tutoring services, vocational placement, career planning, GED preparation and testing, books, transportation, and correspondence classes to achieve a high school diploma.

- In FY 2008, Michigan expended \$2,094,952 of the federally allocated funds serving 551 youths participating in post-secondary education.
- In FY 2009, Michigan is planning to expend \$2,201,460 in ETVs and General Funds, with the majority of the funding used directly for ETVs (\$2,012,260) and the remainder (\$189,200) used for contract expenditures to administer the ETV program. It is anticipated that a minimum of 550 youths will receive ETVs.
- The Shared Youth Vision committee continues to meet regularly and has moved their focus to youths who drop out of high school. Foster youths figure prominently as one of the high-risk populations. DHS continues to be an active partner in this endeavor.
- Western Michigan University (WMU) created the John Seita Scholarship program that continues to provide year-round on-campus housing, mentors, tutoring, and other supportive services to any youth aging out of foster care. Fifty-one youth enrolled in the fall of 2008, and DHS recently (FY 2009) assigned a full-time staff person to support those youth. WMU expects to enroll another 50 students in the fall of 2009.
- Other college and university scholarships that will be implemented in FY 2009 for former foster youth are:
 - The United Way for Southeastern Michigan will be offering Youth in Transition Scholarships for foster youth/former foster youth who plan to attend Macomb County Community College. The scholarship includes payment for tuition, fees and books. This will start in the fall 2009.
 - Aquinas College, a small private college in Grand Rapids, will be offering two scholarships per year for incoming freshman. This includes tuition, room, board, books, and activity fees. The scholarship is renewable each year (up to a maximum of five years) as long as the student maintains full-time status and demonstrates satisfactory academic progress.
 - University of Michigan offers the Blavin Scholarship. This scholarship has been in existence since 2007. There are seven scholarships worth \$5000.
 - Michigan State University offers a small scholarship and a mentor is also provided, if the student is interested.
- DHS, in collaboration with the Michigan Department of Treasury, Partnership for Learning, Wayne State University, University of Michigan-Dearborn and a foster care alumnus continues to expand its pilot project for the College Goal Sunday for foster care youth. This program provides assistance in filling out the FAFSA application, along with informational workshops.
- In FY 2008, the following college preparation events were held:
 - The Amazing Race at Ferris State University in April 2008. The event is modeled after the popular TV show, and brings foster youth from many counties to the campus and familiarizes them with the school. Teams decode clues, search out locations, gather information and generally learn about programs, financial aid and campus life.
 - Similar events have been replicated at Northwood University in Midland, and at Northwestern Michigan College in Traverse City.
- Education planners: The Washtenaw Superintendents' Association has developed policy guidelines for improving educational outcomes of youth transitioning out of foster care. Working through locally appointed foster care education liaisons who are supported by the Washtenaw Intermediate School District, schools will ensure these

students are afforded the opportunity to stay in their school of origin, provided transportation to the school of origin, allowed to immediately enroll in school and supported to stay on track academically. The intermediate school district expects to serve 50-75 students a year.

- MYOI staff work with each youth to help develop educational goals. They assist the youth in completing applications for grants, scholarships and post-secondary education. This organization also helps youths pay for educational costs through use of the IDA accounts. Data show that even a part-time education planner is able to increase significantly the number of youth who graduate from high school or attain a GED, as well as the number of youth who enroll in post-secondary education or training.
- DHS collaborated with the Michigan Department of Education (MDE), developing protocol for foster care youth meeting the eligibility criteria under the McKinney-Vento Act. Trainings were conducted during FY 2008 to educate high school counselors and liaisons on the eligibility of foster care youth for these services.

Provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults

- Four MYOI sites were awarded six AmeriCorps members for FY 2008. Those sites are Wayne County, Isabella/Midland, the Northwest Region 2 area, and the expansion sites in Region 2 for Otsego, Crawford, Ogemaw, Roscommon, Alpena and Presque Isle counties. Mentoring programs continued in FYs 2008 and 2009 in the Northern area and Isabella/Midland.
- MYOI has developed supportive relationships for youth through the engagement of community partners and community service, including programs such as “Road Rules”, which recruits community volunteers to work with youth to meet required driving hours to obtain a license.
- In FY 2008, the DHS continued developing a Circle of Support model, with technical assistance from the Annie E. Casey Foundation’s Center for Effective Child Welfare Practice, and the National Resource Center for Transitioning Youth. This model of service delivery brings together people identified by the youth to focus on safety, well-being and permanence during and after transition from foster care. The team works to find important family members or other significant adults with whom the youth has lost contact and rebuild the relationships in a safe way. Three trainings of workers and supervisors were conducted in Lansing, Detroit and Traverse City. Eight counties were chosen to pilot the model, which is expected to expand statewide. The goal is that no foster youth will leave care without a permanent connection to at least one caring adult.

Provide financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age.

- All youth involved in MYOI receive Financial Literacy training, and other asset trainings designed to promote self-sufficiency. Those areas include automobile purchasing, understanding and how to purchase insurance, and information on obtaining and maintaining housing. In addition, DHS supports the CIAO program in Wayne County, and has entered into a relationship with DELEG and MW!As to ensure foster youth 14 and older without a goal of reunification will be referred for services provided through the Workforce Investment Act.

- Preferred Employers in Michigan's Northern 10 counties prioritize MYOI youths who apply for summer jobs.
- MYOI coordinators across the state served as advocates to get youths part-time jobs and internships that have resulted in permanent employment.
- Transitional living services provide adult supervision in semi-independent or independent living environments to assure stability and success for transitioning youth. A current pilot project utilizing Department of Housing and Urban Development (HUD) funds will provide ongoing support for youths in need of stable housing.
- Homeless Youth contracts provide voluntary, longer-term (18 months) services to assist youth in achieving self-sufficiency. Eligible youth are ages 16-20, homeless, and do not have age-appropriate supervision or care. In FY 2008, there were 11 Homeless Youth contracts serving all 83 counties in Michigan. The funding comes from Temporary Assistance to Needy Families (TANF) and Title XX of the Social Security Act. For FY 2009, the DHS contracts for homeless youth programs will include specific requirements to serve foster care alumni beginning in January 2009.
- Late in FY 2008, DHS and the MSHDA entered into preliminary discussions on submitting a joint application for housing choice vouchers for former and transitioning foster youth. They submitted the grant application in January 2009.

Preliminary Start-up Phase – Housing Resource Center (HRC)

During 2007, DHS and MSHDA developed the Housing Resource Center (HRC). This two-year pilot housed 31 former foster youths through rent subsidies in Wayne County. This pilot project provides information and referrals on available and affordable rental units to former foster care youths. Youths receive a two-year rent subsidy, supportive services, and eviction prevention services to assure that they are able to sustain housing. Thirty-one former foster youths received rental subsidies and supportive services to maintain housing. CIAO is also a partnering agency that DHS contracts to assist aging-out youths with a variety of educational, employment, and supportive services.

The Michigan State Housing Development Authority (MSHDA) awarded grants totaling \$3 million to fund nine homeless youth projects serving 55 counties. The funding provides rental assistance and supportive services over a two-year period for homeless youths aged 18-24. In FY 2008, five agencies are operational in the following counties: Wayne, Kalamazoo, Saginaw, Lenawee and Grand Traverse. During FY 2008, these counties served 162 homeless youths.

Describe the steps the State agency will take to expand and strengthen the range of existing services and develop and implement services to improve child outcomes.

DHS created a Youth Services Unit with a manager and four analysts responsible for developing, implementing and monitoring services for youths aging out of foster care. Services include Teen Parenting, Homeless and Runaway Services, Critical Services (mentoring, medical, dental, and mental health), Employment, Education and MYOI.

A focus of the Youth Services Unit is to expand mentoring programs throughout the state of Michigan, particularly for youths transitioning out of foster care, and to research and share best practices for mentoring programs.

During FY 2008, the Youth Services Unit collaborated with the Michigan Coalition Against Homelessness to develop and implement data collection for the homeless and runaway youth population. Contracted Homeless Youth and Runaway service agencies use the database that collects and records direct information on the efficiency of current programs as well as highlights the gaps in current services.

DHS policy is in place that requires a caseworker to make sure each youth has received a certified copy of his or her birth certificate, a social security card and state-issued photo ID. In northern Michigan, Washtenaw, and Genesee counties, transition meetings occur for every child age 14 and above on either a yearly basis or at a minimum of one year prior to aging out. The objective is to ensure 100 percent of youths aging out of foster care will have all necessary documents and plans in place to support their transition to independence. MYOI evaluation efforts track these youth indicators.

Finally, Wayne County Community College District Dental Hygiene Clinic has developed a program that provides dental services for youth aging out of foster care. Examples of the services include cleanings, exams, fluoride treatment, fluoride sealants, and a referral network for more extensive dental services. The pilot program began in March 2008 providing services to 50 youth. The program continued in 2009.

Describe the services to be provided in FY 2009, highlighting any changes or additions in services or program design and how the services will achieve program purposes.

- Through collaboration and technical assistance from the Annie E. Casey Foundation's Center for Effective Child Welfare Practice and the National Resource Center for Transitioning Youth, the development, training and implementation on permanent connections for youth transitioning out of foster care will provide youths with stable adult relationships.
- Support from the Youth Services Unit to increase mentoring programs throughout the state assist new MYOI expansion sites.
- Inclusion of the Juvenile Justice population in Youth in Transition services began in FY 2008.

Collaboration

As mentioned in the above sections, DHS collaborated on many projects throughout FY 2008 with other state agencies and diverse stakeholders, including:

- The Michigan Department of Energy, Labor and Economic Growth (DELEG).
- Michigan Works! Agencies/Workforce Investment Act Agencies.
- MYOI staff and Youth Boards.
- The Shared Youth Vision Forum.
- Lutheran Social Services of Michigan (LSSM).
- Michigan Campus Compact.
- Michigan Department of Education (MDE).
- The Michigan Department of Treasury.
- The Michigan Department of Community Health (DCH).
- Western Michigan University (WMU).
- Wayne County Community College.

- Michigan Coalition Against Homelessness.
- Jim Casey Youth Opportunities Initiative and Casey Family Programs.
- Michigan State Housing Development Authority (MSHDA).
- Michigan Federation for Children and Families.

Provide information on specific training that was conducted during FY 2008 in support of the goals and objectives of the States' CFCIP.

- The State Independent Living Coordinator and county YIT specialists conducted trainings on Youth Services (including YIT and Education and Training Vouchers (ETV) for foster care youth. These trainings were provided to foster care workers, foster care youth, caregivers, and tribal members.
- Michigan's YIT specialists provided trainings to foster care youth, DHS staff, foster parents and community agencies throughout the state. The trainings include a PowerPoint presentation on the Youth in Transition program and the Education and Training Voucher (ETV) program, describing ways to access these services.
- Michigan continues to expand training opportunities for foster parents in independent living preparation for youth through the PRIDE curriculum developed by CWLA.
- During 2008, the Michigan Association for Foster, Adoptive and Kinship Parents held a state training conference for foster/adoptive/kinship parents. Many workshop topics addressed independent living issues for foster youth.
- During 2008, the annual youth conference, "Take Charge of Your Journey" trained foster care youth and caregivers. This is a collaborative effort between DHS, Lutheran Social Service of Michigan, the Independent Living/Homeless Youth Network of Michigan, the Federation for Children and Families, and the Michigan Network for Youth and Families. This conference is for youth in foster care ages 14 to 21, their caregivers and professionals who work with youth. Attendees increased their understanding of the demands and supports foster youth need to make their challenging transition to adult life.
- The CWTI conducted multiple trainings with new DHS staff and included older youth in foster care or transitioning from foster care as part of a panel.
- In FY 2008, training of direct services staff working with youth in foster care and youth already pursuing post-secondary educational goals continued on the ETV program.

Update the service design and delivery of a new or changed trust fund program for States.

Michigan Department of Human Services submitted legislation to establish a trust fund program for foster youths.

Describe any activities undertaken to involve youth (up to age 21) in State Agency efforts such as the CFSR/PIP process, agency improvement planning efforts or others:

The MYOI Youth Board members presented the *Voices II* document to the Director and Deputy Director of DHS. The Director requested that this group continue to provide input and be involved in policy development. Following through on this project, the Director appointed eleven youth to serve on the CWITF. This is a high-level task force addressing all areas of child and family services in Michigan.

The MYOI Youth Board also organized a breakfast with the Michigan Legislature to present the *VOICES II* document and discuss their issues.

The Youth Boards provide input to policy and procedure improvement in the local counties. Plans for involvement of youth in the CFSP process are underway. Youths transitioned from foster care are also instrumental in providing input and feedback for improving integrated teaming services for foster youths 14-21.

Describe, if applicable, how the State utilizes, or plans to utilize, the option to expand Medicaid to provide services to youth ages 18 to 20 years old who have aged out of foster care.

As of May 1, 2008, Michigan has extended automatic Medicaid eligibility to youths leaving foster care at 18, until their 21st birthday. DHS dedicated a staff position and developed a one-page form that workers can fax to DHS Central Office where the youth's Foster Care Transitional Medicaid (FCTMA) case is opened. DHS central office staff provided an explanatory FCTMA brochure to all local MDHS offices. Workers must provide the brochure to youths prior to aging out. This brochure also acts as a guide for workers. Challenges remain to ensure youths who have already left care are tracked down and notified of their enrollment, as well as, training foster care staff statewide.

The youth must meet the following criteria:

- In a foster care placement under the responsibility of DHS or Tribal court on the individual's 18th birthday.
- Under 21 years of age.
- The youth is not placed in a locked facility.
- Youth will automatically be enrolled at the time of the foster care case closure. Eligibility will continue through the youth's 21st birthday as long as they reside in Michigan.

Describe how each Indian Tribe in the State has been consulted about the programs to be carried out under the Chafee Program. Describe the efforts to coordinate the programs with such Tribes.

Michigan's Independent Living Coordinator collaborated with the Michigan's Native American Affairs director to participate in a Statewide Tribal Meeting to inform all tribal personnel of the availability of YIT and ETV funding for tribal youth. The Independent Living Coordinator is also available on an as-needed basis to provide information and answer questions regarding Tribal youth eligibility for the programs, and accessing the services.

Michigan developed a written procedure for tribal youth to follow in order to receive Youth In Transition and Education and Training Voucher funding and services. This procedure was distributed to the Tribal partners.

Discuss how the State ensures that benefits and services under the programs are made available to Indian children in the State on the same basis as to other children in the State; and report the Chafee benefits and services currently available and provided for Indian children and youth in fulfillment of this section and the purposes of the law.

All Chafee benefits and services are available to Indian children as long as they meet the criteria set for foster care youth. The DHS NAA director verifies eligibility by reviewing the tribal court documents.

Education and Training Vouchers (ETV)

The Chafee ETV Program is a state administered program implemented by contract with Lutheran Social Services of Michigan (LSSM) through a competitive bidding process. LSSM has administered the ETV program since January 2006. LSSM maintains a database and website (www.mietv.lssm.org) that streamlines the application process. Youth may receive the ETV application by applying online, downloading a paper application, or calling a toll-free number to request an application (1-877-660-METV).

The disbursements of the ETV vouchers are made directly to the postsecondary institutions, vendors, or in some instances, the youth. When funds are issued to vendors such as landlords or car insurance agencies, third party checks are written. This allows the youth to be responsible in managing the funds. In some instances, funds are available for living expenses. In these cases, the youth is expected to provide copies of receipts that verify the funds were spent on the intended purpose.

LSSM provides all of the necessary services to assist a youth in completing an ETV application. LSSM has worked to develop relationships with community partners such as state agencies, postsecondary institutions, and private foster care agencies.

Program information includes:

- In FY 2008, 551 youth received the ETV, an increase of 22 percent.
- During FY 2008, 52.4 percent (289) of the youth awarded the voucher received ETV for the first time.
- 23 percent (128) of the youth received it for the second time.
- 14.8 percent (82) of the youth received it for the third time.
- 9.4 percent (52) of the youth received it for a fourth or fifth year.

In order to ensure that all youth applying for the ETV program have funding available, DHS created a process to provide funding for the fall and winter semesters. Youth must meet the defined criteria to receive the second half of their funding.

Trainings on ETV took place throughout Michigan. Youth are being tracked regarding retention, financial needs, grade point averages, support services, and completing the Free Application for Federal Student Aid (FAFSA) application. The ETV staff collaborated with other state and private agencies in developing a simplified financial aid process for foster care youth that included developing and implementing outreach materials and programs.

During FY 2008, the ETV staff completed 25 outreach activities. These activities included the ETV Annual Regional Meetings, foster care youth job and career fairs, mass emails to DHS and private agency workers, and presentations to Youth Boards.

The ETV staff provided direct case management services to approximately 50 of the ETV recipients. They completed assessments of the youth, which enables the youth to recognize the lack of supports within their lives. The case manager and the youth make referrals for services together and direct youth to available resources such as:

- Budgeting and financial management.
- Relationship building.
- Job assistance.
- Tutoring.
- Financial aid assistance.
- Locating housing.
- Services available on campus.
- Academic assessments.
- Filling out required college applications and forms.

The Foster Youth in Transition website (www.michigan.gov/FYIT) that provides information and links about the ETV Program. DHS also provides additional outreach to the community through the Independent Living Coordinator and foster care case managers in each of the 83 counties.

Identify the estimated number of youth the State plans to award ETV vouchers in FY 2009 via ongoing and new vouchers (see CFS-101, Part II at Attachment C).

Michigan plans to award vouchers to 455 to 551 youth during FY 2009.

At State option, provide actual expenditures of ETV allocated funds for FY 2007 (see CFS-101, Part III at Attachment C) and FY 2008.

During FY 2007, Michigan expended \$1,789,702.00 of the federally allocated funds for the ETV program.

During FY 2008, Michigan expended \$2,094,952.00 of the federally allocated funds for the ETV program.

Promoting Safe and Stable Families – Title IV-B(2)

Michigan’s “Strong Families/Safe Children” (SF/SC) Program

Service Description

DHS allocates the title IV-B (2) funds annually to its 83 counties for community-based collaborative planning and delivery of:

- Family Preservation.
- Family Support.
- Time-Limited Reunification.
- Adoption Promotion and Support Services.

Strong Families/Safe Children (SF/SC), initiated in 1994, is Michigan’s statewide implementation of the federal “Family Preservation and Family Support Services”, now titled “Promoting Safe and Stable Families (PSSF)”. DHS is the designated state fiduciary for these funds and provides program support for the initiative. There are 80 county-based, collaborative planning groups that include all 83 Michigan counties. The Community Collaboratives, in conjunction with the DHS, commit to the development and oversight of the SF/SC services plan.

The counties’ collaborative submits a service plan each fiscal year to the DHS local and regional office for approval prior to contracting and service delivery. Local service plans include contracting services to address locally identified needs through bidding processes. Provider selection, contract agreements and payments for approved services must be done through established procedures of DHS. Collaboratives select community-based providers via the county-based DHS office, through Request for Proposal and rating committee processes. Department of Management and Budget and DHS policies apply to dollar thresholds for required bidding and other fiduciary protocols.

In FYs 2008 and 2009, the family preservation, family support, time-limited reunification and adoption promotion and support services funded by title IV-B (2) targeted improved outcomes for children and families. The client goals and objectives identified in community-based services contracts measured child safety, permanency, and improved family functioning for service recipients. Locally determined goals and objectives are similar to those of the CFSP and meet the purpose of the federal legislation for this fund source.

The chart below shows client outcomes from SF/SC services funded in FY 2008.

The 2005-2009 five-year CFSP goals were achieved.

Progress made on SF/SC specific program goals/objectives:

Measure	Baseline	2005	2006	2007	2008	2009
Percent of reported SF/SC service outcomes meeting or exceeding planned service goals.	80%	81%	85%	87%	88%	Goal by 2009 was 84% Achieved
Percent of SF/SC service outcomes achieving Child Safety goals.	81%	84%	89%	87%	85%	Goal by 2009 was 85% Achieved
Percent of SF/SC service outcomes achieving Permanency goals.	84%	79%	85%	88%	89%	Goal by 2009 was 88% Achieved
Percent of SF/SC service outcomes achieving Improved Family Functioning goals.	79%	81%	83%	86%	90%	Goal by 2009 was 83% Achieved

In FY 2008, title IV-B(2) funds purchased a reported 380 individual community-based services applicable to the four PSSF federal service categories. Four hundred fifty-four individual outcomes were reported for these varied community-based services. Outcomes for services were developed to affect positive changes for service participants, defined as families, parent(s), children and youth.

SF/SC services statewide served a reported 28,477 Michigan customers in FY 2008.

SF/SC funded services delivered in FY 2008 reflect a continuum of locally determined needs to address risks and targeted groups. Services provided were wide-ranging across the entire family support and child welfare spectrum. The most commonly contracted services included the following: parent aide and homemaker services, parenting skills and education, Wraparound services, family advocate or family mentoring and home-based family support, crisis counseling, foster and adoptive parent recruitment and education, supportive visitation, kinship or relative caregiver support services, family reunification and follow up services.

Explain any revisions to existing goals and objectives.

There are no changes to SF/SC program goals. Child safety, permanency and improved functioning to strengthen families remain the SF/SC program goals. Funding will continue for services to accomplish the following federal intent of funds:

- Keep children safe within their home, and prevent the unnecessary separation of families.
- Prevent child maltreatment.
- Promote family strength and stability.

- Return children in care to their families in a safe and timely manner, and provide permanent alternatives for children who cannot return home safely.
- Promote and support more adoptions out of the foster care system and help families maintain permanency.

For each service described above, report the population(s) to be served, the geographic areas where the services will be available, and the estimated number of individuals and/or families (or to be) served. This information may be provided in Part II of the CFS-101 form.

See CFS-101 – Part II.

Financial and Statistical Information Reporting

Percentages

The CFS 101 estimates for FY 2010 reflect the state's intent to work towards a minimum of 20 percent in each of the four service categories, with a maximum 10 percent for administrative costs. Administrative costs will include planning and service coordination.

Federal Reporting percentages for FY 2008 were:

Family preservation placement prevention services = 31 percent.

Family support = 34 percent.

Time-limited reunification = 16 percent.

Adoption promotion and support services = 12 percent.

Administrative costs = 7 percent.

DHS did not spend 20 percent of the IV-B funds on each category during FY 2008. For example, the Family Reunification Program is an effective evidence-based model and Michigan's subsidy program serves a large number of families (Reference the Adoption Subsidy program). DHS expends state general fund dollars on reunification and adoption support activities; therefore, more IV-B dollars are directed to the other categories.

Provide the estimated and actual amounts of FY 2007 Federal funds expended under Title IV-B (1); for each of the four categories of services in FY 2007 for Title IV-B (2); and for those costs identified as administrative in Title IV-B programs. Utilizing the CFS-101-Part III: Annual Expenditures for Title IV-B (1) & (2) Funds, Chafee Foster Care Independence Program (CFCIP) and Education and Training Vouchers (ETV), the State must compare FY 2007 estimated expenditures with FY 2007 actual expenditures in each category for the Title IV-B programs and, at State option, the CFCIP and ETV program.

See CFS-101 – Part III.

Provide an explanation for any differences between the FY 2007 estimated costs and actual expenditures in the APSR.

For title IV-B(2), the differences between the FY 2007 estimated costs and actual expenditures is that the expenditures for categories of services varies by county and is dependent on local purchases that meet local service needs (per state SF/SC program design). There are existing services and other federal-, state-, and local-funding sources that met the service needs in many of Michigan's counties for family reunification and adoption promotion and support

services. Needs and gaps in the services array were greater for family preservation and family support services; therefore, actual expenditures for title IV-B (2) were higher in these categories. The reasons that contributed to the counties expending less of this fund source towards time-limited reunification and adoption promotion and support were:

- To avoid duplication of services.
- To meet the non-supplantation requirements for this fund source.

For the majority of services delivered at the local level, adoptive families were eligible for SF/SC services that fall under the family support and family preservation categories because 'family' is broadly defined. For example, an adoptive family at risk for disruption and in need of family preservation services in Lake County could be served by the county's SF/SC funded Wraparound program. The adoptive family received service but expenditures were attributed to the Wraparound program defined as a "family preservation service".

Additionally, DHS provides adoption services using its non-title IV-B(2) resources. DHS programming for family reunification services from non-title IV-B(2) resources includes Child Safety and Permanency Planning (CP/CP), the Family Reunification Program, Wraparound, Families First of Michigan, and Family Group Decision Making.

Expenditures were higher for family support expenditures in FY 2007 partly due to the use of title IV-B(2) funds for the state's "Zero to Three" Secondary Prevention Services program (Reference section Children's Trust Fund of Michigan). This increased the estimated family support expenditures to a higher percentage.

Provide State and local share expenditure amounts for title IV-B programs for FY 2010 for comparison with the 2005 base year amount as required to meet the non-supplantation requirements in Section 432(a)(7)(A) of the Act.

See Comparison of FFY 2010 and FFY 2005 title IV-B, Subpart I expenditures, included with this report.

Adoption Promotion and Support

Service Description

Goals and Objectives: Increased Adoptions

DHS projected an increase of 1 percent of adoptive placements from 2004 to 2005. There was an increase of 4 percent. The projection for 2006 was a 2 percent increase. There was an actual 9 percent decrease in the number of finalized adoptions from 2005 to 2006. There were no specific changes to account for the decrease. In 2007, and again in 2008, there was a small increase in the number of adoptions.

- 2,744 adoptions in FY 2004 (baseline).
- 2,845 adoptions in FY 2005.
- 2,589 adoptions in FY 2006.
- 2,602 adoptions in FY 2007.
- 2,722 adoptions in FY 2008.
- 1,381 adoptions in FY 2009 (figure is year-to-date as of 5/14/09).

In FYs 2008 and 2009, the five largest counties hired 91 Permanency Planning Specialists (PPSs) and 53 Permanency Planning Assistants (PPAs) to assist children in obtaining permanency and eliminating obstacles to adoption. These workers research cases that are not moving to permanency to determine the obstacles that exist, and develop strategies to address those. The permanency staff also perform relative searches when appropriate and recruit and develop resource families to provide permanent homes for foster children.

DHS anticipated that the number of adoptions finalized in 2008 might be slightly lower than 2007, due to the transition of a large number of adoption cases that were transferred. The efforts of the 13 county teams associated with the Adoption Forum (first convened in March 2008) brought a focus to issues with adoption and encouraged creative, locally based solutions. This initiative is described later in this section under Collaboration. Because of the efforts of the Adoption Forum, adoptions increased in FY 2008.

The state's baseline for adoption of children nine years and older was established by the Adoption Promotion Act. Michigan's baseline is 994 and there were 986 adoptions of youth over the age of nine in 2005. The number of children nine years and older adopted in 2006 was 872, a decrease of 12 percent. In 2007, the number decreased again to 819. In 2008, that number increased to 836. As of 5/14/09, adoptions of children over nine were 415.

- 994 adoptions of children over age nine in FY 2004 (baseline).
- 986 adoptions of children over age nine in FY 2005.
- 872 adoptions of children over age nine in FY 2006.
- 819 adoptions of children over age nine in FY 2007.
- 836 adoptions of children over age nine in FY 2007.
- 415 adoptions of children over age nine in FY 2008 (figure is year-to-date as of 5/14/09).

Goal: Increase the adoption of children nine years of age and older.

DHS implemented an amendment to the adoption services contracts with private child placing agencies to provide a new payment of \$16,000 for adoptions of harder to place youth. The higher rate is aimed at providing financial resources to private adoption agencies to recruit homes for children with a photo listed on the Michigan Adoption Resource Exchange (MARE). The new rate established in March 1, 2008 is retroactive to October 1, 2007.

Based on language recommended by DHS, legislation passed to create subsidized permanent guardianship will help provide alternatives to adoption. The Michigan Guardianship Assistance Program (GAP) became operational on June 1, 2009. Permanent guardianship will provide the same type of stability as adoption for youth that choose not to be adopted or for whom adoption is not a viable goal. With the passage of the federal "Fostering Connections and Increasing Adoptions Act", revisions to the statute were also made to allow for title IV-E eligibility.

Goal: Research post adoption services provided by other states and agencies.

Adoption contracts that began on April 1, 2007 stipulate involvement of adoptive families and youth in developing programming and supports in order to be more responsive to and reflective of their needs following adoption.

In 2008, the medical subsidy program spent over fourteen million dollars for post- adoption support services through the medical subsidy program. Services include counseling, behavioral aids, tutoring, and other supportive services. There is a need for qualified clinicians and mental health professionals trained in adoption issues to assist adoptive families during difficult transition times. In collaboration with DCH, DHS is working on a pilot project to identify and provide training and services through community-based providers. Delays due to contract issues affected the implementation of the program.

MSU developed a parenting program for adoptive families that will begin training couples in June 2009. The Adoption Oversight Committee prepared a research paper outlining recommendations for post adoption services. DHS will use them during the negotiations of new contracted services to begin in 2008-2009. It is anticipated that a RFQ for a post-adopt "peer mentor" program will be released in summer 2009 with contracts established by October 1, 2009.

Goal: DHS will work with other state and local agencies to increase public awareness of the ability of a parent to surrender a healthy newborn to a qualified emergency service provider under the Safe Delivery Act.

Enacted on January 1, 2001 and amended in December of 2006, Safe Delivery allows for the anonymous surrender of an infant (within 72 hours of birth) to an Emergency Service Provider (ESP) without the expressed intent to return for the newborn. The intent of the law was to allow for an anonymous safe surrender of a newborn without fear of prosecution and to make the child available for adoption. ESP's are defined as a uniformed or otherwise identified employee or contractor of a fire department, hospital, or police station when that individual is inside the premises and on duty. ESP also includes a paramedic or an emergency medical technician when either of those individuals is responding to a 9-1-1 emergency call.

Private adoption agencies assume responsibility for the child as soon as medical authorities determine that the child has not been neglected or abused and that the infant is not more than 72 hours old.

2008 Safe Delivery Statistics

Number of surrenders: Eight

- 2/19/2008 Oakland County. A woman of unknown age delivered and surrendered a newborn at a hospital.
- 2/23/2008 Genesee County. A 15-year-old woman delivered and surrendered a newborn at a hospital. The birth father was also present at the birth and joined in surrendering the newborn.
- 05/04/2008 Washtenaw County. A woman of unknown age delivered and surrendered a newborn at a hospital.
- 05/24/2008 St. Clair County. An 18-year-old woman delivered and surrendered a newborn at a hospital.
- 06/16/2008 Washtenaw County. Birth parents, ages 32 and 34, delivered and surrendered a newborn at hospital.
- 07/05/2008 Oakland County. A 23-year-old woman delivered and surrendered a newborn at a hospital.
- 07/14/2008 Wayne County. A 19-year-old woman delivered and surrendered a newborn at a hospital.
- 10/30/2008 Wayne County. A 20-year-old woman surrendered a newborn at a fire station.

2009 Safe Delivery Statistics (as of 4/30/09)

Number of surrenders: Five

- 1/29/09 Oakland County. A 23-year old woman delivered and surrendered a newborn at a hospital.
- 2/23/09 Mecosta County. A 28-year old woman delivered and surrendered a newborn at a hospital.
- 2/26/09 Muskegon County. Birth parents, ages 35 and 28, delivered and surrendered a newborn at a hospital.
- 4/3/09 Kalamazoo County. A woman of unknown age surrendered a newborn at a hospital.
- 4/29/09 Oakland County. Birth parents, ages 30 and 22, delivered and surrendered a newborn at a hospital.

Goal: Review the current MARE program services and ensure alignment with DHS and CFSR goals. Develop the RFQ for new contract in 2006 based on the alignment of goals.

The current contract for MARE services became effective on October 1, 2006 and included expanded services for recruitment of families for children “photo listed” with MARE. The new requirements focus on increasing timely adoptions and adoptions of youth that may require additional individual recruitment efforts. These included:

- Video clips of waiting children prioritizing those waiting longest; 28 children have been video taped with 44 featured on the MARE website.

- Development of recruitment activities as follows:
 - June 28, 2008 – a Match Party (Lansing).
 - October 11, 2008 – a Kinship Adoption Festival (Detroit).
 - November 8, 2008 – a Match Event (Detroit).
 - November 15, 2008 – a Match Event (GR).
 - March 14, 2009 – a Match Event (Lansing).
- Events targeting recruitment for older children and over-represented ethnic groups included: the Heart Gallery Project; Regional Match Party events and support of media efforts to recruit families for waiting youth. Additionally, all children listed on MARE are also registered on the national AdoptUsKids database. In addition, MARE has an on-going billboard display at the Detroit Metro-Airport terminal featuring waiting children.

In July 2008, MARE developed an on-line registry for families interested in adopting children from Michigan's foster care system but who are not yet working with an adoption agency. MARE makes the information available to adoption workers around the state that are looking for families to study for foster care and/or adoption and who will meet the needs of their waiting children. To protect families' privacy and identities, no identifying contact information is available directly on the website; workers are able to search the registry and contact families only through the MARE office. To date, 104 families have self-registered.

- In June 2008, MARE began making follow-up contact at three- and six-week intervals with all non-approved families either who have inquired on specific waiting children, or who have requested foster care/adoption information to determine if their needs are being met or whether any advocacy is needed. In January 2009, MARE also began six-month follow up contacts with these same families.
- MARE is able to identify disrupted/dissolved adoption through its state-ward tracking database, and through voluntary reporting from agencies. MARE has also developed a separate database to collect information specifically about disrupted/dissolved cases. DHS staff has developed surveys in cooperation with Michigan State University. When cases are identified as disrupted or dissolved, they send a survey to adoption workers. A voluntary disruption survey for youth is also in the beginning phases of development.
- MARE continues to coordinate its FOAL (Focus on Adoption and Leadership) services in collaboration with existing youth groups throughout the state. Youth Advisory Board meetings over the past year:
 - May 20, 2008-Midland MYOI.
 - June 5, 2008- Bay City MYOI.
 - August 12, 2008-Bay City MYOI.
 - August 19, 2008-Muskegon Adopteens.
 - August 26, 2008-Detroit, While You Wait recruitment preparation.
 - Jan 15, 2009-Bay City MYOI.
 - Feb 24, 2009-Meeting with homeless foster youth in Lansing.
 - March 24, 2009-Bay City MYOI.

The MARE Web site continues to have a youth-based section, produces a youth-specific newsletter and has a MySpace page. MYOI youth also participate on the Adoption Oversight Committee. Additionally, FOAL hosted a youth art contest, and the winning art was featured on a set of recruitment posters distributed throughout the state.

Finally, Michigan will maintain and ensure continuation of the Michigan Heart Gallery. In 2008, the Heart Gallery was featured in 100 different locations. The Michigan Heart Gallery has its own web site (www.miheart.org), as well as Facebook and MySpace pages. The 2009 Heart Gallery features 110 waiting children and three families who have adopted children from the previous Heart Gallery year. Our newest Heart Gallery consists of a main gallery with video, a set of eight portable “touring” panels and a set of faith-based panels.

Evaluate the current adoption purchase of service contract format and philosophy. Consider changes to align contract with state goals, CFSR requirements and new policy.

New contracts went into effect on April 1, 2007 and contain the following requirements:

To increase recruitment of adoptive families resulting in a higher rate of permanency for youth.

- Contractors shall provide adoption activities in collaboration with other private agencies and DHS local offices to focus on children registered on MARE.
- Contractors shall work cooperatively with local adoption support organizations and involve adoptive parents in providing orientation and training. It is recommended that adoptive parent peer mentors be matched to prospective and new adoptive parents.
- Contractors shall involve youth in the planning and organizing of adoption recruitment events.

To improve timeliness of adoptions.

- Contractors shall initiate or schedule the family assessment within 30 days of the referral from Michigan Adoption Resource Exchange (MARE) or request by family. If the family assessment has not begun within 60 days of the date of referral or request by family, upon consultation with and/or request of family, MARE shall refer the family to a different Contractor.
- Contractors must provide a written brochure (developed by DHS or designee) to adoptive families regarding their right to be included in the MARE prospective family registry and provide an explanation of this process during orientation. They must also provide the brochure to the prospective family, along with an explanation, during the training process.
- To register a family on the State Family Registry, Contractors shall provide MARE with a copy of the completed assessment and any additional forms required by MARE. Contractors submitting family assessments to MARE for inclusion in the Family Registry shall ensure the quality of the assessment and any attachments or updates meet MARE standards.
- Contractors shall submit ‘Family Status Update’ reports quarterly to the MARE office.

Goal: Develop policy that reflects program changes and standards including legislative and funding requirements.

DHS adoption policy was revised utilizing a committee that included public and private agency workers and supervisors, licensing, and other stakeholders. DHS published the policy March 1, 2009 and subsequently trained staff. Adoption Assistance Policy is undergoing revisions based on the response from the Children’s Bureau about inconsistencies in the IV-E State Plan. The PIP is under development and the planned completion date for policy and statute revisions was November 1, 2008. Extensive revisions have delayed implementation. The legislature passed the statute April 1, 2009, with publication date of July 1, 2009.

Goal: Develop ongoing standing committees consisting of a public/private partnership to address a variety of concerns including: removing barriers to adoption, adoption policy changes, cross-jurisdictional issues, etc.

A Statewide Adoption Oversight Committee was developed and began meeting in March 2007. The committee included representatives from public and private agencies, adoptive parents and youth, family court, State Court Administrative Office, licensing, the Office of the Children’s Ombudsman, and other stakeholders. The committee reviewed barriers in the adoption process and determined priority issues to address and developed recommendations in the following areas:

- The Committee made recommendations and analyzed the impact of deferred adoption subsidy.
- The Committee recommended development of a dual family assessment form. This dual assessment process approves the foster home license and adoption through the same assessment leading to more timely adoptions. DHS staff developed and implemented the dual assessment in October 2008.
- The Committee recommended development of a paper on conducting effective post-termination of parental rights review hearings to improve consistency among courts.
- Developed surveys for feedback on adoption disruptions or dissolutions.

Goal: Work with the Michigan Children’s Institute (MCI) staff to assess the increase in complex and competing party cases and develop strategies to decrease the length of time needed to obtain MCI consent to adoption.

The MCI office completes the consent for adoption within four to six weeks for cases with no complications. In cases that involve competing parties or other complex issues, the level of activity required determines the length of the review process. The Statewide Oversight Committee and the participants on the Adoption Forum are discussing the issues to determine if there are systemic concerns that can be addressed.

Goal: To increase the number of adoptions, including that of children age nine and older.

Measure	Baseline	2005	2006	2007	2008	2009*
Number of Adoptions	2861	2845	2589	2602	2739	1381
Number of Adoptions of children 9 years of age and older	994	986	872	819	842	415

Source: DHS Data Warehouse

* Figure is year-to-date as of 5/14/09.

Expanding and Strengthening Existing Services

The DHS adoption policy underwent a complete review and rewrite. A broad and diverse policy committee developed the policy rewrite. DHS staff and stakeholders completed an extensive internal and external review and it was published on March 1, 2009.

In November 2007, the legislature changed funding of adoption services to require an increase in the number of adoption cases assigned to CPAs. This increase doubled the number of adoption cases DHS assigned to CPAs. As a result, these changes require new contract negotiations and development of a fair and efficient referral process.

Adoption Services Contracting Program and Collaboration Partners

Michigan effectively utilizes a public/private partnership to achieve permanency for children waiting for adoption. Michigan's performance-based contracts provide a financial incentive to private agencies that actively recruit families to foster and adopt children.

Michigan State Supreme Court Justice Maura Corrigan and Michigan Department of Human Services Director Ismael Ahmed initiated an Adoption Forum on March 20, 2008. They invited thirteen counties to share experiences and gain best practice knowledge, with the goal of identifying and addressing barriers to adoption that could be shared across other Michigan court jurisdictions. While the ultimate goal of the forum is to improve permanency outcomes for foster children, this effort also assists Michigan in addressing the CF SR requirement to facilitate legal and judicial participation in the CF SR process and encourage collaboration with the child welfare agency. Each county developed a team consisting of court staff, public and CPA, other service providers, adoptive parents, foster and adopted youth and community advocates (FCRB, CASA, etc.).

Foster and Adoptive Parent Recruitment

Progress and Accomplishments

The recruitment of foster and adoptive parents to meet the unique needs of children in the state's care continues to be an ongoing priority for DHS and local communities. Michigan needs additional homes in the areas for teens, sibling groups, children with medical needs and children waiting to be adopted. Counties identify areas where children are removed and target recruitment efforts in those communities through the collaboration of community partners. By engaging local churches, schools and community organizations in the effort, DHS educates the larger community about the need for more foster and adoptive homes to provide permanent, safe and stable placements for children.

Following are examples of efforts directed toward recruiting additional families:

- Business cards are printed with the foster parent's name and the name and phone number of the licensing worker for foster parents to give out to acquaintances.
- Resource books and newsletters provide the names of other foster parents and resources, such as stores that offer discounts to foster families.
- Foster parent support groups provide ongoing training, resources and crisis intervention for new and experienced foster parents.
- Mentoring programs provide an assigned experienced foster parent to potential foster parents. Mentors attend orientation and training with potential foster parents, answer questions, direct inquirers to resources in the community and assist with licensing activities.
- Family-centered events in the community serve as opportunities for the recruitment of foster families. Safety Day, annual picnics that include passing out backpacks and school supplies, cultural and recreational events, camping trips and holiday parties are popular. Churches and civic groups such as the VFW help to sponsor these events. Friends and family of foster parents that may be interested in fostering are invited to these events.
- Foster parent recognition events, such as banquets or potluck dinners, are held annually to honor the efforts of foster parents in each county. Sometimes foster parents are asked to invite friends or family who may be interested in fostering to attend the event.
- General information about foster parenting is presented to the community through information booths at the mall, presentations at church groups, presentations to 4-H groups, and other community forums.
- Foster parents receive pre-placement training in the Foster PRIDE/Adopt PRIDE curriculum. They receive ongoing training through community forums, the statewide foster parent association, The Michigan Association of Foster, Adoptive and Kinship Parents' annual statewide training conference, online training such as "Foster Parent College", parenting conferences and resource library materials in the local offices.

- With the recent addition of a Data Management Unit, data will be accessed that can track trends, determine the number of initial placements by county and age, the number and size of sibling groups and the number of siblings placed together. DHS will provide this information to the local offices on a regular basis for recruiting purposes.
- There has been an increased effort to recruit and license relative caregivers during this reporting period. Workers continue efforts to identify and notify relatives who care for children. DHS and private CPAs are making reasonable efforts to place siblings together and to provide for siblings visitation or interaction.
- Local support groups for relative caregivers offer training and resources for grandparents raising grandchildren.
- A new contract with MSU provides resources, information and assistance with licensing for relative care providers.
- In local offices, recruitment committees and advisory groups, which include foster parents and administrators, meet regularly to plan recruitment strategies.
- Local offices have prepared and submitted annual recruitment plans for FY 2009.
- DHS facilitated a workgroup that developed goals and activities designed to increase the recruitment of foster homes for targeted groups of children: teens, sibling groups, children with disabilities and children waiting for adoption.
- Foster PRIDE/Adopt PRIDE training is the required training curriculum for pre-placement training. CWTI staff has presented Train-the-Trainer to 136 participants in 2006 and 2007: ninety-one participated in the training in FY 2008. Speaker panels, including teens present at PRIDE training sessions to encourage potential foster parents to consider caring for a teenager.

Examples of activities planned for recruitment of foster and adoptive families include:

- An emphasis on measurable outcomes in recruitment and retention activities. Local offices will be required to provide specific, measurable outcomes from planned activities.
- Local offices will be required to submit an Annual Recruitment and Retention Plan to the foster care program office for review, evaluation and approval. DHS must approve the plan, which provides an analysis of the previous year's activities and details the proposed recruitment, training and retention activities for the next fiscal year, before funding is allocated.
- There will be an expectation that birth parents, teens and sibling groups will give presentations as part of orientation or initial foster parent training. DHS will make an increased effort to include relative caregivers and adoptive parents in foster parent training.
- DHS will conduct regular site visits to provide technical assistance and information to the local offices.
- A two-year "Foster Family Recruitment Plan" will be sent to the local DHS offices, detailing specific activities and assignments to increase the recruitment of families to care for specific groups of children: teens, sibling groups, children with disabilities and children waiting for adoption.

Adoption Subsidy

Description of Services

The Adoption Subsidy program is designed to assist families who adopt eligible children with special needs by providing financial support and medical subsidies. After all other resources available to the child are exhausted, medical subsidies provide for treatment of medical conditions which existed or the cause of which existed, prior to the child's adoption.

Goals and Objectives

Support subsidy will be maintained at 90 percent of adoptive placements based on current policy for eligibility.

- For the fiscal year ending September 30, 2008, 90.3 percent of the adoptive placements were eligible for support subsidy.
- Adoption Assistance Policy will be compliant with title IV-E regulations. Adoption Assistance Policy is undergoing revisions based on the review by the Children's Bureau of the title IV-E State Plan. As outlined in the PIP, the planned completion date for policy, statute and system revisions is December 31, 2009.

The Adoption Subsidy Office will be within the "acceptable" range of error in the federal audit of title IV-E eligibility determination.

- The federal Office of Auditor General (OAG) is currently reviewing 100 title IV-E cases to determine the accuracy of title IV-E eligibility. These 100 cases received adoption subsidy payments in FY 2006. Based upon the outcome, OAG may read 1400 additional cases that would include payments issued in FYs 2007 and 2008.

International Adoptions

- Private CPAs handle all international adoptions. They provide adoption and post-adoption services to the families. In addition, all state- and locally-provided family preservation and family reunification services are available to families who adopted internationally and who are at risk for disruption or dissolution.

Child Welfare Training Institute (CWTI)

The CWTI, previously located under DHS Field Operations within the Office of Training and Staff Development, was re-organized in February 2008 and placed within the Children's Services Administration. The director of this newly-configured CWTI is part of the Children's Services Cabinet. The focus and result of this re-organization is that CWTI has become more closely involved with DHS policy and program development.

In addition, Family Preservation training, previously also under the Office of Training and Staff Development, and Residential Juvenile Justice Training, previously under the Bureau of Juvenile Justice, came within the new CWTI. A new curriculum development unit was created and CWTI staff increased nearly three-fold in anticipation of increased training needs for the expanded child welfare staff required under the Settlement Agreement. A new curriculum was also developed to meet the demand for a more specialized and complex work force.

CWTI Training Description

Training through CWTI ensures that child welfare workers in Michigan are fully prepared to carry out the responsibility of keeping children safe from abuse and neglect. Both public and private CPAs are trained through CWTI in the laws, programs, policies, and the philosophy of Michigan's child welfare system to assure standardized service application for service delivery.

The CWTI pre-service institute (PSI) prepares newly-hired CPS workers and foster care workers to assume a child welfare caseload. CWTI also offers Program-Specific Transfer Training (PSTT) for workers who have previously completed pre-service training in one program area but who have now transferred to a new program area.

Children's Protective Services Training

The CWTI PSI is an eight-week institute that is required of all CPS new hires. Nine CPS PSI sessions were offered in FY 2008, and 119 trainees completing training. Upon completion of the PSI, participants were able to assess families and develop investigation reports and service plans as provided under Michigan's Child Protection Law and CPS policy. Trainees learned how CPS interfaces with the court system and were trained in petition and report writing.

Child welfare staff that transfer into CPS from another child welfare program area are required to take a ten-day PSTT. Fifty-one staff completed the CPS-PSTT training in FY 2008.

In addition to the required PSI and PSTT classes, the following training occurred in FY 2008:

- Two hundred ninety-five staff received training in advanced interviewing and investigation techniques.
- Three hundred sixty-seven staff received specialized domestic violence training.
- Twenty-three CPS supervisors completed program specific supervisor training.

- Seven staff received training in forensic interviewing, in addition to those who received forensic interviewing training as part of their PSI coursework.
- Three staff received “Medical Findings in Child Abuse and Neglect Cases” training, in addition to those who received this training as part of their PSI coursework.

Foster Care Training

CWTI offers a PSI for DHS and CPA new hires in foster care. PSI provides the skills and knowledge necessary for foster care staff to ensure safety, well-being and permanency to children who are committed or referred to DHS for care and supervision by the courts because of abuse or neglect. In FY 2008, 266 new hires completed the eight-week PSI. Seventy-eight staff participated in the Foster Care PSST. Three staff members received training in the foster care legal process, in addition to those who received legal process training as part of their PSI coursework.

Other Child Welfare Training offered in FY 2008

- Sixty-two staff members completed Advanced ICWA training.
- Forty-four staff members completed training on “Going to Court: Issues of Culture, Ethics and Practice”.
- Five staff members completed Juvenile Justice PSTT.
- One hundred forty-seven staff members received training developed and implemented by the Federal Compliance Unit for child welfare IV-E funding specialists.
- Thirty Services Specialist Assistants (SSAs) were trained.
- Ninety-one DHS and private CPA attended the Parent Resources for Information, Development, and Education (PRIDE) “train-the-trainers” sessions to prepare them to train foster and adoptive parents effectively.

Expanding services

In FY 2007, a group consisting of public and private agency foster care workers, supervisors, program managers, and the Office of the Children’s Ombudsman worked with CWTI to develop a training package for foster care supervisors. The development continued into FY 2008 with additional stakeholder involvement, including Michigan State University School of Social Work, culminating in CWTI’s new 40-hour child welfare supervisor training which began April 2009. Other workgroups with similar composition worked intensively to develop child welfare supervisor training for and CPS supervisors, which will also commence in April 2009.

Due to budget constraints, in 2007, DHS eliminated funding for the title IV-E partial tuition reimbursement (PTR) program for staff working on child welfare related MSW degrees. The Office of Professional Development previously administered PTR. The Michigan Legislature did not restore the funding; although, there are ongoing efforts to restore funding for FY 2010. CWTI is actively working on procedures for implementation if funding is restored.

Family Preservation Services (FPS) Training

Family Preservation Services (FPS) delivers training to private agency contract staff that provides in-home crisis intervention, support services or reunification services to families. These service programs include: Families First of Michigan (FFM), the Family Reunification Program (FRP), Family Group Decision Making (FGDM) and Families Together/Building Solutions (FTBS).

FPS Trainings are designed to focus on research-based service delivery methods consistent with the philosophy of strength-based, solution-focused techniques and are open to local DHS staff. A total of 1482 individuals were trained in both the program core classes and the special topics classes. CWTI staff offered:

- 30 courses and trained 335 people in the FFM program.
- 19 courses and trained 164 people in the FRP program.
- Seven courses and trained 71 attendees in the FGDM program.
- Four courses and trained 14 trainees in the FTBS program.

CWTI offered numerous other special topics in FY 2008 and 2009. Some classes were required and others were recommended. Topics included: Behavior by Design; Helping Families with Mental Illness; Incest-Affected Families; Lesbian, Gay, Bisexual, Transgender, and Questioning Youth; Personal Safety for Workers; Substance Affected Families; and The Impact of Domestic Violence.

During FY 2008, FPS training, technical assistance and collaboration opportunities continued to be impacted by an Executive Directive restricting in-state travel for budgetary reasons. Only federally mandated and essential trainings were allowed. FPS trainers were significantly limited in travel to host or participate in training initiatives with other organizations. Although this posed challenges for trainers, the use of video conference and telephone dial-in was a helpful alternative to travel, where appropriate.

Staff retention and recruitment efforts in FPS programs and training practice needs were agenda items in collaborative contacts with other entities, internally with CWTI and externally with University of Michigan School of Social Work.

Beginning at the end of FY 2008, CWTI has begun transitioning from the Registrar Learning Management System to a new learning management system, JJOLT/ Omni Track Plus (OTP). This will enable CWTI to track and report training data and will allow private agency trainees to register online.

Family Preservation Training – Expanding and Strengthening Services

CWTI FPS trainers worked with Family Preservation Specialists on an ongoing basis to review cases and provide technical assistance to service providers when critical incidents occurred. Critical incidents are those in which medical care is needed for a family member who is injured or killed due to abuse, neglect, or a risk-related crisis.

Revisions to existing FPS Training curricula, FDM, FGDM and Solution Focus II continued in FY 2008. The Drug Endangered Children Response Protocol training enhancements were completed and are being utilized for both FPS and CWTI pre-service training.

FPS training collaboration across Michigan's borders included phone consultation with Starr Commonwealth of Ohio in preparation for six staff to attend FFM training in Michigan in FY 2008. Their agency was preparing for the contracting process to use Michigan's FFM Model with a Mental Health Initiative in Columbus, Ohio.

Collaboration

The CWTI expanded its collaboration with public and private partners in FY 2008 by continuing the Child Welfare Training Advisory Committee. The committee is made up of various public and private agency partners, university staff and other stakeholders. The charge for the committee is to review Michigan's current child welfare training program and to make recommendations for improvement. Special focuses for FY 2008 included developing and planning the implementation of private agency "train-the-trainers" for CWTI pre-service training commencing in FY 2009. Further, the committee is exploring the training issues faced by rural and northern counties and how best to address them.

Michigan continued its training collaboration with the Michigan Association for Foster Adoptive and Kinship Parents, the Michigan Federation for Children and Families, the Michigan Public Health Institute, Prosecuting Attorneys Association of Michigan, State Court Administrative Office and Governor's Task Force on Children's Justice.

In addition, CWTI collaborated with the seven Michigan universities with MSW graduate programs to provide free in-service training for DHS child welfare staff. As part of DHS' child welfare reform efforts, CWTI is expanding both its ongoing (in-service) training opportunities and is working with many other entities to promote and offer a wide variety of in-service training. While the new in-service training mandate commenced in FY 2009, DHS made significant efforts in FY 2008 and 2009 to prepare for this new focus on enhancing and supporting child welfare workers' knowledge and skills. To facilitate worker training, CWTI also began efforts in FY 2008 to become a provider of Continuing Education Units (CEUs) for social workers and anticipates receiving approval to provide CEUs in 2009.

To ensure that new hires are prepared to work effectively with children and families, conduct investigations, provide services, and work with other child welfare professionals, efforts began in FY 2008 to develop a competency-based written examination. CWTI is using the examination in FY 2009 to evaluate PSI trainees' level of knowledge and ability. In FY 2008, CWTI staff developed a competency-based written examination for the child welfare supervisor training and implemented this in April 2009.

Challenges

Michigan continued to experience severe budget challenges during this period which necessitated ongoing efforts to provide quality-training opportunities while reducing costs. This was most evident in reducing the high cost of travel to attend trainer-led statewide training and by greater reliance on technology to deliver courses. For example, the Michigan State University Supervisory Training curriculum was made available on-line. The Drug Endangered Children course was made available on DVD; an Effective Petition Drafting course was developed and implemented in FY 2008 and DHS will distribute in on DVD in 2009.

Evaluation

The CWTI is in the process of developing a multi-level method of training evaluation which measures effectiveness according to 1) immediate impressions of trainees as to whether they learned new information, 2) surveying or interviewing the direct supervisors of trainees, typically 30 to 60 days following the training, and 3) "shadowing" trainees in the field or reading case files.

All CWTI courses currently include a standard first-level evaluation. CWTI staff initiated the development of a second-level evaluation for all courses in FY 2007. A draft third-level evaluation was also completed on the PSI and work on a training evaluation has been ongoing. CWTI staff will share the results with the Child Welfare Training Advisory Committee, DHS field and program offices and other stakeholders. A meeting of the Child Welfare Training Advisory Committee in August 2009 will focus on a review of pre-service training, including content, duration and delivery modalities to serve the needs of caseworkers and children and families.

Office of Professional Development Training

The Office of Professional Development (OPD) provides training to all DHS staff on non-programmatic issues and training support services for the program offices. Media production staff produces instructional videos, web-based training, video conferences and other tools for performance support and distance learning.

The following training is offered by OPD:

New Supervisor Institute - This program is offered at least four times each year for all new supervisors. It uses a "Teaching Organization" approach in which local and central office managers, who have been identified as Agency Leaders, train new supervisors. Subject matter experts from Central Office also train parts of the Institute.

New Director Institute - This six-day program is designed to provide new directors with the information needed to successfully perform Group 4 competencies and provide detailed information about the functioning and services available from Central Office. Subject matter experts teach the course from Central Office, guest speakers, and experienced directors and managers. They use the "teaching organization" concept to provide information on the rules, regulations and requirements of law and policy. Experienced directors and guest speakers share best practices in an effort to help new directors adjust to the operational demands of the position.

Customer Service Excellence Training - This two-day training focuses on improving internal and external customer service. Training involves identifying the customer conditions, adapting, and personalizing the delivery of service to suit the customer. Trainees are taught positive self-talk, effective listening and questioning skills and appropriate interaction strategies to increase customer satisfaction.

Managing Customer Service Excellence - This is a one-day training designed for Supervisors and Managers of staff who have attended Customer Service Training. It includes exercises and coaching techniques to reinforce skills and sustain continued application of Customer Service training concepts back in the office.

Working Safe/Working Smart - This one-day training program on workplace safety is offered in the classroom or via videoconference. The focus of the training is interaction of agency staff with clients or the public. The overriding theme is how to plan for individual safety when resources are limited, yet action is needed. The training identifies techniques for field safety, office safety and interviewing. It will increase the knowledge and skills of staff in recognizing emotionally charged situations. This includes early risk assessment, prevention of exacerbation, and using appropriate referrals. The training focuses on the use of non-physical crisis intervention methods to defuse aggressive or hostile behavior.

Leadership Academy - The Office of Professional Development introduced two new Leadership Academy 2009 (LA09). Only 20 participants are chosen to participate in the academy. Each participant is paired with a DHS executive level manager as a mentor. The purpose of Leadership Academy is to develop a pool of high potential candidates who are prepared and ready to step into leadership positions as they become vacant. Using an accelerated development model, academy members are trained in a broad range of leadership competencies rather than groomed for particular positions. This is a great opportunity for DHS employees who are already demonstrating leadership skills and would like to develop their leadership competencies. Pre- and post-360 assessments of candidates show significant improvement in overall skill levels.

For two consecutive years (2007 and 2008), the Leadership Academy was selected as one of the top 50 programs in the "Innovations in American Government" award, sponsored by Kennedy School of Government at Harvard University. Additionally, the Leadership Academy has won national recognition from the American Society for Training and Development. This "Excellence in Practice" citation is for "outstanding contributions and achievements in advancing learning and performance in the workplace". The academy is being replicated by other state agencies to build leaders who are prepared to step up to leadership positions as needed.

All DHS employees with Civil Service classification level of P-11 or above and supervisors at any level are eligible to apply for Leadership Academy. The academy requires a two-year time commitment that can be demanding and time-consuming, similar to attending graduate school while working full time.

Leadership Development Program - The Leadership Development Program was created in response to interest sparked by the success of the Leadership Academy. The training is open to all staff statewide with management approval. The goal is to provide or increase leadership skills and address succession-planning needs by preparing staff for leadership, supervisory, and management opportunities.

To develop the program content, the Office of Professional Development (OPD) facilitated a committee with representatives from unions, front-line staff and management to obtain statewide input. The committee members represented staff from all service areas, central office, Bureau of Juvenile Justice and Disability Determination Services. The committee created a proposal for a leadership program, and executive staff approved it.

The program has three levels. In Level 1, classroom training introduces leadership skills. Level 2 builds knowledge and skills with online learning courses based on Group 3 management competencies. Level 3 uses a 360 degree assessment, development plans, and the mentoring partnership to identify and build strengths and create growth opportunities.

Juvenile Justice Transfers

Report the number of children under the care of the State child protection system who are transferred into the custody of the State juvenile justice system. Discuss contextual information, such as how States define the reporting population and other pertinent information.

In Michigan, four youth in the care of Michigan's child protection system (Act 220) were adjudicated as delinquent between October 1, 2007 and September 30, 2008. Thus far, in FY 2009 (year-to-date as of 5/15/09), one child has been adjudicated. This is the best number available for identifying how many youth moved from abuse/neglect to juvenile justice status during the past year. DHS has significant data issues in reporting abuse/neglect wards who are also adjudicated as delinquents. The Data Management Unit is working on improving DHS' reporting on this measure.

In Michigan, the DHS Bureau of Juvenile Justice is responsible for only a small portion of the total state juvenile justice population. Most youth remain the responsibility of the county courts. Therefore, we expect that many youth who have had open abuse/neglect cases enter the juvenile justice system through the counties. The state does not have access to the case management systems used by county juvenile justice programs, so a figure for this population is not available at this time.

The majority of juvenile justice cases remain with the courts (perhaps 95 percent of the total, or more than 23,000 youth). These youth are treated in the community, in county-operated juvenile facilities, or in privately-operated juvenile facilities under contract to the counties. These youth tend to be younger, usually have committed less severe offenses, and generally do not require specialized services. The percentage of youth under county supervision has increased in recent years because of increased emphasis on in-home placements for juvenile delinquents and because the State of Michigan is now required to reimburse the counties for 50 percent of their qualifying expenses through the Michigan County Child Care Fund (CCCF). Wayne County has been especially aggressive in reducing the number of juvenile justice youth from that county placed under state supervision. They have a IV-E contract to provide JJ services.

The remaining 5 percent of juvenile justice cases are under DHS supervision. Some of these youth are committed to the care of the State of Michigan as state wards; others remain wards of the county courts but are supervised by DHS. Currently, of the roughly 1089 juvenile justice youth under state supervision, approximately 18 percent are placed in state-operated residential programs, about 22 percent are placed with privately-operated residential programs contracted by the state, approximately 54 percent are placed in community-based placements, and the remaining 6 percent are assigned to miscellaneous placements such as jail or detention. The BJJ Juvenile Assignment Unit assign youth to residential programs, but only those youth placed in state-operated facilities. The DHS Purchased Care Division oversees youth placed in privately-operated facilities. Youth under state supervision tend to be older, have

committed more severe offenses, and require care that is more specialized. These characteristics are especially notable among youth at state-operated training schools.

Data on juveniles placed under state supervision is available from DHS. Data on juveniles under county court supervision is only available from the individual courts, and to a limited extent from SCAO. Currently, there is no statewide juvenile justice information system.

In addition to youth in the juvenile justice system, the Michigan Department of Corrections (MDOC) incarcerates a substantial number of youth under the age of 18. These youth have been tried as adults and so are not counted as part of the juvenile system. The number of MDOC inmates under the age of 18 has grown in recent years due to legislative changes, which have allowed more juveniles, as well as younger juveniles, to be tried and sentenced as adults.

Inter-Country Adoptions

Identify the number of children who were adopted from other countries and entered into State custody in FY 2008 and FY 2009 because of the disruption of a placement for adoption or the dissolution of an adoption.

There were no internationally adopted children whose adoptions were identified as disrupted or dissolved in FY 2008 or FY 2009.

Describe the reasons for the disruptions and the permanency plan for the children.

N/A

Identify the agencies that handled the placement or adoption.

N/A

Describe the activities that the State has undertaken for children adopted from other countries, including the provision of adoption and post-adoption services.

Children from other countries whose adoptions are at risk of dissolution are entitled to the full range of child welfare services equal to that of all children in Michigan (Reference the Adoption Promotion and Support section on page 49).