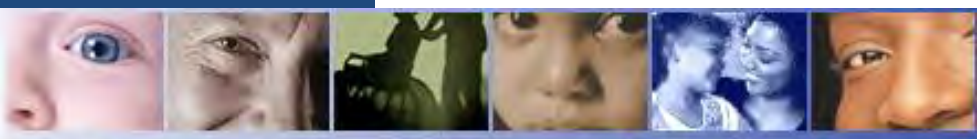

Department of Human Services

State of Michigan

Child and Family Services Plan

2010-2014

2012 Annual Progress and Services Report
June 2012

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INTRODUCTION

The Michigan Department of Human Services (DHS) is the agency recognized by the U.S. Department of Health and Human Services, Children's Bureau as responsible for administering federal child welfare programs under titles IV-B, IV-E and XX of the Social Security Act. The state's child welfare program is state-supervised and administered. The DHS is committed to ensuring that children and youth served by our public systems are safe and have permanent and stable family lives, and that children and families have improved quality of life.

The DHS Children's Services Administration is responsible for planning, directing and coordinating statewide child welfare programs, including services provided by DHS offices and private agencies. Michigan has 83 counties served by 108 local DHS offices. Five counties are designated by DHS as "urban" -- Wayne, Oakland, Macomb, Kent and Genesee counties; they are also known as the Big Five. These counties have their own child welfare directors, as does Ingham County. With nine additional counties, this grouping is known as the Big 14; it includes Berrien, Calhoun, Ingham, Jackson, Kalamazoo, Muskegon, Saginaw, St. Clair and Washtenaw counties, Michigan's main population centers. DHS Child Welfare Field Operations coordinates the implementation of Michigan's child welfare goals in the field.

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

DHS Vision
Compassion. Protection. Independence.

Michigan's Child Welfare Mission
Michigan is committed to ensuring that economic, health and social services are available and accessible to vulnerable families, children and youths.
Services are designed to:

- Strengthen families and help parents create safe, nurturing environments for their children.
- Reduce child maltreatment, abandonment, neglect, preventable illness, delinquency, homelessness and other risks to a child's development and well-being.
- Strengthen economic security, promote strong, nurturing parenting and improve access to health care and safe, secure housing.

Child Welfare Demographics and Caseloads

- In fiscal year (FY) 2011, there were 127,106 Children's Protective Services (CPS) complaints made.
    - Of these, DHS assigned 83,514 for investigation (66 percent).
    - There were 21,996 substantiated cases (26 percent).
- As of March 31, 2012, DHS was responsible for the care and supervision of 13,862 foster children, including those supervised by private agencies under contract with DHS.

- DHS contracts with 90 private agencies that provide foster care services and 66 that provide adoption services. Six agencies are contracted to provide supervised independent living services. Many of these agencies provide multiple services.

In Michigan as of March 31, 2012:

- Twenty-three percent (2,393) of children in foster care live in Wayne County.
- Forty-six percent (6,339) of foster children are in the five urban counties, plus Ingham.
- Sixty-five percent (9,027) are in Big 14 counties.
- Thirty-five percent (4,835) are in the remainder of the state.

As of September 30, 2011, of 1,042 juvenile justice youths under DHS supervision, 790 are male and 252 are female. Slightly greater than half (53 percent) are in community-based placements, foster homes or independent living. Of those in residential treatment, 85 percent are in privately operated institutions and 15 percent are in publicly operated training schools.

Child Welfare Reform

DHS continues significant reform efforts that include the renegotiation and modification of the settlement agreement DHS entered into with Children's Rights, Inc. following the Dwayne B. v. Granholm, et. al. lawsuit. The settlement agreement was modified in FY 2011.

The modified settlement agreement builds on reform efforts already under way and provides a foundation for improving the safety, well-being and permanence for children while providing stronger support for their caregivers. It allows DHS to focus on improved case practice and not just interim tasks and targets.

DHS implemented recommendations from the Child Welfare Improvement Task Force. The priority recommendations from the task force are highlighted in the Annual Progress and Services Report and the Child and Family Services Review Program Improvement Plan.

Populations at Greatest Risk of Maltreatment

In Fiscal Year (FY) 2011, the population identified at greatest risk of maltreatment is children aged three or younger living with their biological parents, constituting 35 percent of total child victims (11,676 of 33,483 total victims). This data is captured through the SWSS data system. Other factors included in identifying this group of children include their increased vulnerability due to their age, and stressors on parents because of the children's dependent status.
Four areas of policy and practice that focus on this population are Michigan's:

- Multiple Complaint policy.
- Safe Sleep policy.
- Birth Match policy.
- Early On policy and service provision.

Multiple Complaint Policy. The Multiple Complaint policy requires that whenever Centralized Intake for Abuse and Neglect receives a third complaint in a home with a child under three, a preliminary investigation must be completed to assess the likelihood of maltreatment. This ensures that repeat abuse and neglect complaints on the youngest children are not screened out, but at a minimum, undergo investigation to determine risk to the child and their service needs. This frequently leads to provision of necessary services to improve safety.

Safe Sleep Policy. The Safe Sleep policy requires that workers include in their assessments of children under one year, factors that place a child under at risk of suffocation in their sleep environment. In FY 2012, policy and practice were enhanced to include service provision, including:

- Assisting families to obtain a crib or pack-and-play to prevent the need for co-sleeping with caregivers or others.
- Creation of a media campaign and video instruction using parents who have lost a child due to an unsafe sleep environment that workers show parents of infants and toddlers.
- Collaboration with local and statewide community providers to publicize the importance of safe sleep and what can be done to decrease the number of child deaths.

Birth Match System. This screening system identifies when a parent who previously lost rights to a child or committed an egregious act of abuse or neglect, has given birth to a new baby. This service includes automatic case assignment that requires workers to make immediate contact to assess the safety and well-being of the infant and evaluate the risk of maltreatment. Each year this system identifies nearly a thousand matches, leading to investigation and services for many children at high risk of maltreatment.

Early On. The Child Abuse Prevention and Treatment Act requires that all children under three substantiated in a CPS investigation, or children with significant preexisting health needs, regardless of their identification as a victim, receive a referral to Early On services. Last year in Michigan, over 6,000 children were referred to Early On. Early On provides assessment of these children's needs and appropriate service provision.

CHILD WELFARE WORKFORCE INFORMATION

DHS has forged collaborative relationships with Michigan's seven universities with professional social work programs to ensure an adequate field of qualified applicants is trained and educated in child welfare. The universities and DHS collaboratively have developed child welfare curricula to ensure graduates are well versed in skills and knowledge necessary to manage caseloads.

In FY 2011, DHS expanded its child welfare workforce substantially through recruitment events at the universities to develop interest and screen candidates. These events yielded the staff that is helping DHS meet its caseload reduction goals. In addition to the events, DHS regularly posts open positions on its public and civil service websites and through county Michigan Works! (unemployment) offices.

In Michigan:

- DHS child welfare positions offered may be permanent or limited-term, depending on the needs of the local offices.
- Approximately 58 percent of foster care case managers are employed by DHS, with the remaining 42 percent employed by private agencies.
- Public and private child welfare staffs are required to have a bachelor's degree in a human services field.

- Salaries for DHS child welfare specialists range from $18.53 to $30.48 per hour depending on the level of experience.
- DHS' annual retention rate for children's services workers is 92.8 percent.

The following information on DHS and private agency staff training is included in the Child Welfare Training Institute section of this report:

- Training provided to new and transferring workers to ensure competencies are met by caseworkers, supervisors, managers and administrators.
- How ongoing training is selected and delivered.
- In-service training to assist DHS and private agency staffs to develop and stay up to date in specific cutting-edge topics in child welfare.

Evaluation of Training Effectiveness and Skill Development

DHS is evaluating training effectiveness of case management staff through the following techniques:

- Level one evaluations measure the immediate impressions of trainees and whether they feel confident about the information and skills they learned. DHS moved to an online format for collecting this information for most training, which has improved the ability to summarize and share results. All training is currently evaluated at level one.
- Level two evaluation measures learning. Trainees complete online competency-based exams after the pre-service institute and new supervisory training.
- Level three evaluation measures transfer of skills/knowledge to job performance. This is conducted through online surveys of trainees' supervisors after the trainee has returned to work for at least six months. Level three evaluations are conducted on pre-service institute and new supervisory training.

DHS is committed to providing culturally sensitive casework services to all families. Efforts to improve culturally sensitive practice and address racial and cultural issues are described in the Race Equity section of this report. For more information on the degrees, certifications and experience required for child welfare case managers and current worker allocations by county, please see the following attachments to this report:

- Services Specialist Job Specification.
- FY 2012 Family and Children's Services Worker Allocations.

Michigan's child welfare worker caseload reduction goals and achievements are described in the next section.

CASELOAD REDUCTION

Central to good social work practice are manageable caseloads. Also critical are the service resources to ensure children can return to their homes or be placed in permanent homes. DHS has set caseload reduction goals in line with the modified settlement agreement. The counties have reduced their caseloads through extensive hiring and redistribution of caseloads. DHS also collaborated with the private providers to create funding mechanisms that will allow agencies to bring their foster care and adoption worker caseloads in line with the reduced staffing ratios. The table below shows the DHS worker/caseload goals.

Program	Worker/Case Ratio Target	Supervisor/Worker Ratio
CPS investigation	1:12	1:5
CPS ongoing	1:17	1:5
Foster Care	1:15	1:5
Adoption	1:15	1:5
Licensing	1:30	1:5

Goal: DHS will continue to work toward achieving worker/caseload goals.
Status: DHS assessed caseload ratios in January of 2012 that revealed the following data on compliance:

- CPS investigation: 55.7 percent of CPS investigation workers had caseloads in compliance with the 1:12 goal.
- CPS ongoing: 54.2 percent of CPS ongoing workers had caseloads in compliance with the 1:17 goal.
- Foster care: 79.6 percent of direct foster care workers had caseloads in compliance with the 1:15 goal.

DHS will continue to monitor the caseloads of its local offices and private agencies.

RACE EQUITY

To address the over-representation of children of color in the child welfare system, DHS is committed to maintaining children safely in their homes. However, when children must be removed, they should be placed in an environment that supports their physical, emotional and cultural needs. Michigan utilized recommendations of the Michigan Disproportionality Report on Race Issues (2006) as a basis for ongoing efforts.

Recommendation: Review the impact of all policies, programs and procedures on families and children of color.
Status: The Michigan Coalition for Race Equity in Child Welfare and Juvenile Justice was created to examine previously issued Michigan reports as well as the underlying causes of racial and ethnic disproportionality in Michigan's child welfare and juvenile justice systems. The Coalition is co-chaired by Supreme Court Justice Mary Beth Kelly and former state representative Lynn Jondahl. The Coalition meets quarterly to review progress of subcommittees. Coalition members will undertake an in-depth data analysis of the underlying reasons for disproportionate minority contact and additionally will include focus groups, surveys, and case file reviews. This will be presented to the Coalition for action planning.

Recommendation: Build community support for reducing disproportionality through collaboration with the court.
Status:

- The State Court Administrative Office held a full committee meeting for the Michigan Coalition for Race Equity in March 2012. This meeting was attended by judges, lawyers, CPS and foster care staff to provide updates by each subcommittee.

- DHS and the State Court Administrative Office finalized a data sharing agreement for child welfare information to determine where disproportionality exists and to measure the effectiveness of interventions.
- The State Court Administrative Office continues to participate in the DHS Tribal State Partnership that meets quarterly. The DHS Director of Native American Affairs participates on the Court Improvement Program Task Force and the Tribal Court Relations subcommittee.
- These collaborations have resulted in the creation of an Indian Child Welfare Act Court Resource Guide that is updated annually to help state courts meet the spirit and legal requirements of the Act. The groups are also creating an Indian Child Welfare Act desk guide for field workers to assist them to follow the requirements.

Recommendation: Ensure culturally proficient practice in state policy and procedures.
Status:

- In December 2011, DHS hired a Child Welfare Equity Analyst responsible for researching, interpreting and analyzing legislative and program policy issues to identify ways to reduce the number of children entering the child welfare system through the implementation of best practices.
- In FY 2011, DHS created a CPS centralized intake system to receive and manage all complaints of child maltreatment. All intake staff receives training to make consistent culturally competent decisions. The centralized intake went statewide in March 2012.
- DHS is working to improve the placement process, including placing siblings together in their neighborhoods to aid parental visits and maintain important relationships. Staff is expected to look at all viable relative placement and foster care options prior to placing children in residential settings.

Recommendation: Address families' basic needs and focus resources on the most vulnerable.
Status: DHS developed training to address poverty, which is incorporated into new hire and other training offered by the Office of Workforce Development and Training that:

- Give trainees an understanding of how poverty and neglect differ.
- Explores difference between generational and situational poverty.
- Provides helpful tools for determining the best services or resources to assist a family.

Recommendation: Engage families as partners.
Status: DHS ensures that children in relative placements experience the same level of safety and receive a full array of services and financial support compared with children placed in foster homes. DHS continues to offer the Guardianship Assistance Program and Family Incentive Grant funding. These programs provide financial assistance to the individuals providing permanence for children for whom reunification and adoption are not viable options.

- DHS continues to engage parents in the case planning process. The department is implementing a practice model, MiTEAM, which focuses on the core competencies of Teaming, Engagement, Assessment and Mentoring to improve outcomes for children and families. See the Permanency Section of this report for additional information.
- Permanency Resource Managers ensure the permanency needs of children are addressed. The Permanency Resource Managers focus on creating innovative strategies to find safe placements for children.

Training and workforce development

Status: The Office of Workforce Development and Training provides pre-service training to all newly hired caseworkers in foster care, children's protective services, adoption, juvenile justice and residential staff. Classes integrate issues of race and culture as common themes.

- Family Preservation - Self-Awareness: This training widens trainees' views of other cultures, increases their sensitivity and helps participants examine how their own cultural background influences their work.
- Self-Awareness/Cultural Diversity: This training helps participants define diversity and understand the benefits to families. Participants explore their personal attitudes, hidden feelings and assumptions that affect interactions and learn how to address their biases.
- Poverty in Child Welfare: This training gives trainees an understanding of how poverty and neglect differ and how to recognize this when determining a family's needs.
- Indian Child Welfare Act: This training provides foster care, CPS and adoption specialists with an overview of the history, laws, policy and operational requirements of the Act and provides resources that can help workers comply when working with American Indian families and children.
- Knowing Who You Are: This training explores racial and ethnic identity to help youth in foster care achieve a positive and healthy sense of racial and ethnic identity.
- Cultural Diversity: This training is offered to child welfare workers in urban counties to create an atmosphere of acknowledgement and acceptance while working with participants to define and examine the benefits of diversity.

Recommendation: Ensure state and local partnership and accountability.

Status: The State Court Administrative Office received funding from Casey Family Programs to support work to address over-representation and to initiate a pilot program in Saginaw. The Michigan Committee on Juvenile Justice awarded funding to Saginaw County as a demonstration site to address disproportionate minority contact in both the juvenile justice and child welfare systems. This award was the first of its kind in the state.

Local efforts to address disproportionality

- Ingham County participated in an evaluation for the City of Lansing regarding racial inequality and the disproportionate rate of African American males in foster care. Ingham County DHS staff also participated in a panel discussion with the local health department and other community partners on foster care issues, access to medical services and race equality in the Lansing area.
- St. Clair County held awareness activities during February 2012 to honor Black History Month. Weekly Brown Bag luncheons were held showing movies related to diversity topics and race equity. Discussions were held with staff on how race equity affects DHS clients, case management, and tips and strategies to address inequality.
- Wayne County established a contract with Black Family Development to identify the gaps in services for dual wards. The partners included the court, County of Wayne Child and Family Services for Juvenile Justice, university representatives, Community Mental Health and private agencies. African American youths are over-represented in this group and it is proposed that an improved service delivery system will be an effective strategy.

COLLABORATION WITH THE COURT IN DEVELOPING THE CHILD AND FAMILY SERVICES REVIEW PROGRAM IMPROVEMENT PLAN

In 2011, the DHS continued to collaborate with the State Court Administrative Office Court Improvement Program to meet the objectives established by the Child and Family Services Review Program Improvement Plan. This collaboration has resulted in:

- Institutionalizing Permanency Forums to improve timeliness in achieving permanency.
- Implementing a standardized court report.
- Improved foster parent notification of court hearings and participation in the hearings.

The focus of collaboration for 2012 includes:

- Establishing a joint court/DHS task force to increase the frequency and quality of parent-child visitation.
- Training court personnel to work collaboratively with DHS to ensure parent/child visitation promotes timely family reunification.
- Revising the judicial bench cards so courts are prompted to address parent/child visitation during court hearings.
- Establishing practices to improve timeliness in parental rights terminations, including compliance with the requirement for documenting "compelling reasons" when a petition to terminate parental rights is not filed for children in care for 15 of 22 months.

CHILD AND FAMILY SERVICES REVIEW PROGRAM IMPROVEMENT PLAN

The Child and Family Services Review (CFSR) Unit read cases to track progress on the Program Improvement Plan. A federal tool was utilized. Foster care and CPS in-home cases were selected from the following counties: Berrien, Calhoun, Genesee, Ingham, Jackson, Kalamazoo, Kent, Macomb, Muskegon, Oakland, Saginaw, St. Clair, Washtenaw and Wayne.

The CFSR Unit read 100 cases in the first two quarters, June 1, 2011 through November 30, 2011. The case sample included 63 cases from the Big 13 counties and 37 cases from Wayne County. Further breakdown of the cases are as follows:

- Forty Children's Protective Services (CPS) in-home cases.
- Sixty foster care cases including 25 private agency cases.

CFSR Item	Applicable Cases in State Baseline Period	Baseline Percent Strengths	Prospective PIP Goal in Percent (2 qtr. overlap)
3	62	74.19%	79.53%
4	100	70.00%	74.40%
7	59	89.83%	93.61%
10	11	90.91%	99.23%
17	100	44.00%	48.77%
18	97	46.39%	51.25%
19	100	64.00%	68.61%
20	84	32.14%	37.03%

The CFSR completed 25 case reviews (15 foster care and 10 CPS cases) during quarter three and in quarter four from the Big 14 counties. The results exceeded the prospective PIP goal in all Items with the exception of Item 7, Permanency Goal for Child. The outcomes for the individual Items are as follows:

CFSR Item	Prospective PIP Goal in Percent (2 qtr. overlap)	Quarter 3		Quarter 4	
		Applicable Cases	Percent Strength	Applicable Cases	Applicable Cases
3	79.53%	14	92.86%	16	93.75%
4	74.40%	24	83.33%	25	84%
7	93.61%	13	92.31%	14	92.29%
10	99.23%	7	100%	3	100%
17	48.77%	24	70.83%	25	64%
18	51.25%	24	58.33%	24	83.33%
19	68.61%	24	75%	25	84%
20	37.03%	18	55.55%	20	60%

For CFSR Item one, Michigan used retrospective data to calculate a baseline from May 1 through May 31, 2010. The PIP goal was 66.2 percent and this goal was achieved at 66.71 percent, using data from September 1, 2010 through August 31, 2011. Achievement on the following National Standard Items was:

- Absence of Maltreatment Recurrence (standard: 94.6 percent or more). The goal was met in FY 2009 at 93.3 percent. FY 2007 was used as a baseline.
- Permanency Composite One: Timeliness and Permanency of Reunification (standard: 122.6 or higher). The goal was met in 2009B 10A at 115.0. FY 2009 was used as a baseline.
- Permanency Composite Two: Timeliness of Adoptions (standard: 106.4 or higher). The national standard was achieved in FY 2010 at 111.0.
- Permanency Composite Three: Permanency for Children and Youth in Foster Care for Long Periods of Time (standard: 121.7 or higher). The national standard was achieved in FY 2010 at 124.4.
- Permanency Composite Four: Placement Stability (standard: 101.5 or higher). The national standard was achieved in the final report at 105.4.

The Program Improvement Plan was implemented on June 1, 2011. Michigan's plan utilizes four strategies to complete the following benchmarks in the first four quarters, June 1, 2011 through May 31, 2012 and proposed activities for 2013. The strategies are described below.

Primary Strategy I: DHS will improve safety and risk assessment in child welfare policies and practices throughout the continuum of child welfare services with particular focus on CPS.

- A CPS advisory subcommittee drafted recommendations to address issues of safety planning and safety assessments for CPS cases. In May 2012, the recommendations were reviewed and approved by the Children's Services Administration. Beginning June 2012, the program and training offices began to put the recommendations into policy and practice.

- Data reports on the timeliness of face-to-face contact with the victim have been developed. A trend analysis will be completed in 2012.
- On May 22, 2012, seventy-one counties completed a survey to address barriers to priority response timeframes prior to and following the implementation of Centralized Intake for Abuse and Neglect.
- A workgroup was established to evaluate the current response system. As a result of the evaluation, the current response system will be maintained and strategies developed to address the barriers.
- CPS policy has been modified to require safety assessment and planning at the time of every contact with a child. This change also requires that results be included in both the investigative and quarterly reports.
- CPS program office developed training on safety planning which will coincide with the policy release through the Child Welfare Training Institute.
- Foster care workers must address safety in the narrative of quarterly reports including the Initial and Updated Service Plans. The narrative will describe any safety concerns in the home and specify how the concerns were addressed. Safety assessments must be completed quarterly at a minimum when a child is reunified with a parent.
- Program standards for Strong Families/Safe Children were revised to reflect increased program integrity and quality services for families and children.
- A statewide survey was conducted of CPS and foster care supervisors on accessibility of services and the ability to individualize services for children, parents and caregivers.
- The Division of Continuous Quality Improvement completed case reads on a sample of Maltreatment in Care cases and recommendations for improving practice.

Planned Activities for FY 2013

- Determine appropriate CPS policy for Category III cases and strengthen policy as needed to improve services.
- Modify Structured Decision-Making templates in MiSACWIS to include a check box that indicates that safety planning occurred following each face-to-face visit with the child(ren).
- Utilize a policy certification process to ensure all field staff are trained in CPS policy on safety assessments. Documentation must include actions taken by the worker that address the safety of the child.
- Monitor safety assessment and planning through case reads and incorporate compliance reports into the county Quality Assurance reports.
- Develop recommendations from the service array survey to address gaps in services for children, parents and caregivers.
- Send correspondence to the field that references the policy development/training changes made based on the Maltreatment in Care case read recommendations.

Primary Strategy II: Enhance the state's capacity to provide for children, families and caregivers by identifying needs, providing services and engaging families in the service planning process from initial contact with a family through the life of a case.

- MiTEAM, Michigan's family engagement model was developed; training is occurring and implementation began in March 2012 with a plan to go statewide December 31, 2012.

- CPS and foster care policy was updated to incorporate monthly supervisor-caseworker meetings. Supervisory tools were piloted and modified based on feedback from the supervisors and workers.
- The Serious Emotional Disturbance waiver pilot for DHS foster children is implemented in 12 counties, with a plan to expand to 11 additional counties in 2012. A plan for further implementation will be developed by June 2012.
- Data reports have been developed on monthly caseworker visits with parents.
- Implement supervisory shadowing to improve safety, and assessment and engagement skills for all field workers by initiating a pilot in eight counties.

Planned Activities for FY 2013

- Make any necessary modifications to the MiTEAM family engagement model based on results from implementation.
- Implement the supervisory tools statewide.

Primary Strategy III: Ongoing implementation of increased permanency efforts and concurrent permanency planning.

- Concurrent Permanency Planning was developed as a component of the MiTEAM model.
- Foster care policy was modified to reflect permanency plan decisions, updated timeframes and required meetings. An adoption alert report was created which lists all of the children legally free for adoption. Four adoption and permanency forums were held in 2011.
- Permanency Resource Managers provide training, education and technical support to DHS and private agencies, addressing timely and appropriate permanency goals.
- Fourteen Education Planner positions were created to serve as liaisons between the child welfare and education systems to ensure foster youth receive appropriate and adequate services.
- Bench cards were revised to include a section on parenting time. The bench cards were disseminated by the State Court Administrative Office.
- Data reports were developed for parent-child face-to-face contacts with children in foster care and to track sibling visitation.
- Centralized intake protocol was modified to include a requirement that the reporting person be asked if the case members have any Native American Indian Heritage.
- A MICWA Field Guide was created to assist workers in early identification of Native American children and policy compliance.
- Extreme Recruitment staff work with the hardest to place children and those where minimal progress has been made to identify an adoptive resource.
- Technical assistance was provided to increase the stability and permanency for children in foster care and prevent placement changes.
- CFSR case read data was gathered and distributed to Field Operations Administration on youth 14 and older who are involved in services to support transition to adulthood.
- Foster care policy requires caseworkers to refer all youth, age 14 and older without a plan of reunification, to the local Michigan Works! Agency/Workforce Investment Act program.
- Fostering Connections Policy was implemented on April 1, 2012 to offer eligible 18, 19 and 20 year olds who were in state supervised foster care at the age of 18 or older, the

option of voluntarily returning or remaining in foster care until the age of 21. Training was implemented for managers and caseworkers. The public website was updated to include an overview of this program and the application process.

- Foster Youth Financial Security Act: Policy was updated on April 1, 2012 requiring all foster youth age 16 and older to have an annual credit report. The information is provided to the caseworker to review with the youth.
- The Parent-Child Visitation Task Force formed sub-committees to maximize parental involvement in the child's life while in foster care' facilitate the maintenance or establish a healthy parent/child bond, promote child well-being by reducing the trauma of separation from their parent and improve timeliness of reunification.
- Permanency Forums have been established in sixteen counties.
- Foster Care Review Board and CFSR case reads track caregiver notification of hearings.

Planned Activities for FY 2013

- Make necessary modifications to the Concurrent Permanency Planning model.
- Provide an analysis of parenting time and reunification and technical assistance.
- Develop recommendations to address court related barriers to placing children in adoptive homes.
- Review and revise adoptive parent recruitment at the state and local levels. Develop a "toolkit" of best practice information.
- Establish a collaborative workgroup to identify barriers and provide recommendations to the Children's Services Administration and the courts if the data indicates the existence of concerns regarding foster parents notification of court hearings.

Primary Strategy IV: Enhance accountability and workforce development.

- A statewide interface to the Services Worker Support System (SWSS) for the private agencies was created and implemented.
- A workgroup addressed data driven decision-making by developing data reports to support a data driven supervision model.

Planned Activities for FY 2013

- The Division of Continuous Quality Improvement will implement their quality assurance plan and incorporate CFSR data standards to enhance accountability.

COORDINATED SERVICE DELIVERY

Michigan's child welfare services are developed at the state level and delivered through more than 100 county offices and contract agencies to ensure consistency in service delivery.

DHS administers the federal Temporary Assistance for Needy Families, Child Care and Development Block Grant, Supplemental Nutrition Assistance Program, Low-income Home and Energy Assistance Program and the title IV-D Child Support program. DHS also determines eligibility and provides case management for Medicaid, though Michigan Department of Community Health. Finally, DHS administers the Disability Determination Service for title II and XVI funds. Service descriptions for all DHS program may be found here: http://www.michigan.gov/documents/dhs/DHS_Program_List_207362_7.pdf

Michigan counties serve families through resources that include:

- Providing cards and pamphlets describing the availability of and contact information for community resources.
- Using the United Way's 211 Call Center that is available in all counties.
- Using web-based resources for coordinated assistance applications and resource lists.

DHS Bureau of Community Action and Economic Opportunity provides support and oversight to Michigan's 29 community action agencies that develop community partnerships, involve low-income clients in their operations and coordinate an array of services within their communities. They serve approximately 489,000 low-income individuals each year with services including Head Start, housing assistance, weatherization, senior services, income tax preparation, food, transportation, employment assistance and economic development.

According to U.S. Census data, almost one in every five Michigan children lives in poverty. The rate is nearly one in two for African American children and more than one in three for Hispanic children. DHS innovative strategies that meet the rising demand for services include:

- The Michigan Combined Application Project provides a streamlined application process for food assistance for citizens who receive Social Security Income benefits.
- The Home Heating Tax Credit assists low-income families with heating costs.
- Collaboration between private utilities and charitable groups assists certain low-income persons to avoid utility shutoffs during the winter months.
- The online Helping Hand Web portal weaves together the various threads of Michigan's safety net. This is available at www.michigan.gov/helpinghand.

PATHWAYS TO POTENTIAL

Pathways to Potential is DHS' new human services model that focuses on three critical elements working together to meet the needs of DHS clients. The three elements are 1) public programs, 2) private partners and 3) informal networks and faith-based supports. The Pathways to Potential model reflects the understanding that accessing public benefits is just one piece of a long pathway that people must take to reach their healthiest and fullest potential. Pathways to Potential uses a networking approach to help clients find solutions to the barriers they face. Four objectives guide the solution-finding process:

Safety

- Increase access to prevention.
- Engage disconnected youth.
- Connect vulnerable youth and adults to a protective network.

Education

- Remove barriers to attendance.
- Remove barriers to active participation.
- Enhance and support parental involvement.

Health

- Remove barriers that prevent access to health care.
- Increase access to healthy foods.

- Increase access to behavioral health care.
- Support good hygiene.
- Support physical fitness.

Self-sufficiency

- Remove barriers to employment
- Assist in accessing quality childcare
- Promote adult education
- Support access to transportation

The key innovation in the Pathways to Potential model is to take the services to the people who need them, rather than vice versa. Pathways will be launched in 135 elementary and middle schools in the four highest crime cities in Michigan, and will expand to other areas as the model is expanded. Pathways to Potential builds on the former Family Resource Centers in elementary and middle schools that coordinate services according to goals developed and shared by families within their networks. Some Family Resource Centers will be transformed into the Pathways to Potential model immediately; eventually all public assistance will be provided using the model.

COORDINATION BETWEEN THE TITLE IV-E AND TITLE IV-D PROGRAMS

DHS and the Office of Child Support collaborated to develop a process that enables foster care and CPS staff to obtain paternity information from the Department of Community Health's Central Paternity Registry, an online central repository for information from affidavits of parentage and notices of orders of filiation filed in Michigan. This process remained in effect in FY 2011. No changes are anticipated.

COORDINATION WITH THE FOSTERING CONNECTIONS TO SUCCESS AND INCREASING ADOPTIONS ACT

Michigan's title IV-E state plan amendment, submitted in December 2010, demonstrated compliance with provisions of the Fostering Connections Act. DHS finalized policies for the 90-day transitional plans for youth transitioning from foster care, as well as policy and procedures for juvenile guardianships.

Michigan enacted new legislation and policy to support extending foster care, juvenile guardianship and adoption services for youth up to age 21. Michigan implemented Young Adult Voluntary Foster Care, Extension of Juvenile Guardianship and Adoption Subsidy up to age 21 on April 2, 2012. The state plan amendments were submitted to the Children's Bureau on March 29, 2012 and approval is pending.

Technical Assistance Provided to Counties and Local and Regional Entities

Training for the extension of foster care, juvenile guardianships and adoption subsidy has been provided to lead workers in each county office. Training aids for field staff have been distributed and several conference calls between local office and the program office have occurred to provide extension services to youth. DHS is working with the State Court

Administrative Office to provide training to courts and court staff. To date, 45 persons have been trained. A live webcast was presented in June 2012. DHS is developing a system compliant with the Statewide Automated Child Welfare Information System (SACWIS) to provide better data for all Fostering Connections requirements.

TITLE IV-E COMPLIANCE: FUNDING UNIT

The DHS Federal Compliance Division manages the title IV-E state plan, title IV-B state plan, the federal Child and Family Services Plan and the Annual Progress and Services Report, along with the federal Child and Family Services Review and program improvement plan.

In June 2013, Michigan will undergo the next title IV-E eligibility review. The period under review began April 1, 2012 and ends September 30, 2012. Michigan is working with staff from the Children's Bureau to prepare and coordinate the onsite review. Michigan collaborates with the State Court Administrative Office to train courts on required court findings in addition to offering field support and completing case reviews to ensure correct eligibility determinations are made. To date all foster cases eligible for title IV-E have been had initial case reviews completed. Analysts from the division have completed read behinds in the six urban counties. They will continue to provide assistance with case reviews throughout the period under review.

Technical Assistance Provided to Counties and Local and Regional Entities

The Michigan Legislature continued to fund 80 child welfare funding specialist positions in local offices. Their responsibilities are to assure foster care funding determinations and redeterminations are completed correctly and to encourage relative providers to become licensed providers. Staff supports the field regarding eligibility, funding, legal and payment issues for children in foster care and juvenile justice programs. Michigan is piloting six payment projects required under the modified settlement agreement with the goal to improve payment issues in the largest counties. Northern Wayne, Genesee, Kent, Ingham, Oakland and Macomb counties are participating. The division is supporting these pilots with technical assistance and training.

Federal compliance staff trained 78 DHS staff and supervisors new to the funding specialist positions between December 2010 and January 2012. Additionally, the division continued to provide refresher training; 268 staff and supervisors attended training in FY 2011, which included:

- Instruction on Aid to Families of Dependent Children requirements of living with/removal from a specified relative and deprivation factors.
- Accuracy of payments, identification and execution of necessary reconciliation and recoupment.
- Case reading activities and a new case-reading instrument aligned with the federal title IV-E case reading instrument.

Local offices submit monthly reports to the division that record and provide information on funding specialist activities. A database tracks the information received from these reports and staff are working to make the database available to local office staff.

Staff provides technical assistance to local DHS and court staff on appropriate title IV-E eligibility. The internal title IV-E Review Committee continues to review inquiries from courts and local DHS offices weekly. Federal Compliance and State Court Administrative Office staffs meet monthly and communicate frequently to ensure consistency with the judicial requirements of title IV-E. Additional technical assistance is offered on a per county basis.

DHS continues to provide direct support and consultation for the Wayne County title IV-E agreement and assures coordination between DHS and Wayne County to assure the contract is being administered with adequate controls and quality assurance.

Consultation with Tribes on Title IV-E Agreements
Federal Compliance Division staff developed contract language for title IV-E agreements with Michigan tribes. The division is working with the Keweenaw Bay Indian Community to implement their title IV-E Tribal Plan with the Children's Bureau. DHS will continue to support this program. Additionally, the division is working with the Little Traverse Bay Band of Odawa Indians to develop a title IV-E Tribal – DHS agreement. It is anticipated this agreement will be signed by both parties no later than the end of June 2012.

MICHIGAN COURT IMPROVEMENT PROGRAM

The Michigan State Court Administrative Office's Child Welfare Services Division administers Michigan's Court Improvement Program and receives three federal grants. The Division:

- Serves as Michigan trial courts' central resource for issues that involve child protection, foster care and adoption.
- Provides guidance and technical support to family division courts, attorneys and DHS.
- Coordinates judicial liaison contacts with the legislative branch.

Child Welfare Services operates the program through a statewide task force to improve safety, permanency and well-being for foster care children. The program helps Michigan implement reforms and track state compliance with laws, national standards and program improvement plans. During 2011, Michigan's Court Improvement Program focused on:

- Collaborating with DHS on Michigan's Child and Family Services Review Program Improvement Plan.
- Overseeing a pilot program to improve relations between DHS and Michigan's largest court, Wayne County Circuit Court. This is the third year of the project.
- Engaging attorneys who represent parents in child protection proceedings.
- Increasing program visibility and interaction with Michigan's tribes.

Court Improvement Program - Main Grant
The Court Improvement Program funds a statewide task force that meets quarterly and has 65 members. The task force uses Michigan's 2005 Reassessment Report to guide activities.

Quality Representation Committee: Improve Legal Representation for Children and Parents
This committee meets regularly to finalize court recommendations to establish training and higher expectations for attorneys in child welfare proceedings and court follow-up if

expectations are unmet. The committee drafted two recommended changes: jury trial periods and the appointment of counsel in child welfare cases.
Status: The Michigan Supreme Court adopted the recommendation regarding appointment of counsel, which took effect January 1, 2012.

Policy Committee: Overnight Removal Issues
The Policy Committee discussed issues related to emergency removal of children from their homes when the courts are closed. Michigan statutes and court rules provide only minimal guidance resulting in disparate practices and uncertainty at the county level. A state senator introduced legislation (Senate Bill 320) based on the Court Improvement Program recommendation on September 29, 2010 and it was reintroduced in the 2011 session.
Status: Complete. Public Act 163 was signed by the Governor on June 12, 2012 and given immediate effect.

Requirement that Courts Obtain a Child's Input
The Policy Committee advised courts of federal and state requirements to obtain the child's views during permanency planning hearings. On November 5, 2009, a statewide conference provided an overview of national policies on children's participation in court proceedings and its benefits. The Policy Committee will design new policies, best practices and protocols for child and youth involvement in dependency hearings, and draft additional statutory change.
Status: In process. A proposal was drafted and it is being reviewed by interested groups.

Central Registry Issues
The Policy Committee evaluated the central registry statute and proposed legislative changes. House Bill 5461was introduced on May 16, 2012 and is awaiting consideration. Additionally, the committee helped re-draft the Perpetrator's Notice of Action and Rights that is sent to every person DHS lists on the central registry.
Status: In process.

Quality and Depth of Hearing Committee
Using Michigan's 2005 Court Improvement Program Reassessment Report as a basis for improving how child welfare cases are handled in Michigan, the Quality and Depth of Hearings Committee reviewed each child protective hearing process and developed best practice tips and recommendations. The committee's case reviews focused on whether the court's oversight substantially advanced the child's permanency, whether the individuals appearing at the hearing were encouraged to participate effectively and whether the jurist, lawyers and caseworkers had sufficient training to perform their tasks.
Status: The final report was published in November 2011 and posted on the State Court Administrative Office website:
http://courts.michigan.gov/scao/resources/publications/reports/CIP-QDH-FinalReport.pdf

Child and Family Services Review Committee
In early 2011, the committee helped DHS develop the required Program Improvement Plan to address the factors in which the Child and Family Service Review found that Michigan was not in substantial conformity. The plan included the following court-related items:

- Expand Permanency Forums to promote collaboration on the local and state levels between the court and the state agency in providing services that improve permanency outcomes by reducing the time to reunification.

- Establish systems of communication between the state agency and the local courts to ensure the court receives timely information regarding changes in state agency policies.
- Ensure procedures are in place for foster parents to receive timely notification of court hearings.
- Train and encourage courts to exercise judicial leadership when the permanency goal is reunification to improve the quality and frequency of parent-child visitation and parent involvement in their children's lives.
- Train and support attorneys in their efforts to advocate for appropriate levels of parenting time when the permanency goal is reunification.
- Develop a standardized court report.

Status: Child Welfare Services provides DHS with status reports on progress toward meeting court related Program Improvement Plan objectives. The Child and Family Services Review Committee members participate in quarterly case reviews of DHS cases to assess progress in meeting overall Program Improvement Plan objectives.

Tribal Court Relations Committee

The Tribal Court Relations Committee completed a project started in 2009 by finalizing a draft of the "Michigan Indian Family Preservation Act." The Act will serve as Michigan's version of the federal Indian Child Welfare Act. The workgroup's members represented Michigan's 12 federally recognized tribes, state courts, jurists, attorneys, the universities, Michigan Indian Legal Services and Court Improvement Program and DHS staff. In June 2011, the Tribal Court Relations Committee sent the proposed draft to the advocacy organization Voices for Michigan's Children, which is working with DHS to garner support in the legislature. The draft Michigan Indian Family Preservation Act was sent to the Legislative Services Bureau in late October for review.

The Tribal Court Relations Committee is working to create a Tribal-State/Bench-Bar Forum that will facilitate communication between judges and lawyers who practice in both tribal and state courts. Child Welfare Services' partners for this new project include the American Indian Law Committee of the State Bar of Michigan, the Michigan State University College of Law's Indigenous Law Program and several Michigan judge associations. As part of this effort, Michigan's Court Improvement Program training grant sponsored tribal and state court judges' attendance at a Tribal-State Court Forum in Green Bay, Wisconsin in July 2011.

Court Improvement Program - Data Collection and Analysis Grant

In August 2011, the Court Improvement Program formed a new Data Committee consisting of DHS staff, attorneys and local court stakeholders. This committee will examine how to make the current reports in the Judicial Data Warehouse more user-friendly, create additional reports and strategize their roll out. Additionally, the 2011 program instructions for the Court Improvement Program grants specified five data elements that states must collect. The Data Committee is working to determine which measures are available statewide, establish baseline figures, identify which data is not currently available and create a plan to start collecting it. DHS has agreed to be a sponsor for this initiative under the Data Sharing Agreement.

Expanding and improving data sharing between Michigan trial courts and DHS continues to be a major Court Improvement Program goal. In June 2011, the Supreme Court and the DHS signed an expanded data sharing agreement. This new agreement allows for easier sharing of data.

Court Improvement Program staff continues to work with DHS to share data that jurists and caseworkers need as they try to find timely permanent placements for children:

- DHS is currently building the SACWIS system with the vision that courts will have limited access and some form of automated information exchange. To that end, two Court Improvement Program staff members attend the planning meetings.
- The Court Improvement Program director regularly attends meetings of the SACWIS Executive Steering Committee and SACWIS Judicial Team. These representatives provide input on the information courts would like to access and the manner in which they would view it.

The Court Improvement Program Data Committee is surveying local courts and jurists to determine the data the courts consider high priorities for access. The results of these surveys will be provided to the SACWIS Executive Steering Committee to inform their planning.

- Livingston County Data Collection Pilot: In 2009, the National Council of Juvenile and Family Court Judges selected Livingston County to be a Dependency Model Court. The Model Court is part of a national network of communities dedicated to improving services to families by working together and drawing on the ideas and successes of other courts in the network.
- In 2011, the Court Improvement Program data grant funded an independent review of Livingston County case files to obtain data not readily available from the court's case management system and ensure that appropriate data are collected, organized and analyzed for the Model Court Data Utilization Committee. The committee will assess and recommend data-supported best practices from jurisdictions across the country.
- Specifics include:
    - Reviewing child abuse and neglect court files to measure time frames in each step of the process;
    - Determining whether parents were represented by legal counsel and how outcomes differed when they were and were not.
    - Identifying specific assessment tools used by professionals and corresponding findings and recommendations from the assessments.
    - Ascertaining the services ordered for the parties. If there were issues with accessing and/or successfully completing the services, how the disposition was affected by the interventions.
    - Establishing the factors present in cases with positive outcomes.
- The data committee will coordinate with the Model Court Data Utilization Committee to review Judicial Data Warehouse and Court Improvement Program performance measures reports; work with the program evaluator to identify areas where initial findings point to the need to collect additional data, perform additional analyses or obtain clarification from data files.
- The committee will also coordinate with the National Council of Juvenile and Family Court Judges to understand key elements of data-supported best practices from sites around the country. They will then recommend how these practices may apply to Livingston County and to Michigan.

Court Improvement Program Training Grant

Child Welfare Services administers many training programs with funds from the Court Improvement Program Training Grant and special-purpose grants from the Governor's Task

Force on Child Abuse and Neglect. Each training program is planned by a cross-disciplinary committee and is offered to a topic-specific target audience. Target audiences typically include:

- Judges, referees, court staff and attorneys.
- Child protection workers.
- Court appointed special advocates.
- Foster Care Review Board members.
- Private and public foster care and adoption workers.
- Michigan's 12 federally recognized tribes.

Child Welfare Services selects training topics and plans the training programs based on recommendations from the federal Child and Family Services Review, the Court Improvement Program statewide taskforce, the Governor's Task Force on Child Abuse and Neglect, DHS staff, stakeholder community agencies and practitioners in the field.

In 2011, Child Welfare Services administered or co-sponsored 30 trainings around the state. These training programs covered a broad array of child welfare topics including:

- Dealing with mental illness in abuse and neglect cases.
- Basic and advanced practice in child welfare appeals.
- Representing incarcerated parents.
- Preparing social workers to testify in court.
- Achieving permanency in child welfare cases.
- Working within the system of care.
- Forensic interviewing.
- Handling a child welfare case study by prosecutors and lawyer-guardians ad litem.
- Working with court appointed special advocates.
- Using qualified expert witnesses in Indian Child Welfare Act cases.
- Self-care for child welfare professionals.

In addition to these topics, Child Welfare Services provides training and technical assistance for courts and agency staff on title IV-E issues. Child Welfare Services continues to offer orientation training for new family division judges and referees. The full 2011 training schedule is available here: http://courts.michigan.gov/scao/services/CWS/TrainingDevelopment/2010TrainingSchedule.pdf http://courts.michigan.gov/scao/services/cws/TrainingDevelopment.htm.

The Child Welfare Services training website offers online registration, course materials, live webcasts, access to archived webcasts and other resources. From January 1, 2011 through December 1, 2011, the website handled approximately 300 unique viewings of archived trainings and webcasts. DHS has determined its caseworkers may satisfy their continuing education requirements by viewing archived and live Child Welfare Services trainings.

Additional Court Improvement Program Committees/Work Groups

Case Service Plan Work Group

In February 2011, this workgroup of court, DHS, private agency and parent advocate representatives completed drafts of revised formats for the DHS foster care Initial Services Plan, Updated Services Plan and Parent Agency Treatment Plan -- Service Agreement for consideration by DHS. These revised formats would ensure greater clarity and specificity in the

reports. It is expected the proposed revisions will be incorporated into DHS policy and implemented in October 2012 when DHS implements MiSACWIS.

In addition, the workgroup designed a standardized court report form that will succinctly summarize and communicate to the court all the information required for reviewing the case services plan at each hearing. The forms were instituted by DHS and private agencies in 2011.

Educational Work Group

Many Michigan foster children reside in Wayne County and attend the Detroit public schools. In early 2010, Child Welfare Services established a workgroup known as Project C.A.R.E. (Communication, Action/Accountability, Results and Evaluation). Initially, the workgroup focused its attention on establishing a strong collaborative partnership with the Detroit public schools administration and Board of Education. However, after numerous unsuccessful attempts to engage the school system, the workgroup decided it would focus on the other large school districts in Wayne County in 2012. Subcommittees have been established to:

- Develop operational plans and policies to ensure DHS can track a foster child's educational needs and experiences.
- Ensure timely transfer of school records.
- Promote communication between the schools and the child-placing agencies.
- Help schools understand the special needs of children in foster care to ensure each youth is prepared to pursue education beyond high school.

Permanency Options Work Group

Former Supreme Court Justice and DHS Director Maura D. Corrigan created the Permanency Options Workgroup in fall 2006 to examine state laws and policies. That workgroup, which Director Corrigan now co-chairs with Justice Mary Beth Kelly, includes three Circuit Court judges, a Court of Appeals judge, DHS central office managers, legislative staff and Supreme Court legal counsel. The workgroup meets quarterly. Issues considered in 2011 include:

- Decentralizing the consent process for uncontested adoptions. In response to the new law, the Michigan Children's Institute Superintendent appointed certain DHS directors as designees to consent to adoption and guardianship in some cases. DHS will forward adoption consent requests that meet the criteria for "expedited consent" as defined in DHS policy to the appropriate designee for review and approval.
- Previously, only one person in the DHS central office had authority to approve adoptions. The three-bill package to decentralize the consent process was signed into law on May 24 as 2011 Public Acts 30-32.
- Extending foster care to age 21. A six-bill package that allowed foster care protection, adoption subsidy and guardianship assistance to extend until age 21 was signed into law on November 22 as 2011 Public Acts 225-230.
- Creating a reinstatement of parental rights process for specific circumstances. The legislature is expected to introduce the legislation in 2012.
- Requiring courts to keep an abuse/neglect case open until an adoption is finalized. Currently, some courts close the case after placing the child for adoption, but before the court enters the final order of adoption. The Supreme Court is expected to consider the court rule change in 2012.

Additional issues that the Permanency Options Workgroup will consider in 2012 include:

- Merging certain functions of Michigan's external review processes, including the Foster Care Review Board, the Office of Children's Ombudsman, the Office of Family Advocate, the Governor's Task Force on Child Abuse and Neglect and all three citizen review panels. A subgroup is studying this issue.
- Creating a paternity establishment procedure in child welfare proceedings.
- Prohibiting Court of Appeals opinions from including the full names of children in termination of parental rights cases.

Adoption Oversight Committee
Court Improvement Program staff continues to serve on the statewide DHS Adoption Oversight Committee, which meets bimonthly to develop recommendations to improve adoption practices and procedures. In 2011, the workgroup developed an Adoption Legal Packet that includes all documents required by statute, court rule and DHS policy when petitioning the court for an adoption. This packet will ensure uniformity throughout the state court system to shorten adoption times and provide consistency for caseworkers who serve multiple counties. The packet has been distributed statewide. In 2012, the Adoption Oversight Committee is developing recommendations on how to improve out-of-state recruitment and coordination between state agencies for services and subsidy.

State Child Fatality Review Team
The team meets four times per year to review cases in which a child died despite CPS having had previous or current involvement with the family. Court Improvement Program staff continues to participate in meetings. The Court Improvement Program reviews a monthly DHS child fatality report to determine if the courts followed all applicable policies and laws.

State Court Administrative Office Child Fatality Review Committee
The committee immediately reviews deaths that may have resulted from abuse or neglect while a child was under court jurisdiction.
Status: Ongoing. During 2011, the State Court Administrative Office and DHS developed an interagency agreement to allow the committee access to DHS Office of Family Advocate reports. Between April and December 2011, the committee reviewed six Office of Family Advocate reports.

Special Projects: New Jurist Training
This daylong training covers topics such as title IV-E and Adoption and Safe Families Act requirements, the Child and Family Services Review, data collection and sharing, State Court Administrative Office resources and other issues of interest. Each training class is small (no more than four jurists) to maximize conversation and address the jurists' specific and case-relevant questions. Due to the success of the new jurist training, Child Welfare Services will continue to hold these training sessions quarterly.

Adoption/Permanency Forums
In 2011, Child Welfare Services held four regional Adoption and Permanency Forums that encourage inter-agency and inter-branch collaboration to expedite permanency for children. Since this initiative began in 2008, the Court Improvement Program has sponsored ten forums, which now have reached all 83 Michigan counties. The forums were expanded in 2011 to include Community Mental Health professionals and alternative dispute resolution experts. Two forums are planned in 2012 that will focus on barriers to reunification.

- **Collaboration on Title IV-E Training:**
  Court Improvement Program staff provides title IV-E technical assistance to local courts and DHS county offices. In January 2011, Child Welfare Services staff conducted:
  - Two trainings in the Upper Peninsula attended by judges, court and DHS staff.
  - Two county-specific trainings for court staff.
  - Presentations at two statewide conferences.
  - Four trainings for DHS Child Welfare Funding Specialists.

  Topics included the specific on-the-record findings that courts must make in each case, how DHS determines eligibility for title IV-E funding, and trends found during the federal audit review process and local issues. Child Welfare Services and DHS staff also meet monthly to review title IV-E questions from local DHS offices or the courts.
- **Tribal State Partnership:**
  In 2011, the Partnership resulted in tribal input into Court Improvement Program training on the Indian Child Welfare Act. The tribes also provided input to clarify and improve Foster Care Review Board practices and policies for reviewing Native American children's child welfare cases.

Infant Mental Health Court

Child Welfare Services assists local court teams and "Baby Courts" – special dockets to improve parent-infant interaction and achieve permanence with no recurrence of abuse or neglect. Staff will continue to offer assistance to all of the Baby Court programs.

Absent Without Legal Permission

Child Welfare Services oversees a tracking system for children in foster care who run away from their placement. This is the one statewide child welfare data sharing system all courts and caseworkers access that tracks whether:

- The child's data has been entered into the Law Enforcement Information Network.
- An Amber Alert was necessary and issued.
- The lawyer-guardian ad litem was notified that the child ran.

The system allows the court and DHS to input and retrieve the same data. Caseworkers use the data to include relevant details about the children and efforts to locate them. Courts accept these reports if signed by a DHS manager as evidence of the "locate" efforts.

EDUCATIONAL COLLABORATION

Early Childhood Investment Corporation

The Early Child Investment Corporation is the state's focal point for information and investment in early childhood programs and activities. It funds and provides training and consultation to community leaders to improve the health, development and learning of young children. The Early Child Investment Corporation helps provide support services including:

- The Start Project and Great Start Collaborative, serving every community in the state.
- Seventy Great Start Parent Coalitions that provide education and information about investing in young children.

- Nine regional resource centers that anchor Michigan's Great Start Child Care Quality Project.
- CONNECT, Michigan's online early learning resource for key information about quality childcare and child development including licensed childcare provider search.

To bridge disparities in access to services and align with broader national childcare trends, Executive Order 2011-8, effective August 28, 2011, transferred authority for the Child Development and Care Program and Head Start Collaboration Office from DHS to the Michigan Office of Great Start in the Michigan Department of Education. This consolidation of early childhood programs and resources was aimed at maximizing child outcomes, reducing duplication and administrative overhead, and efficiencies in quality improvement and service delivery.

Early On

Early On is Michigan's system that addresses Part C of the Individuals with Disabilities Education Improvement Act and provides early intervention services to assist families with infants and toddlers up to 36 months of age who may be experiencing delays in their development or have a diagnosed disability.

Early On is administered by the Michigan Department of Education. Services are multi-dimensional and are provided through Michigan's intermediate school districts. When a child is assessed as eligible for *Early On* services, an Individualized Family Support Plan is developed to guide the early intervention process with families and may include a wide range of services to facilitate the child's development and enhance the family's capacity to support development. Through the planning process, family members and service providers work as a team to plan, implement and evaluate services specific to the family's concerns, priorities and resources.

Michigan refers to *Early On* all children from birth to three years who are victims of Category I and II preponderance of evidence cases. For specific information on services provided to these children, please refer to the 2012 Child Abuse Prevention Act Update. For more information on educational collaboration, please refer to the Chafee Foster Care Independence Program.

DOMESTIC VIOLENCE SHELTER AND SUPPORT AND SEXUAL ASSAULT SERVICES

The goals of the Michigan Domestic Violence and Sexual Assault Prevention and Treatment Board services are to:

- Contract for:
    - Emergency shelter and related services for victims of domestic violence and their children.
    - Comprehensive sexual assault services for victims of sexual assault, their family members and significant others.
    - Transitional supportive housing and support services.
- Educate on the prevention and treatment of domestic and sexual violence.
- Improve the response to crimes of domestic and sexual violence.
- Ensure safety, confidentiality and justice is provided to victims of domestic and sexual violence.

To achieve these goals, the enabling legislation mandates the board:

- Fund community-based domestic violence prevention and treatment.
- Develop operating standards for victim service programs.
- Provide technical assistance to providers.
- Conduct research to prevent and treat domestic violence.
- Help state police set up a reporting system for law enforcement agencies.
- Carry out education to the public and professionals.
- Advocate for policies and procedures that improve treatment.
- Advise the legislature and governor.

Comprehensive domestic violence services are provided under contracts with 44 non-profit domestic violence programs that offer:

- Emergency shelter.
- Emergency intervention (24-hour crisis lines and emergency response services).
- Supportive counseling (individual and group).
- Community education and prevention services.
- Personal advocacy with health care, criminal justice, housing and financial assistance.
- Support services such as transportation, childcare and children's services.

In FY 2011, the following services were provided:

- 245,966 shelter nights.
- 89,751 hours of individual counseling.
- 12,043 hours of group counseling.
- 86,350 crisis calls.

The FY 2011 federal STOP Violence Against Women grant provided $3.15 million to local projects that improve victim services and the criminal justice response to domestic violence, sexual assault, dating violence and stalking victims throughout the state, including specialized sexual assault nurse examiner programs, development of policies and protocols and training for law enforcement officers and prosecutors.

In FY 2011:

- 5,366 clients were provided civil legal advocacy/court accompaniment.
- 3,491 clients were provided criminal justice advocacy/court accompaniment.
- 2,925 clients received personal protection orders.
- 3,745 clients were provided with victim/witness notification services.

Comprehensive sexual assault services are provided under contracts with 23 nonprofit sexual assault programs and eight Sexual Assault Nurse Examiner Programs.

In FY 2011, the following services were provided:

- 16,237 hours of individual counseling.
- 1,675 hours of group counseling.
- 9,090 crisis calls.
- 583 forensic nurse examinations.

The Board funds 17 non-profit Domestic Violence Transitional Supportive Housing programs that provide transitional supportive housing for up to 24 months.
In FY 2011, the following services were provided:

- 236,205 nights of housing.
- 4,209 hours of individual counseling.
- 755 hours of group counseling.

The Recovery Act STOP Violence Against Women grant provided over $4 million to 44 non-profit programs to provide services to victims and support community efforts to strengthen law enforcement, prosecution and court responses to violence against women. Communities hire and retain personnel that respond to crimes and support strategies to promote economic growth, improving responses to domestic violence, dating violence, sexual assault and stalking.

The Recovery Act Transitional Housing Assistance Program will provide $2 million from May 2010 to June 2012 to support six programs that provide:

- Transitional housing, including operating expenses of new or existing housing.
- Short-term housing assistance including rent or utility assistance with security deposits and other costs incidental to relocation.
- Support services to enable individuals who are fleeing domestic violence, sexual assault or stalking to secure permanent housing.

COORDINATION WITH TRIBES: OFFICE OF NATIVE AMERICAN AFFAIRS

DHS delivers services to Michigan's 130,000 American Indians through Native American Affairs, the policy office that coordinates with Michigan's tribes for:

- Policy and program development.
- Resource coordination.
- Advocacy.
- Training and technical assistance.
- Implementation of state and federal laws pertaining to American Indians and tribal consultation. For more information, please visit www.michigan.gov/americanindians.)

Native American Affairs coordinates statewide consultation to:

- Tribal State Partnership: a collaborative body of Tribal Social Service Directors, state and private agencies and DHS staff focusing on Indian child welfare and the implementation of the Indian Child Welfare Act of 1978.
- Urban Indian Partnership: a collaborative body of urban Indian organizations, state agencies and DHS staff focused on challenges facing tribal at-large membership and point-of-entry for DHS services.
- Michigan Tribal Child Care Task Force: a collaborative body of tribal childcare and education directors and DHS staff working to ensure Zero to Three services, Great Start and pathways to success for young children and adults.
- The Office of Workforce Development and Professional Training, providing Indian Child Welfare Act training for new child welfare and supervisory staff.
- Regional Indian Outreach Worker meetings for professional development.

- The State Court Administrative Office Court Improvement Program Statewide Task Force on behalf of tribal families.

Indian Child Welfare Act Compliance

DHS provides culturally appropriate services to tribal families through funding and support of:

- Quarterly Tribal State Partnership meetings with representatives from Michigan's 12 federally recognized tribes, tribal organizations and local DHS and central office staff.
- Participating in regional/national tribal consultation as requested through the Midwest Alliance of Sovereign Tribes, National Indian Child Welfare Association, Casey Family Programs, Midwest Child Welfare Implementation Center, United Tribes of Michigan, the Child Welfare League of America and the National Indian Child Welfare Association.
- Administering, supporting and developing new grant and contract opportunities for tribal communities.
- Contracting with the Michigan Indian Child Welfare Agency and the Sault Sainte Marie Tribe of Chippewa Indian's Binogii Placement Agency for foster care and adoption services for tribal children.
- Strengthening the DHS Indian Outreach Worker program through case reviews to target best practices and service barriers. The Native American Affairs Business Plan outlines the plan to strengthen the program.
- Publishing culturally competent human service materials that reflect the unique status of tribal people and laws that protect their sovereignty.
- Contracting for Families First of Michigan family preservation programs that serve seven of ten reservation communities. Tribal representatives participated in the bid ratings.
- Reviewing and revising Indian Child Welfare policy to strengthen and achieve compliance with federal rules and regulations.
- Strengthening the state courts' application of Indian Child Welfare Act through collaboration with tribal court, attorneys and social services; state court administration, DHS legal division, and Native American Affairs toward development and codification of the Michigan Indian Child Welfare Act.
- Negotiating tribal-state agreements including title IV-E and IV-D agreements. Michigan assists the tribe(s) to access title IV-E administrative funding, Chafee Foster Care Independence Program, training and data collection resources.
- Developing Child and Family Services Review Program Improvement Plan goals regarding Indian Child Welfare.
- Conducting stakeholder surveys to ensure quality assurance.
- Conducting public awareness events to sensitize consumers and vendors to issues of tribal peoples in Michigan and improve cultural awareness and competence.

Michigan Indian child welfare data for FY 2011:

- DHS supervised 185 child welfare cases (in-home and out-of-home).
- DHS served 44 children eligible for adoption.
- DHS had 35 youth eligible for Youth in Transition services.
- DHS had 217 licensed foster homes.
- DHS served 22 juvenile justice cases.

Tribal Consultation

Michigan engages in government-to-government relations with Michigan's federally recognized

tribes through tribal consultation agreements and tribal meetings to review Indian Child Welfare Act mandates and its application in DHS policies and service. The Native American Affairs director shares best-practice resources with tribes from Region V and national experts.

Native American Affairs and Tribal Collaborative Partnerships in 2011

- Michigan Tribal Social Service Directors' Coalition (Indian child welfare).
- Tribal health directors (emergency preparedness).
- Tribal childcare directors (childcare and Early Head Start/Head Start).
- Tribal chairpersons (tribal consultation).
- Tribal attorneys and judges (Indian child welfare and tribal court relations).
- Urban Indian organization directors (Indian child welfare and contract services).
- American Indian placement agencies (Indian child welfare).
- State historic tribes (Indian child welfare).
- Indian Outreach Workers and supervisors (Indian Outreach Services).
- Federal tribal program coordinators/consultants (Indian child welfare, Indian education, emergency preparedness and tribal consultation).

Tribal Consultation Plan Update

Michigan's five-year update for tribal consultation in the 2012 Annual Progress and Services Report. The title IV-B plan was created collaboratively with tribal members at the April 2012 Tribal State Partnership meeting. The exchange of tribal/DHS IV-B plans will occur at the July 2012 Tribal State Partnership meeting. In addition, the title IV-B plan will be sent to and requested of individual Michigan tribes to ensure information sharing. The DHS IV-B plan is available for review on the DHS public website. The title IV-B plan is attached.

Michigan has individual consultation agreements with eight Native American tribes or communities:

- Nottawaseppi Band of Potawatomi Indians.
- Pokagon Band of Potawatomi Indians.
- Saginaw Chippewa Indian Tribe of Michigan.
- Sault Ste. Marie Tribe of Chippewa Indians.
- Bay Mills Indian Community.
- Hannahville Indian Community.
- Little River Band of Ottawa Indians.
- Lac Vieux Desert Band of Lake Superior Chippewa Indians.

In addition, Michigan has signed Memoranda of Understanding for provision of Youth in Transition services with the following tribes or communities:

- Saginaw Chippewa Indian Tribe of Michigan.
- Sault Ste. Marie Tribe of Chippewa Indians.
- Bay Mills Indian Community.
- Hannahville Indian Community .

A copy of the eight consultation agreements is attached, as is a copy of the four Memoranda of Understanding.

PREVENTION OF CHILD ABUSE AND NEGLECT: CHILDREN'S TRUST FUND OF MICHIGAN

The Children's Trust Fund serves as Michigan's only source of permanent funding for the statewide prevention of child abuse and neglect. It is designated by the governor to serve as the state lead agency to administer the Community-Based Child Abuse Prevention grant.

The Children's Trust Fund is administratively located in DHS Children's Services Administration to assure prevention programs focus on the key issues the state is facing in serving Michigan's child welfare population. DHS provides staff, budgetary oversight and programmatic integration with the Children's Trust Fund through the DHS strategic plan.

- **Prevention Pilots:** A key initiative by the DHS/Children's Trust Fund collaborative relationship in FY 2009 was the Prevention Programming Pilot initiative. The pilot addressed the need for timely, appropriate and high quality referral options for families investigated for allegations of child abuse or neglect, but were either unsubstantiated or were substantiated at the low to moderate risk level.
- **Strengthening Families/Protective Factors Training for Child Welfare Staff:** In FY 2011, the Children's Trust Fund secured a grant to develop a training curriculum to train CPS and foster care workers on the evidence-based conceptual framework of Strengthening Families through use of the Protective Factors. The Children's Trust Fund contracted with two content experts to develop the curriculum. In the coming year, the Children's Trust Fund will integrate the training into professional development programs.
- **Child Abuse and Neglect Training:** The Children's Trust Fund sponsors 150 slots at the annual child abuse and neglect conference. The conference brings together prevention services providers and advocates with DHS and private agency child welfare workers. The Children's Trust Fund planned a prevention track in the conference.
- **Researching Strategies to Leverage Prevention Funding:** The Children's Trust Fund will research and develop strategies for matching and leveraging funding streams with a goal of more fully funding child abuse and neglect prevention services. Expanding funding for preventive services is a key initiative for DHS.

To serve Michigan's families and protect Michigan's children, the Children's Trust Fund works with an extensive network of local prevention organizations. It funds direct service programs and local child abuse and neglect prevention councils. In FY 2011, it funded direct service grants that served 24 of Michigan's 83 counties. The Children's Trust Fund also funded local councils that served all 83 counties. It supports community-based prevention programs through:

- Training and technical assistance.
- Evaluation assistance.
- Parent leadership.
- A Child Abuse Prevention Month campaign.

Local Councils

In FY 2011, the Children's Trust Fund provided funding to the following councils:

- Tier I – 26 received $5,000.
- Tier II – 27 received $10,000.

- Tier III – 20 received $20,000 or more.
- Multi-county – received $1,000 for each additional county serviced.

By statute, the local councils' primary purpose is to develop a collaborative community prevention program. Local councils conduct (or participate in) needs assessments and increase public awareness of child abuse prevention. They provide non-direct services including:

- Information and referral.
- Public awareness campaigns.
- Child Abuse Prevention Month activities.
- Prevention leadership on local committees.
- Local resource directories.
- Educational workshops and in-service training on shaken baby syndrome, safe sleep, body safety, parent education and mandated reporting.

FY 2011 local council activities included:

- Information booths and fairs (336).
- Baby pantries (358).
- Mandated reporter trainings (174).
- Education services and activities (5,895 - parent education workshops, shaken baby prevention sessions and sexual abuse prevention programs).

For a complete list of local councils, please see the list attached to this report.

Direct Services

Direct service grants fund prevention programs and services to promote strong, nurturing families and to prevent child abuse and neglect. They provide services to families who do not have an active CPS case. In FY 2011, the Children's Trust Fund funded 24 direct service grants:

- Parent education/family support programs (7).
- Home visitation programs (4).
- Positive youth development programs (2).
- Teen parenting programs (2).
- Fatherhood programs (2).
- Individual family support program (6).
- Home-based counseling program (1).

For a list of direct service programs, see the attached FY 2011 Direct Service Grantees. In 2011, direct service programs provided services to 2,747 adults and 3,160 children.

Type of Service Provided	Number of Services
Home visits	4,023
Parenting classes	790
Support groups	411
Group counseling	37
One-on-one counseling	1,888
Screening	524
Childcare	208
Respite care	1,008
Transportation	2,701

Referrals	2,581
Resource coordination	1,182
Workshops (e.g., Parent Meetings)	61
Prenatal	37

Circle of Parents®

The Children's Trust Fund is lead agency for the Circle of Parents® initiative that provides parent involvement, leadership and support to create shared leadership and strong parenting skills to an existing or new community support group for all parents, but especially for those at risk for abuse or neglect. In FY 2011, Circle of Parents® was operating at 22 program sites with multiple groups operating at most sites. Approximately 540 parents and caregivers and 92 children participated in the program.

Expanding and Strengthening Services

In FY 2011, the Children's Trust Fund strengthened prevention services in Michigan through the following activities:

- Served as the acting state lead for Strengthening Families in Michigan. In May 2011, presented to the Great Start Systems Team, which agreed to serve as Michigan's Strengthening Families Leadership Team. Provided Strengthening Families presentations and workshops. Worked with state and local partners to explore ways to support and expand the initiative in Michigan.
- Served on the Great Start Systems Team, which has representation from all family-serving state agencies and is coordinated by the Early Childhood Investment Corporation.
- Served on the Home Visiting Work Group, an interdepartmental team that coordinates Michigan's response to the federal Maternal, Infant and Early Childhood Home Visiting Program.
- Offered the second "Parents Partnering for Change" leadership training to parents and caregivers in Children's Trust Fund-funded programs.
- Continued local council regional meetings that provided sharing and collaborating opportunities for local councils.

The Children's Trust Fund also continues to integrate best practices into its work and that of its grantees. It worked with grantees to strengthen evidence-based and evidence-informed programs and practices and reporting program outcomes. Progress on specific FY 2011 goals and objectives is described below.

Goal: DHS will assist local councils in sustainability, capacity building and best practice efforts.
Status: Completed. The Children's Trust Fund hosts monthly conference calls to share ideas and information on best practices, grant requirements and statewide prevention. Additional opportunities include regional meetings conducted in the summer and fall. Areas of focus for the FY 2011 regional meetings included needs assessment development and continuous quality improvement. A number of local councils also worked together to develop a social media toolkit. In 2011, this collaborative effort created social media information that was placed in the Local Council Resource Library on the Children's Trust Fund website.

Goal: The Children's Trust Fund will continue to fund 72 local councils at the current level.

Status: Completed. Funding was maintained at current funding levels and expanded to 73 local councils.

Goal: The Children's Trust Fund will bring Lenawee County, the only county currently without a prevention council, into its network.
Status: Completed. Lenawee County was a fully participating local council in fiscal year 2011.

Goal: Provide leadership for Child Abuse Prevention Month by implementing a coordinated statewide initiative.
Status: Completed. The Children's Trust Fund held Prevention Awareness Day at the state capitol on April 12, 2011, as a kick-off to Child Abuse Prevention Month. Approximately 300 participants planted a pinwheel garden to show support of prevention programs in Michigan. A component of Prevention Awareness Day was the addition of Legislative Education Day, an opportunity for councils to visit with their respective legislators to educate them about community prevention needs and to inform them of the work being done within their counties.

Goal: The Children's Trust Fund will provide adequate resources to councils for Child Abuse Prevention Month.
Status: Completed. The Children's Trust Fund supported the "Pinwheels for Prevention" Prevent Child Abuse America campaign at the state and local level and provided pinwheels to local councils, which were also used on Prevention Awareness Day. The Children's Trust Fund also produced a toolkit and advised councils how to carry out the campaign. Thirty councils held pinwheel events in their communities. Thirty-two councils responded to a survey distributed after the event and 100 percent of respondents found the toolkit useful.

Goal: Pilot a peer review process for local councils.
Status: Partially completed. Fourteen local councils participated in the beginning of a pilot process, which included training from the FRIENDS National Resource Center. Upon further discussion with the local councils, it was determined that a more effective process would be to implement peer sharing as part of the annual regional meetings. In addition, changes to the Community-Based Child Abuse Prevention federal grant no longer require peer review. The Children's Trust Fund will revise its original goal to establish a formal peer review process and will instead implement peer sharing at regional meetings and the annual conference.

Goal: Strengthen parent leadership in programs funded by the Children's Trust Fund. Maintain the parent leadership line item in the budget at $20,000.
Status: Completed.

Goal: Explore options for implementing stronger parent leadership, including training.
Status: Completed. The Children's Trust Fund and the Parent Leadership in State Government Advisory Board hosted the "Parents Partnering for Change" leadership training in June 2011 and received excellent evaluations.

Services to be provided in FY 2013

The services for FY 2013 will be the same major program areas funded or administered by the Children's Trust Fund in FY 2012:

- **Local Councils:** All 73 local councils will begin a new three-year application cycle supporting prevention services and activities in their communities to either the general

population or at-risk populations in the counties served by the council. Where relevant, work activities will identify support of the research-based protective factors.

- **Direct Services:** Direct service grants will fund prevention programs as detailed earlier in this section. The FY 2013 budget will make $300,000 available for new direct service grants (which will equate to approximately six new grants). In addition, existing direct service grants will continue to be funded at their full funding levels. For both local councils and direct service grants, the estimated number of individuals and families served can vary based on annual activities and services.
- **Collaboration and Partnerships:** The Children's Trust Fund is the state chapter of both Prevent Child Abuse America and the National Alliance of Children's Trust and Prevention Funds. The Children's Trust Fund will also remain on the board of the Parent Leadership in State Government initiative and will continue to administer the Michigan Citizen Review Panel for Prevention. The statewide network of prevention partners also includes:
    - Policymakers.
    - State and local government agencies.
    - Nonprofit organizations.
    - Parents and providers.
    - Prevention advocates.
    - Corporations.
    - Schools.

In FY 2011, the Children's Trust Fund collaborated with the Michigan departments of Human Services, Community Health and Education through interagency agreements and informal collaboration. Staff served on a work group responding to the federal Maternal, Infant and Early Childhood Home Visiting Program. The Children's Trust Fund works with many other individuals and organizations to strengthen our prevention work.
The Children's Trust Fund affiliations, memberships and participation include:

- Circle of Parents.®
- Citizen Review Panel for Prevention.
- Early Childhood Investment Corporation.
- KIDS COUNT State Advisory Board.
- Michigan Coalition for Children and Families.
- National Alliance of Children's Trust and Prevention Funds.
- Parent Leadership in State Government Advisory Board.
- Parenting Awareness Michigan.
- Prevent Child Abuse America.
- Prevention Network.
- Signature Auction Event Advisory Committee.
- University of Michigan Child Abuse and Neglect Conference.

The Children's Trust Fund also encourages its local council and direct service grantees to work with their local multi-purpose collaborative bodies and Great Start Collaborative on activities including needs assessments and the Strengthening Families initiative.

Technical Assistance Provided to Counties and Local and Regional Entities
In FY 2011, the Children's Trust Fund conducted or sponsored a number of training, technical assistance, evaluation activities and other supports including:

- Local council regional meetings (seven statewide).
- Electronic grants administration and management system trainings.
- Protective Factors Survey training.
- Request for Proposals technical assistance session.
- Annual satisfaction survey.
- The use of SurveyMonkey for gathering survey data was continued.
- GoToMeeting webinars were continued to enhance technical assistance capacity.
- The Children's Trust Fund *News Briefs*, website and listserv were continued.

Other technical assistance provided in 2011 included:

- **Local Council Regional Meetings.** The local council coordinator held seven regional meetings across the state in the summer of 2011 focused on council sharing, needs assessment, piloting a peer sharing model, and continuous quality management. In total, 61 local council representatives (representing 51 councils) attended.
- **Protective Factors Training.** The Children's Trust Fund offered Protective Factors Survey trainings via webinar in December 2010, May 2011 and December 2011. These trainings were targeted to new direct service grants, which use the Protective Factors Survey as a required evaluation tool.
- **One-on-One Training and Technical Assistance**. The Children's Trust Fund provided individual training and technical assistance to grantees in FY 2011; the local council coordinator provided over 50 individual sessions.
- **Circle of Parents® Training.** The Children's Trust Fund held three workshops and four trainings for approximately 113 prospective Circle of Parents® facilitators, parent leaders and interested community members. Training topics included:
  - The importance of creating "parental balance" and father-friendly programs.
  - The art of group facilitation.
  - How to develop parent leadership.
  - How to apply leadership skills to advocacy issues.
- The Lansing Association of Black Social Workers is now in partnership to support Circle of Parents in their parenting support outreach efforts. Additionally, the Capital Area Community Services Head Start is providing the site facility, child specialist and food for the bi-weekly group sessions.
- **News Briefs.** In FY 2011, the Children's Trust Fund News Briefs were emailed each month to approximately 250 stakeholders sharing information on:
  - Events and work group meetings.
  - Board appointments.
  - Resources and research related to prevention and child welfare.
  - Grant requirements and deadlines.
  - Grantee events.
  - Success stories.
  - Funding opportunities.
  - Training.
  - Technical assistance.
- **Children's Trust Fund website.** In FY 2011, the Children's Trust Fund continued to make its website more useful for grantees and the public. Enhancements included updates on funded programs, a board of directors' page, and an income tax campaign page. In FY 2011, there were 21,988 visits to the website (an average of 60 per day). This was an increase of approximately 5,500 total visits over the previous year.

Anticipated request for technical assistance from the Administration for Children and Families Training and Technical Assistance network.
The Children's Trust Fund may request training/technical assistance from the National Resource Center for the annual conference in October 2012. For example, in 2011, Alicia Luckie provided workshops on evidence-based and evidence-informed programming and program evaluation. The Children's Trust Fund may also request assistance in reviewing the Protective Factors Survey data as submitted by the Children's Trust Fund direct service grantees.

Research, Evaluation, Management Information and Quality Assurance Systems
The Children's Trust Fund continues to support the use of evidence-based and evidence-informed programs, program evaluation and outcome accountability. In FY 2013, the Children's Trust Fund will train and monitor electronic grants administration and management system and other reporting requirements as needed.

Program Evaluation
In FY 2011, 13 out of 24 direct service grants utilized the Protective Factors Survey as a data collection and program evaluation tool. The Protective Factors Survey is being phased in as a required measurement tool, and in FY 2012, all direct service grants are using the Protective Factors Survey. In FY 2011, the greatest improvement was in the Family Functioning subscale with a 59.39 percent improvement rate. Full results from the survey will be included in Community-Based Child Abuse Prevention report in June 2012.

Direct service and local council grantees also provide program reports via electronic grants administration and management system. The reports include:

- An activity report on objectives, activities, expected outcomes, measurement tools and actual outcomes and evaluation results.
- A program register that includes data on populations served and services provided.
- An expenditure report that details quarterly expenditures, cash and in-kind matches.

The Children's Trust Fund will continue to provide electronic grants administration and management system/data collection training and technical assistance to support evaluation. As part of the continuous quality improvement process, the Children's Trust Fund has identified ways to make electronic grants administration and management system reporting more accurate and user-friendly.

Activities and outcomes related to research, evaluation, management information and quality assurance systems are described below.

Goal: Move toward greater implementation of evidence-based and evidence-informed programs and practices.
Status: Completed. All direct service grants are required to meet the "Emerging" level on the Program Assessment Rating Tool. In FY 2011, the local council coordinator also worked with a group of local councils to create a matrix of primary prevention programs that included information about each program's level of evidence. This tool is now available to local councils when making decisions about programs to fund. In addition, in the new FY 2013 renewal application, local councils will be asked to identify whether activities are supported by research and whether they align with the protective factors.

Goal: The Children's Trust Fund will continue to utilize a direct services work group.
Status: Ongoing.

Goal: The Children's Trust Fund will utilize the Program Assessment Rating Tool evidence-based/evidence-informed program information when making direct service grant awards.
Status: Completed. All direct service applicants were required to submit information on their proposed program's Program Assessment Rating Tool level.

Goal: The Children's Trust Fund will educate grantees about the federal Program Assessment Rating Tool and evidence-based and evidence-informed programs via training and technical assistance opportunities.
Status: Completed. Prevention programs interested in applying for the Children's Trust Fund direct service funding in FY 2011 had the option of attending an in-person training, which included a discussion of the Program Assessment Rating Tool. In addition, the online grant application included instructions to determine a program's Program Assessment Rating Tool level and a link to additional information on the FRIENDS website. New direct service grantees were also provided with information at an orientation session in January 2011.

Goal: The Children's Trust Fund will meet the federal reporting requirements for Program Assessment Rating Tool. The Children's Trust Fund will provide data on the amount of Community-Based Child Abuse Prevention funding used to support evidence-based/evidence-informed programs.
Status: Completed. The Children's Trust Fund provided the required information in its FY 2011 Community-Based Child Abuse Prevention grant report.

Goal: All new direct service grants will have a logic model and will minimally meet the "Emerging" Program Assessment Rating Tool level as defined by Community-Based Child Abuse Prevention.
Status: Completed. A logic model or conceptual framework is a required component of the "Emerging" PART level. All new grants approved by the Children's Trust Fund board of directors for funding in FY 2011 met this objective.

Goal: The Children's Trust Fund will determine infrastructure costs associated with supporting evidence-based and evidence-informed programs and practices.
Status: Completed. This information was submitted to the Administration for Children and Families via the FY 2011 Children's Bureau Child Abuse Prevention report.

THE DHS PREVENTION PILOT PROJECT

In FY 2010, DHS initiated prevention pilot projects in Wayne, Genesee, Kent and Oakland counties to prevent the abuse and neglect of children ages birth through 18 years, strengthen families and prevent children from entering the child welfare system.

The pilots gave priority to families with CPS Category III and IV cases and those that have three or more risk factors, but who may not have yet come to the attention of CPS. The goal was to

provide families with comprehensive, appropriate and timely services to address challenges, avoid subsequent contact with CPS and foster care, and prevent out of home placements.
In May 2010, DHS awarded 11 contracts to the following agencies and service areas:

- Lutheran Social Services of Michigan (northeast Detroit, Osborn area).
- Spaulding for Children (northeast Detroit, Osborn area).
- ACCESS (southwest Detroit and Dearborn area).
- Spectrum Child and Family Services (southwest Detroit and Dearborn area).
- Orchards Children's Services (Flint area).
- Ennis Center for Children (Flint area).
- Spectrum Child and Family Services (Flint area).
- Wedgewood Christian Services (Grand Rapids area).
- Child and Family Resource Council (Grand Rapids area).
- Oakland County Health Division (Pontiac area).
- Child Abuse and Neglect Council of Oakland County (Pontiac area).

The DHS Prevention Pilot Project was completed in FY 2011. For more information, please see the attached DHS Prevention Pilot FY 2011 report.

COMMUNITY-BASED SERVICES

The DHS service delivery strategy is to involve families and their natural supports to help keep families together. The programs provided under the community-based services umbrella incorporate the federal Child and Family Service Review standards.

Three examples of community-based program funding that allow local DHS offices to contract for services designed to keep children safely in their family home:

- Strong Families/Safe Children, Michigan's title IV-B(2) program.
- Child Protection Community Partners program.
- Child Safety and Permanency Plan program.

Through statewide allocation, DHS funds two evidence-based intensive family service models:

- Families First of Michigan.
- Family Reunification Program.

Families First of Michigan and the Family Reunification Program are key components of the DHS child welfare continuum. These services reduce abuse and neglect to prevent removal and help reunify children in foster care with their families more quickly.

Goal: DHS will review the outcomes associated with these services and determine what changes, if any, will be made to ensure they are flexible enough to meet the needs of children and families. DHS will more closely target services to specific client needs; the services will be evidence-based and will ensure cultural competence as a part of the service provision.
Status: Ongoing.

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

Strong Families/Safe Children is Michigan's statewide implementation of the federal title IV-B (2) program. DHS is the designated state fiduciary for these funds and provides program support. Michigan allocates the funds annually to 83 counties for community-based collaborative planning and delivery of the following:

- Family preservation services.
- Family support services.
- Time-limited reunification services.
- Adoption promotion and support services.

Program Design and Decision-Making Process

The program requires that local collaborative groups participate in a local community services planning process. Groups include representation from the following stakeholders:

- Michigan Department of Community Health.
- Michigan Department of Education.
- Department of Human Services.
- Public and private service organizations.
- Courts.
- Parents.
- Consumers.

Federal legislation and state program standards direct that services be designed for the following purposes:

- To keep children safe in their home and prevent separation of families (when appropriate).
- To prevent child maltreatment.
- To promote family strength and stability.
- To return children in foster care to their families in a safe and timely manner.
- To promote and support adoption from the foster care system and help families maintain permanency.

Strong Families/Safe Children program goals

The desired outcomes from services funded by Strong Families/Safe Children are positive changes for children and families in the form of child safety, permanency and improved family functioning. The specific client service goals and objectives are determined locally. Each outcome and objective targets child safety, permanency or improved family functioning. Local outcome data is reported annually by each of the DHS local offices in conjunction with their community collaborative. Outcome data from all the individual community reports is compiled for analysis and summary. The results are shared with the county to guide their planning.

Strong Families/Safe Children program aggregate goal measures

- Seventy-five percent of all reported local service outcomes will be achieved.
- Seventy-five percent of local service outcomes targeting Child Safety will be achieved.
- Seventy-five percent of local service outcomes targeting Permanency will be achieved.
- Seventy-five percent of local service outcomes targeting Improved Family Functioning will be achieved.

FY 2011 Strong Families/Safe Children program data reported by county DHS offices:

- Eighty-one percent of all reported local outcomes were achieved.
- Eighty-two percent of local outcomes targeting child safety were achieved.
- Eighty percent of local outcomes targeting permanency were achieved.
- Eighty-four percent of local outcomes for improved family functioning were achieved.

Family preservation-placement prevention services

These include services to help families at risk or in crisis including:

- Alleviating concerns that may lead to out-of-home placement of children.
- Maintaining the safety of children in their own homes when appropriate.
- Providing follow-up care to families to whom a child has been returned from placement.
- Supporting families preparing to reunite or adopt.
- Assisting families in obtaining culturally sensitive services and supports.

The services include:

- Parent aide or homemaker services.
- Parenting education.
- Wraparound coordination.
- Crisis counseling.

Services are targeted to parents or primary caregivers with minor children who have an open foster care, juvenile justice or CPS Category I, II or III case.

Time-limited reunification services

Services are provided to children removed from their homes and placed in foster care, and to their primary caregivers to facilitate reunification safely within the 15-month period from the date the child entered foster care:

- Individual, group and family counseling.
- Substance abuse treatment.
- Mental health services.
- Assistance to address domestic violence.
- Therapeutic services for families.
- Transportation to and/or from services.

Services may also include:

- Wraparound coordination.
- Supportive visitation.
- Other services to address substance abuse, domestic violence and mental health.

Adoption promotion and support services

Services that encourage adoption from the foster care system include pre- and post-adoptive services that expedite the process and support adoptive families. These services may include:

- Adoptive family counseling and post adoption services.
- Relative caregiver support services.
- Foster and adoptive parent recruitment and support services.

Services are targeted to prospective adoptive parents of minor children adopted through Michigan's foster care system.

Family support services

Family support services promote the safety and well-being of children and families and:

- Increase family stability.

- Increase parenting confidence.
- Provide a safe, stable and supportive family environment.
- Strengthen relationships and promote healthy marriages.
- Enhance child development.

The services may include:

- Family advocate or family mentoring services.
- Healthy families program.
- Parenting/life skills.
- Home-based family support services.

Family support services are provided to parents or primary caregivers responsible for the care and supervision of minor children with:

- An open foster care, juvenile justice or CPS Category I, II or III case.
- A DHS case that has closed in the past 18 months.
- A CPS investigation in the past 18 months.
- Three or more rejected CPS complaints.

Title IV-B(2) Percentages

Federal reporting percentages in FY 2011 were:

- Placement prevention services, 12 percent.
- Family support, 66 percent.
- Time-limited reunification, 7 percent.
- Adoption promotion and support services, 12 percent.
- Administrative costs, 3 percent.

Required rationale

The above percentages reflect FY 2011 expenditures for the total title IV-B(2) grant and include other allowable expenditures in addition to the Strong Families/Safe Children program. The increase in family support expenditures was due to expenditures through the DHS Prevention Pilot and Zero to Three Secondary Prevention grants. The previous DHS administration dedicated a significant amount of available title IV-B(2) funds toward early intervention programs. Funds were awarded through a competitive bid process to the state's urban counties for pilot or secondary prevention services. The grants were intended to help communities leverage other resources for services beyond the term of the grant awards.

Child and Family Services 101 Estimates for FY 2013

The Child and Family Services 101 estimates for FY 2013 submitted with this report indicate that Michigan will work toward a minimum of 20 percent in each of the four service categories, with a maximum 10 percent for administrative costs.

Program modifications for FY 2013

Recent changes to IV-B(2) federal legislation bring an opportunity for the state to expand the allowable options available for Strong Families/Safe Children services delivery. Additional programming planned for FY 2013 includes:

- Parent partners (peer to peer mentoring).
- Time-limited reunification.

- Mentoring programs for youth/family support.

Mentoring, defined by legislation and section 439(b)(2) of the Social Security Act, will emphasize sustained mentor relationships and involvement of parents or primary caregivers. DHS will update the Strong Families/Safe Children program standards and communicate to counties that the family support definition was expanded to include mentoring for youth.
Proposed: DHS proposes that mentoring programs for youth may qualify as family support, family preservation, adoption support or time-limited reunification expenditures. Mentoring programs will benefit the state's at-risk target populations for each of the four categories.

Technical Assistance Provided to Counties and Collaborative Partners
DHS will provide technical assistance to local offices related to Strong Families/Safe Children program requirements. DHS will provide examples of evidence-based program models to local communities for inclusion in their local services array.
Status: Ongoing.

Child Protection Community Partners (not title IV-B(2) funded)
This program provides funding for services to children of families at low to moderate risk of child abuse or neglect. The purpose of the funding is to:

- Support prevention and early intervention programs.
- Reduce the number of re-referrals for substantiated abuse and/or neglect.
- Improve the safety and well-being of children.
- Improve family functioning.

Client Eligibility Criteria
Families investigated by CPS in the previous 18 months in which there was a preponderance of evidence of child abuse or neglect and either:

- A low to moderate risk of future harm to the child (CPS Category III.)
- Future risk of harm to the child is indicated (CPS Category IV).

Services contracted with these funds may include:

- Parenting education.
- Parent aide services.
- Wraparound coordination.
- Counseling.
- Prevention case management.
- Flexible funds for individualized needs.

Child Safety and Permanency Plan (not title IV-B(2) funded)
Funding is targeted to children who are at imminent risk of removal for abuse and/or neglect. The goal is to move children in out-of-home placement to timely permanence. Funding can help to reduce the length of time a child is in out-of-home placement through the provision of services to his or her birth family. The purpose of the funding is to:

- Keep children safe in their homes and prevent the unnecessary separation of families.
- Return children in care to their families in a safe and timely manner.
- Provide safe permanent alternatives for children when reunification is not possible.

Client Eligibility Criteria

- Families with an open CPS Category I, II or III case.
- Families with children in DHS supervised out-of-home placement.
- Adoptive families needing services to prevent disruption or dissolution.
- Families with an open DHS prevention case.

Examples of services include:

- Counseling.
- Parenting education.
- Parent aide services.
- Wraparound coordination.
- Flexible funds to meet identified needs.
- Families Together Building Solutions.

Families First of Michigan (not title IV-B(2) funded)

Families First of Michigan is entering its 24th year as an intensive, home-based intervention service model supporting CPS, foster care, adoption and juvenile justice programs. Referrals are also accepted from domestic violence shelters and American Indian tribes in select areas. The purpose of the model is to:

- Keep children safe in their own home and prevent foster care placement.
- Return children to their families in a safe and timely manner.
- Provide enhanced safety for children in the home.
- Defuse the potential for violence within the family.

Examples of intervention services the model provides are:

- Parenting skill modeling.
- Budgeting.
- Housekeeping.
- Counseling.
- Advocacy.
- Connecting families with community resources.

Client Eligibility Criteria

Eligible families have at least one child at imminent risk of placement in out-of-home care. Agencies that provide services to tribal children and families must ensure cultural competence in program intervention. Designated domestic violence shelter programs for families may also make referrals with at least one child at risk of homelessness due to domestic violence.

Program Utilization/Effectiveness

Goal: DHS will work toward increasing the success rate of the program beyond 88 percent of families retaining custody one year after intervention without further abuse or neglect.
Status: The program served 3,240 families in FY 2011. Eighty-nine percent of families served continued to have their children in their home 12 months after the intervention ended. DHS plans to maintain this success during FY 2012. For the first quarter of FY 2012, the Families First of Michigan teams worked with 850 families.

Family Reunification Program (not title IV-B(2) funded)

The Family Reunification Program is an intensive, in-home service model that enables children and families to reunify within 12 months of removal from the home. It is available in 26 counties that serve nearly 85 percent of Michigan's child welfare population. Service delivery

averages four hours per week for four to six months with 24/7 availability. Services may begin as early as 30 days prior to the expected return home to prepare the family for reunification.

Client Eligibility Criteria
The Family Reunification Program is available to families who have a child in out-of-home placement due to abuse or neglect. Out-of-home placement includes:

- Residential treatment.
- Family foster care.
- Group family foster care.
- Relative placement.
- Psychiatric hospitalization.

Program Utilization
The Family Reunification Program served 859 families in FY 2011. The program worked with 234 families during the first quarter of FY 2012.
Goal: Assess expansion into additional service areas.
Status: In FY 2012, the Family Reunification Program was expanded to five additional counties.

PERMANENCY: FOSTER CARE

Michigan's foster care program serves children judicially ordered into the care and supervision of DHS who are temporary court wards or permanent state wards. The goal of foster care is to provide a safe and stable home and family until the children can be safely returned to their birth parents, adopted or placed in another permanent living arrangement. The safety and support of children remains a focus for Michigan. Achievement of an appropriate permanency goal for each foster child within the Adoption and Safe Families Act timeframes is the desired outcome. The foster care program provides case management services to children placed out-of-home and their families.

Child Welfare Practice
The foundation of Michigan's practice reform is the new practice model, MiTEAM. The MiTEAM model incorporates family engagement, family team meetings and concurrent planning into a unified practice model for child welfare. The model focuses all child welfare staff on key skills of teaming, engagement, assessment and mentoring when working with a family from CPS intervention through permanency. The goals of MiTEAM are to:

- Establish a unified approach that:
    - Provides for consistency in practice.
    - Clarifies roles and expectations for staff.
    - Informs policy, training and quality assurance.
    - Explains how child welfare intervention and services are delivered to families.
- Improve Michigan's outcomes in:
    - Timeliness and permanency of reunification.
    - Assessing and addressing the needs of children, parents and foster parents.
    - Making diligent efforts to involve parents and children in the case planning process.
    - Eliminating the recurrence of maltreatment.

  - Eliminating child abuse or neglect in foster care.
- Focus reform efforts on principles of good practice rather than process compliance.
- Encourage family-driven solutions.

Safety
DHS policy directs staff to assess potential placements prior to placing a child in an unrelated foster or relative home. The caseworker must evaluate the family's ability to meet the child's needs and the extra demands of another child or children in the home. A process for requesting and granting exceptions on a case-by-case basis is utilized.

Michigan uses daily-automated central registry clearances for "named caregivers" that immediately reports if a caregiver has been identified as a perpetrator of abuse or neglect. An automated process performs monthly criminal history checks where "named caregivers" are screened for arrests and criminal convictions. Policy directs the caseworker to conduct manual criminal history and central registry checks for all other adult household members quarterly and to document these in the case service plan.

DHS is implementing a pilot in Branch/Hillsdale, Van Buren, Oakland, Gogebic/Iron/Ontonagon and Kalamazoo counties that requires foster care and CPS supervisors to complete at least one field visit with each of their caseworkers per quarter. This will allow supervisors to assess the skills of their caseworkers, provide feedback at critical points, build a strong working relationship with each staff member and monitor their decision-making and engagement skills. **Status:** The pilot began on March 1, 2012 and will end on November 11, 2012. At the conclusion of the pilot, DHS will assess strengths and barriers and make recommendations for statewide implementation.

Permanency
Community involvement and partnership with the courts, universities, private providers and child welfare advocates is essential to reduce the number of children awaiting reunification, adoption, guardianship or permanent placement with a fit and willing relative. The following action steps are currently being implemented to address and strengthen permanency:

- A data management unit provides essential statistical information to all 83 counties on children in the foster care system.
- Monthly permanency reports are provided to counties to increase the effectiveness of their case management efforts.
- Local plans are required that address barriers to permanency for children.
- Permanency Resource Managers focus on finding permanency for children who have been in foster care for long periods.
- Permanency Forums have been institutionalized to provide regional updates and promote solutions.

As part of the MiTEAM model, DHS is implementing family team meetings. These are family-centered case planning sessions to guide decisions concerning a child's safety, placement and permanency. Family team meetings include parents, relatives, foster parents, youth, child welfare staff and others the family identifies as supporters. During family meetings, information is shared by caregivers to identify paternal or maternal relatives, absent parents and additional supportive adults for older youth.

Concurrent, rather than sequential, permanency planning is family-centered, child-focused and community-based to maintain children safely in their homes. When this is not a safe and stable option, the goal is to transition from the uncertainty of foster care to the security of a permanent family. Concurrent permanency planning holds promise for expediting family reunification or another permanency goal through structured, focused and respectful involvement of parents, family and team members early in the planning process.

Technical Assistance Provided to Counties and Local and Regional Entities
Status: Michigan reunification alerts are available to field staff for review at any time. Caseworkers and supervisors use the tool as a reminder to initiate a family team meeting to discuss case planning, strengths and barriers to reunification.

DHS has implemented mandatory monthly supervisor/worker meetings to review the status and progress of each case on the workers' caseloads. Supervisory tools were developed to enhance supervisory meetings and guide discussion regarding the proper use of the Structured Decision Making tools.
Status: Two county offices and two private agencies are piloting the tool for a six-month period. At the conclusion of the pilot, staff will be surveyed to assess the usefulness of the tools and recommend changes. The project is scheduled for completion by November 30, 2012. Please see the Permanency section for additional information on activities for achieving timely permanency.

Relative Search and Placement
Engaging families in family team meetings encourages relatives to become involved early in the case planning process. Michigan is helping relative caregivers become licensed caregivers. The Bureau of Children and Adult Licensing grants variances for non-safety standards, when possible, to overcome barriers relatives may encounter.

Licensure of Relatives
Foster care workers continue to advise relative caregivers of the advantages of becoming a licensed foster care provider and provide the relative with the DHS-972, Relative Agreement for Placement and Licensure. The relative caregiver must sign the form indicating they have discussed licensure with the worker and indicate whether they agree to become licensed. Licensing relative providers remains a priority for DHS. Private placement agencies can receive financial incentives from DHS for licensing relatives.

Goal: Continue to increase the number of relatives licensed through informing them of the benefits of licensure and assisting them with the process.
Status: During FY 2011, Michigan licensed 918 relatives. In FY 2012, as of February 29, 358 relatives have become licensed.

Financial resources to assist with home (structural) barriers
The Michigan Legislature allocated $375,000 annually in the last four years to eliminate barriers to licensing. These funds are used for home repairs, medical statements, beds and smoke detectors. In FY 2011, 287 relatives used this fund to assist with licensure. The Bureau of Children and Adult Licensing may allow variances to licensing rules for non-safety standards on a case-by-case basis. In addition, $2.5 million has been allocated annually since FY 2008 to support contracts with private agencies to assist in licensing relative caregivers.

Technical Assistance Provided to Counties and Local and Regional Entities
DHS has implemented several efforts to streamline the licensing process. Training for Parent Resources for Information, Development and Education (PRIDE), a national model for providing support to foster caregivers, was provided in an online format to DHS and private child-placing agencies. Digital PRIDE allows Michigan to utilize an additional training methodology for prospective foster parents. In addition, a comprehensive initial relative home assessment was developed and is now in use for relative caregivers. The initial home assessment gathers information needed during the licensing assessment process. Utilization of the Initial Relative Placement Home Study:

- Allows child welfare caseworkers to complete an initial comprehensive assessment.
- Reduces the redundant questions asked by the caseworker and the licensing worker.
- Reduces assessment time for foster home licensing.

Foster Care Navigator contracts were implemented to assist prospective foster parents to answer questions, assist in obtaining documentation and to serve as liaison between the prospective foster parent and the licensing worker. The Bureau of Children and Adult Licensing provides data updates to all child-placing agencies that allow each agency to assess and monitor the length of their licensing process. Technical assistance is provided to reduce the length of time to licensure and assist in identifying and resolving barriers.

Well-Being
Concurrent Permanency Planning
Concurrent permanency planning will expedite permanency for Michigan's children. Key features of this strategy include:

- Family search and engagement through family team meetings.
- Collaboration and engagement between birth and foster families to develop and implement the reunification plan.
- Frequent parenting time to support the parent/child relationship and reduce the impact of separation and loss.
- Front-loading services for family reunification.
- Establishing a back-up permanency plan for use if reunification is not possible.

Technical Assistance Provided to Counties and Local and Regional Entities
Status: Michigan piloted concurrent permanency planning in three counties to integrate it with family engagement strategies, revise policy and implement best practices for statewide implementation. Concurrent permanency planning practice was revised based on feedback and data analysis from the pilot counties. As MiTEAM is implemented, case planning activities for all new foster care cases with an identified federal goal of reunification will continue for family/child assessments, relative search requirements, front loading services, full disclosure, family team meetings and parent/child contact as outlined in draft policy. Identification of a specific concurrent goal will be required prior to completion of the first updated service plan, rather than within the first 30 days of removal. At the point when a concurrent goal is needed, a family team meeting is conducted to discuss:

- The safety plan for the child.
- Case progress.
- Timeframes and expectations to achieve permanency.
- Identification of a concurrent permanency goal.

- Placement (stability, support services, permanency).

Concurrent permanency planning practice is focused on making the correct placement decision at the initial placement by providing full disclosure and support for placement providers. Within the MiTEAM model, concurrent permanency planning incorporates:

- Placement stability through the team meeting process, relative search and engagement.
- Full disclosure of short and long-range permanency plans and timeframes for case progress to allow placement providers to make informed decisions regarding child placement.
- Parent/child contact guidelines, based on the age of the child, designed to maintain the parent/child bond, keep the parent engaged with child rearing, and decrease the effects of loss and separation for children in out of home care.
- Local office contracts in pilot counties for visitation supervisors and service providers who provide additional visitation between parents and children.
- In addition, pilot counties have accessed case aides, volunteer transporters and relatives to assist with increased visitation expectations.
- Visitation at church, during Early On interventions, school events, medical appointments and in family counseling have been identified as valuable opportunities to facilitate increased parent/child contact.

Concurrent permanency planning policy is incorporated in MiTEAM. Wayne and Washtenaw counties began implementation of concurrent planning in April 2012.

Services to Children under the Age of Five

For FY 2012, as of April 30, 2012, there were 24 children under the age of five free for adoption that, upon termination of parental rights, did not have an identified permanent family.

Demographic information on the 24 children under five without an identified permanent family is shown below:

Gender	
Male	63% (15)
Female	38% (9)
Total	**24**

Race	
African American	46% (11)
White	46% (11)
Multi-Racial	8% (2)
Total	**24**

Age	
0	4% (1)
1	13% (3)
2	17% (4)
3	25% (6)
4	42% (10)
Total	**24**

% of Children with Identified Developmental Challenges	
# of Developmental Challenges	% of Children
0	29% (7)
1	13% (3)
2	8% (2)
3	37% (9)
4	13% (3)
Total	**24**

Sibling Group	
Yes	67% (16)
No	33% (8)
Total	**24**

Based upon the FY 2012 data as of April 30, 2012, it is projected that, by the end of FY 2012, approximately 36 children under five will not have had an identified permanent family upon termination of parental rights. Based on data for FYs 2010, 2011, and 2012 (as of April 30, 2012), it is estimated 29 children under five will not have an identified permanent family upon termination of parental rights in FY 2013.

Characteristics of this population: Ten of the 24 children have since had a permanent family identified. Permanent families were identified in an average of 48 days from the date the child was photo listed on the Michigan Adoption Resource Exchange website. When a child is legally free for adoption and does not have a permanent family identified, specific activities are completed to expedite the identification of a permanent family. For more information, please see the Adoption section.

Method of tracking children projected to be without a permanent family in 2012 and 2013: To assist counties to achieve timely adoptions, the Adoption Alert Report was published in January 2011 that lists all children legally free for adoption. The Report message is displayed as a reminder that a review of the case is required when a child is in adoption status at three months with no identified family. Additional case reviews are required at six, nine and 12 months if the child still does not have an identified family. In counties where there is a permanency resource manager, the manager monitors these cases and conducts the adoption reviews. The Adoption Alert Report is not exclusive to this population (children under five) but includes children of all age groups in need of a permanent family.

Targeted services to help each child find a permanent family and how they address the developmental needs of infants, toddlers and children:
Implementation of the new case practice model, MiTEAM, is Michigan's approach to ensure each child receives services that meet his or her emotional and developmental needs and has an identified permanent family as early as possible during child welfare intervention. Concurrent permanency planning and diligent relative search and engagement are critical in ensuring prompt service delivery for families, increased parent/child contact to support continued bonding, and to facilitate placement with a family that will provide permanency if reunification is not possible. As with the Adoption Alert Report, this method of targeting services according to children's developmental stages is not exclusive to children under five, but includes all children in care. Other activities, not exclusive to this age group, to help legally free children find permanent families include:

- Extreme Recruitment
- Project 340
- Revision of adoption policy in FYs 2010 and 2012 to ensure timeliness to adoption.

These activities are described in detail in the Adoption section.

In addition, CPS and foster care policy has the following requirements for children under five:

- Referral to Early On (Michigan's early intervention service) for children under age three for assessment and services.
- Limitation of the number of children under the age of three in a foster home unless an exception is granted.

Michigan has collaborated with Medicaid health plan providers to ensure each child receives early periodic screening, diagnosis and treatment services. In FY 2013, Michigan will offer specific trauma informed training for caregivers to enhance the safety and well-being of children in care, including infants, toddlers and young children.

Approach to Working with Infants, Toddlers and Young Children
The priority of safety assessments is determined by the use of structured decision-making tools, the Child Assessment of Needs and Strengths, the Family Assessment of Needs and Strengths and risk assessments that determine the priority response. The age and developmental status of children are among the factors considered in the assessments and take into consideration specific vulnerabilities of each child being served.

The MiTEAM case practice model, in its adherence to principles of safety, family involvement in safety and permanency decisions and concurrent planning ensures that the developmental needs of each child is considered among a range of factors when determining the best ways of ensuring safety, well-being and permanency.

In concurrent planning draft policy, Michigan has established the following parenting time requirements specific to infants, toddlers and young children:

- Children 0 to 2: three visits per week and
- Children ages 3 to 5: two visits per week.

Licensing standards for foster parent-to-child require that children shall not be placed in a foster or relative home if that placement will result in one of the following:

- More than three foster children in that foster home.
- More than six total children, including the foster family's birth and/or adopted children.
- More than three children under the age of three residing in a foster home.

Training and Supervision of Caseworkers and Caregivers of this Population
During Pre-Service Institute training, all newly hired/promoted caseworkers receive training in MiTEAM, concurrent permanency planning, increased parent-child visits and the impact of out of home placement for children at different developmental stages. Training is provided on:

- Attachment/separation.
- Grief/loss and expected symptoms and behaviors.
- Requirements for and development of assessments informing service plan development, including achieving permanency and the importance of parenting time.

Foster parents receive PRIDE training and as part of MiTEAM implementation, licensing staff are required to train foster parents in the practice model philosophy, which includes mentoring families and importance of increased quality contacts for children and parents.

Michigan requires that all foster care cases are discussed a minimum of once each month in supervision of caseworkers. In practice, the vast majority of cases are discussed by caseworkers with supervisors multiple times each month. Michigan is developing a toolkit to strengthen caseworker supervision, which includes a shadowing tool, supervisory checklists, data reports and other resources to ensure each case is addressed thoroughly and each child served according to their specific needs.

Additionally, the state is in the beginning stages of training child welfare staff on the evidence based conceptual framework of Strengthening Families through Protective Factors. This approach has been shown to improve outcomes for children ages 0 to 5. See the Children's Trust Fund section for more information on Protective Factors.

Baby Court
The Baby Court pilot is a specialized docket that addresses abuse/neglect cases in which infants and young children are under court and DHS supervision to assure they move to permanency as quickly as possible through reunification or termination of parental rights. Genesee County successfully implemented a Baby Court and DHS is evaluating data.

Technical Assistance Provided to Counties and Local and Regional Entities
Goal: Implement the Wayne County Baby Court to improve outcomes for very young children involved in the child welfare system.
Status: The Wayne County Baby Court has a presence at both North and South Central District offices. The steering committee meets monthly. On February 24, 2012, training was conducted for the three primary collaborative participants: infant mental health therapists, DHS child welfare caseworkers, and the attorneys representing the children and parents. Miami/Dade County provides technical assistance to Wayne County. Wayne State University gathers data for evaluation. Wayne County North Central District has seven active Baby Court cases. Four cases received services in 2011 and the families were reunited. South Central District has two active Baby Court cases.

Fetal Alcohol Spectrum Disorder Task Force
In FY 2011, the Fetal Alcohol Spectrum Disorder Task Force began working within a state interagency planning workshop. The Michigan Department of Community Health received approval from the Fetal Alcohol Spectrum Disorder Center at the Substance Abuse Mental Health Services Administration to facilitate the workshop. The expected outcome is a new strategic plan for 2012 for how best to utilize existing resources for prevention and intervention for Fetal Alcohol Spectrum Disorder in Michigan that is consistent with systems of care service delivery. Participants include representatives from key state programs, Fetal Alcohol Spectrum Disorder diagnostic centers and representatives from the taskforce. DHS staff is involved in the strategic planning for standardization of the Fetal Alcohol Spectrum Disorder education and screening process statewide, examining the feasibility of screening for high-risk groups and development of resources.

Children will receive appropriate services to meet their educational needs.
Educational stability is crucial in addressing and improving the educational outcomes for children in foster care. To ensure that educational needs of children are consistently taken into consideration, policy requires foster care workers to coordinate with school personnel to ensure foster children's educational needs are identified and that the child is provided the educational services they need. Additionally, children entering foster care or changing placements are to continue their education in their schools of origin whenever possible and if it is in the child's best interest.

Technical Assistance Provided to Counties and Local and Regional Entities
Michigan completed the following activities to support educational policy requirements:

- The Office of Workforce Development and Training addresses educational policy in new worker pre-service and program specific transfer training.
- Fourteen educational planners were hired and trained in policy requirements and McKinney-Vento resources that are available when children enter foster care or move from one placement to another. In turn, the educational planners developed training for

school personnel and child welfare staff and supervisors that shares DHS foster care education policy and their role.
    - Since June 2011, the education planners have completed 23 trainings for child welfare staff and 10 trainings for school staff.
    - The education planners continue to develop relationships with local schools and intermediate school districts and educate DHS and placement agency foster care staff on their roles and responsibilities.
    - The education planners work one-on-one with youth, age 14 and older, by assisting with educational goals.
        - Between October 1, 2011 and February 29, 2012, 437 new youth were referred for education planner services.
        - The two most common reasons for referral are assisting with enrollment and record transfer to new school (81 of 437) and post-secondary preparation (68 of 437).
        - One hundred fifty of the referred youth had a placement change, and 97 of those led to a school change.
        - Thirty youth received a high school diploma after being referred to an education planner and one received a General Education Development certificate.
- The education analyst continues to present training on the educational needs of foster youth, Michigan policy and procedures.
- On November 2 and 3, 2011, the Permanency Division Director and the Bureau of Child Welfare Director attended a summit titled *Child Welfare, Education and the Courts: A Collaboration to Strengthen Educational Success of Children and Youth in Foster Care* in Washington, DC.
    - Michigan's short-term goals include developing an educational passport for foster children and improving transportation resources for children attending out-of-district schools. An education passport has been drafted and reviewed by DHS. The Michigan Department of Education has been asked to review the draft.
- Michigan's long-term goals include data sharing across systems and involving colleges and universities to develop support programs for youth in care.

Extension of Foster Care to age 21

On November 22, 2011, Michigan governor Rick Snyder signed into law the Young Adult Voluntary Foster Care Act (Public Acts 225 through 230 of 2011) that allows Michigan foster youth to voluntarily remain in federally funded state care until age 21. Youths may choose this option if they are in job training, college, are employed or have a documented medical condition that prevents them from participating in educational or employment activities. Extending foster care to age 21 offers eligible youth a safety net of supportive services and financial benefits during the critical transition to adulthood. These include:

- Extension of foster care maintenance payments to youths or foster care providers, guardianship providers and adoptive parents who continue to care for youth.
- Continued oversight by DHS caseworkers to ensure the youths' needs are addressed.
- Counseling services.
- Continued health care coverage.
- Training in independent living skills.
- More time to finish high school and pursue vocational or secondary education.

Policy to support the law became effective April 1, 2012.

Credit Reports for Youth in Foster Care
Policy was implemented requiring foster care workers to assist youth in obtaining annual credit reports. The foster care worker assists the youth in interpreting the results and aids in resolving any concerns identified.

Child and Family Services Plan 2010-2014 Goals and Objectives for Foster Care
Michigan adopted Child and Family Service Review outcomes and the modified settlement agreement as goals and objectives for the foster care program.

Safety

Federal Outcome	Children are, first and foremost, protected from abuse and neglect.
Performance Indicators/ Baseline	Absence of repeat maltreatment while in a foster care placement – 99.51%

Results:	2009	99.51%
	2010	99.06% **[1]
	2011	99.06%

Action Steps	Assess the current circumstances of any potential foster/relative home prior to placing another child in the home. **Status: Ongoing.** Implement and oversee the limitations on the number of children in a foster home. **Status: Completed**. Continue unannounced home visits with all foster care providers quarterly. **Status: Ongoing.** Conduct and review ongoing criminal history and central registry checks of all caregivers monthly and other household members quarterly. **Status: Ongoing.** Pilot a supervisory tool. DHS will negotiate the percentage of improvement on this outcome during the development of the Child and Family Service Review Program Improvement Plan.

Permanency

Federal Outcome	Timeliness and permanency of reunification
Performance Indicators/ Baseline	Rate of foster care re-entries – 3.2% within 12 months of prior episode

Results:	2009	3.2%
	2010	3.8% **
	2011	6.6%

Action Steps	Provide an array of services to reduce the rate of re-entry. Utilize Structured Decision-Making tools to ensure families receive the services needed to rectify removal conditions. **Status: Ongoing.** Review and/or revise statewide policy to ensure that all case planning involves the family and youth. **Refer to Case Management section.**
Federal Outcome	Increase percentage of children reunified in less than 12 months.
Performance Indicators	Reunification achieved in less than 12 months from the date of removal – 47.7%

[1] **AFCARS 2009BA Supplied by Child Welfare Improvement Bureau Data Management Unit

Results:		
	2009	51.9%
	2010	53.4% **
	2011	56.5%

Action Steps	Utilize Structured Decision-Making tools effectively to assess the family's needs and progress toward reunification. **Status: Ongoing.** Increase supervisory oversight of assessments and service plans through monthly consultation with the caseworker prior to each assessment and service plan being finalized. **Status: Policy implemented.** • Collaborate with courts to conduct regular and frequent permanency planning hearings. **Status: Ongoing.** • Pilot concurrent permanency planning. **Refer to Well-Being, above.** • Review Michigan's needs assessment and examine the service gaps. • Develop best practices reunification tool in collaboration with community partners. • Pilot supervisory tool. • Implement a child welfare practice model. • Continue to send the Reunification Alert report to local DHS offices and the court. **Status: Tool has been automated.**
Federal Outcome	Decrease the median length of time to reunification.
Baseline	
Performance Indicators/ Baseline	Reunification achieved in less than 12 months from the date of most recent removal.

Results:		
	2009	11.6 months
	2010	13.4 months
	2011	10.8 months

Action Steps	Increase percentage of children reunified in less than 12 months.

Placement Stability

Federal Outcome	Increase or maintain the percentage of children having two or fewer placements while in foster care.
Performance Indicators/ Baseline	Two or fewer placement changes for: • Set A: Children in care less than 12 months – 85.8% • Set B: Children in care between 12 and 24 months – 72.5% • Set C: Children in care longer than 24 months – 45.4%

Results:	Year	**< 12 months**	**12 to 24 months**	**> 24 months**
	2009	85.6%	73%	47.7%
	2010	87.6%	75%	46.3%
	2011	87.9%	74.6%	46.7%

Action Steps	• Continue to assess current circumstances of any potential foster/relative foster home in accordance with individual needs of the child. **Status: Ongoing.** • Develop policy to limit the use of emergency or temporary foster care facilities. **Status: Completed.** • Develop policy and protocol to limit the number of children in residential care facilities. **Status: Protocol completed.** • Monitor the implementation of the limitations on the number of children in foster homes. **Status: Ongoing.**

	• Continue to implement and evaluate Treatment Foster Care Services in the identified pilot counties. **Refer to Health Care Services Plan section.** • Identify barriers to relative caregivers becoming licensed as foster family homes. **Status: Completed.** • Monitor policy implementation of relative notifications as established. **Status: Ongoing.**
Outcome	Children will have placements in close proximity to their family home.
Performance Indicators/ Baseline	87% of placements in close (< 75 miles) proximity of family home.

Results:		
	2009	96%
	2010	97%
	2011	96%

Action Steps	• Implement policy on the limitations of placement within 75 miles of removal household. **Status: Completed.** • Provide training regarding the policy for relative search and placement. **Status: Completed.** • Provide data to county offices regarding geographical proximity of placements. **Status: Data is provided at least yearly for recruitment and retention planning.**
Outcome	Increase number of relative placements.
Performance Indicators/ Baseline	• Set A: Relatives licensed as a foster family: 12% • Set B: Children in foster care are placed with relative caregivers: 35%

Results:	Year	**Relatives Licensed**	**Children placed with Relatives**
	2009	11%	36%
	2010	13%	38%
	2011	14%	36%

Action Steps	• Identify barriers to relatives becoming licensed foster care homes. **Status: Completed.** • Collaborate with the Bureau of Child and Adult Licensing to develop and implement policy regarding waivers of licensing standards for relative caregivers. **Status: Completed.** • Implement 30-day notification of relative requirement when a child enters care. **Status: Completed.** • Revise initial relative home study. **Status: Completed.** • Continue advocacy for allocations of Relative Licensing Incentive and Family Incentive Grant funds. **Status: Ongoing.**
Outcome	Children will have visits with his/her caseworker monthly.
Performance Indicators/ Baseline	90% of children visited monthly by caseworker by 9/30/2011.

Results:		
	2009	43%
	2010	70.9%
	2011	83.8%

Action Steps	• Improve data collection to report information accurately. **Status:**

	Completed; L-Letter: Timely Entry of Caseworker Contacts. • Coordinate private agency interface with the SWSS system to increase caseworker visit reporting. **Status:** Completed. • By October 2012, develop and implement policy increasing face-to-face contacts with the child to two visits in the first month. **Status: Completed; FOM 722-6.**

Well-Being

Following Michigan's Child and Family Service Review in FY 2009, Michigan instituted Program Improvement Plan and Quality Assurance case reviews. The state will begin reporting well-being data for families served in FY 2012.

Outcome	Families have enhanced capacity to provide for their children's needs.				
Performance Indicators/ Baseline	• Set A: Needs and services of child, parent, and foster parents – 50% for parents, 17% for youth, 70% for foster parent/relative • Set B: Child, parent and foster family/relative involvement in case planning – 72.5% • Set C: Monthly Visits between Caseworker and Parents - 40%.				
Results:	Year	**Set A**	**Set B**	**Set C**	
	2009	48%	46%	31%	
Action Steps	• Continue to utilize Structured Decision-Making tools to identify the needs and strengths of children and families. **Status: Ongoing.** • Implement MiTEAM as practice model. **Status: Ongoing.** • Monitor and evaluate Wayne County Baby Court pilot. • Implement statewide the Substance Abuse/Child Welfare protocol. **Status: Completed; protocol released in 2009.** • Extend foster care eligibility to age 21. **Status: Completed.** • Participate on the Fetal Alcohol Spectrum Disorders Statewide Taskforce and implement policy changes. **Status: Ongoing.** • Review statewide needs assessment and identify service gaps. Explore funding sources to fund effective programs identified. • By October 2009, implement policy increasing face-to-face contact with the parent to two contacts in the first month. **Status: Completed.**				
Outcome	Children receive appropriate services to meet their educational needs.				
Performance Indicators	No baseline data is available.				

Action Steps	• Collaborate with the Michigan Department of Education to ensure children are enrolled in school timely. **Status: Ongoing.** • Advocate with the state legislature to revise MCL 380.1148 changing residency from the foster home to a child's original district. **Status: Completed.** • Develop policy and procedures to screen children for general and special educational needs. **Status: Completed.** • Develop policy and procedures to limit the number of school changes for a child in foster care. **Status: Completed.** • Hire and train educational planners to assist identified groups of youth. **Status: Completed; refer to Chafee section.** • Increase statewide awareness on obtaining a child's educational record. **Status: Completed.** • Establish measures to monitor children receiving appropriate services to meet their educational needs. • Develop and implement policy and processes to reimburse for transportation expenses to maintain a child in their school after removal. **Status: Completed.**

MONTHLY CASEWORKER VISIT DATA

Michigan continues to improve the rate of children in foster care visited by their caseworkers every month. The targets for the percentage of children visited each month by fiscal year are:

- FY 2008: 20 percent (Michigan achieved 27 percent).
- FY 2009: 40 percent (Michigan achieved 43 percent).
- FY 2010: 70 percent (Michigan achieved 71 percent).
- FY 2011: 90 percent (Michigan achieved 84 percent).
- FY 2012: 90 percent.

Goal: Michigan will report the monthly caseworker visit data each fiscal year by December 15.
Status: Efforts in the last year to improve the rate of monthly visitation include:

- Promoting the importance of caseworker-child visits in case planning and policy.
- Providing caseworker-child visit training to DHS and private agency staff.
- Providing information on accurate documentation of caseworker-child visits in SWSS. Promoting the use of caseworker-child visit tools and guides.
- Improving teamwork through the role of the foster care parent/caretaker and caseworker to promote effective caseworker-child visits.
- Promoting the use of management reports to monitor the frequency of caseworker-child visits, if the visits occurred in the child's residence and the timeliness of entering visitation data in SWSS.

A caseworker must make a face-to-face visit with children on their caseload a minimum of once each calendar month and the visit must take place in the child's placement every other month.

- In FY 2011, despite a significant increase in performance over FY 2010, DHS and our private partners fell short of the FY 2011 goal by 6.2 percent, reaching 83.8 percent.

- Michigan exceeded the goal of the majority of caseworker visits with children occurring in the child's residence, achieving 84.6 percent.

Technical Assistance Provided to Counties and Local and Regional Entities
Caseworker Visit Enhancement Funding
In FY 2012, Michigan used title IV-B caseworker visit enhancement funds in partnership with the Michigan Association for Foster, Adoptive and Kinship Parents' Spring Training Conference during April – 2011. National Resource Center trainer Rose Marie Wentz presented "Achieving Quality, Not Just Quantity in Caseworker-Child Visits" to foster parents, relative caregivers, adoptive parents, court personnel, DHS and private agency caseworkers and supervisors. The impact will be measured through quality assurance and CFSR PIP case reviews where we would expect to see evidence of increased frequency and improved quality of caseworker-child visits.

Michigan used title IV-B caseworker visit enhancement funds to present two "Fostering Change: Enhancing Caseworker Visits with Children" conferences in August 2011 to foster parents, relative caregivers, adoptive parents, court personnel, DHS and private agency caseworkers and supervisors. The conferences focused on collaboration with child welfare team to achieve quality caseworker visits with children in foster care. The impact of this training will be measured through case reviews where we would expect to see evidence of:

- Improved caseworker-child visits through a team approach.
- Improved individualized case plans.
- Applying cultural competence in caseworker visits.

Additional Online Training
DHS developed these training videos in June 2011 through the Child Welfare Training Institute website:

- Caseworker Visits with Children, Children Protective Services for Ongoing Cases.
- Caseworker Visits with Children - Foster Care, Adoption and Juvenile Justice.

The videos give an overview of the following:

- Defining high-quality caseworker-child visits and their importance in case planning.
- Caseworker-child visit impact on federal funding.
- Caseworker-child visit policy requirements.
- Caseworker-child visit tools and guides (DHS forms 903, 903A, 904, 904A).
- Caseworker-child visit documentation in the Services Worker Support System (SWSS).

Private Agency SWSS Interface Application
On July 29, 2011, DHS and the Department of Technology, Management and Budget implemented the SWSS Web application. All foster care and adoption contractors utilize the website available 24 hours, seven days a week. Web-based training and a SWSS Web User's Guide are also available.

Private agencies are entering their own social work contacts, minimizing the opportunity for lost information and delays in data entry. In addition, private agency staff views case summary information including placement history to ensure the information is accurate.

INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN

The uniform law enacted in all 50 states establishes procedures for interstate placement of children and assigns responsibility for those placing the child. Michigan's Interstate Compact Office serves as a liaison between DHS offices and other states to ensure compliance with compact regulations and effective coordination. Children may be sent for placement:

- Preliminary to an adoption and for an adoption.
- For foster care including foster homes, group homes and residential institutions.
- With parents and relatives when a parent or relative is not making the placement.
- Suitable for adjudicated delinquents who need placement in another state's institution.

Number of Michigan Youth Placed Out-of-State

April 2012 data indicates there have been home studies approved that allow 635 Michigan youth to be placed across state lines. The breakdown is:

- Relative: 34.
- Adoption: 112.
- Private adoption: 121.
- Parent: 69.
- Foster care: 20.
- Court ward residential: 158.
- Abuse/neglect ward residential: 4.
- Relative foster care: 116.
- Group home: 1.

Number of Out-of-State Youth Placed in Michigan

April 2012 data indicates there have been home studies approved so 518 youth from other states can be placed in Michigan. The breakdown is:

- Relative: 82.
- Adoption: 35.
- Private adoption: 60.
- Parent: 77.
- Foster care: 63.
- Court ward residential: 69.
- Abuse/neglect residential: 1.
- Relative foster care: 131.

The Safe and Timely Interstate Placement of Foster Children Act

Michigan implemented the Safe and Timely Interstate Placement of Foster Children Act of 2006 to improve child protection and to hold states accountable for safe and timely placement across state lines. The act requires foster care and adoptive home studies be completed within 60 days after the state receives a request from another state. Michigan Interstate Compact staff completed home study requests within the 60-day requirement:

- FY 2009: 64% (320 of 499).
- FY 2010: 66% (306 of 465).
- FY 2011: 59% (285 of 477).

For the 41 percent of home studies not completed by Michigan within 60 days in FY 2011, the reasons most often given include:

- Delays in the licensing process.
- Obtaining fingerprinting and background check information.
- Receiving family members' medical information.

By comparison, Michigan sent 425 requests for home studies to other states in FY 2011, and only 124 (29 percent) were completed in the 60-day requirement.

Interstate Compact for Juveniles

The Interstate Compact for Juveniles regulates proper placement, supervision or return of juveniles, delinquents and status offenders who are on probation or parole and who have absconded, escaped or run away from supervision and control, and in doing so, have endangered their own safety or the safety of others. The DHS office:

- Ensures supervision and services for adjudicated juveniles and status offenders coming from other states.
- Returns juveniles who have run away or escaped to the state and requests their return.
- Tracks and supervises juveniles.
- Establishes policy and procedure to manage movement between states of juvenile offenders released to the community.
- Monitors compliance with rules governing interstate movement of juveniles.

In FY 2011 there were 10 Michigan juveniles placed in other states with parents, relatives and guardians, and 78 from other states placed in Michigan through the process. Additionally, the DHS helped return 39 runaways, escapees or absconders.

Goal: Michigan will provide services to children and youth placed out of state through the following activities:

- Working with the legislature to revise the current Interstate Compact on the Placement of Children to incorporate the new, nationally enhanced compact.
- Establishing a state council to advise and advocate in response to requirements of the Interstate Compact for Juveniles.
- Ensuring interstate policy has its own manual item, has greater clarity, is more efficient and results in effective compliance.
- Work with the Child Welfare Training Institute to develop and implement an on-line training curriculum for the Interstate Compact on the Placement of Children and the Interstate Compact on the Placement of Juveniles.
- Updating and maintaining the DHS website to allow easier access to information on the Interstate Compact Unit.

CHAFEE FOSTER CARE INDEPENDENCE PROGRAM

The Chafee Foster Care Independence Program in Michigan is called Youth in Transition. The goals are to support youth in foster care and increase their opportunities by focusing on fulfilling their physical, social, economic and psychological needs. DHS cooperates in the program's national evaluations. The key components of the program include:

- Independent and supervised independent living programs.
- Skill training.
- Education and employment programming.
- Mentoring.
- Helping youth make permanent connections to supportive adults.

Eligibility Criteria

Youth in foster care between ages 14 to 21 and former foster youth ages 18 to 21 that were in foster care at least one day after age 14 are eligible for the program. Foster and juvenile justice youth must have been in foster care through an eligible DHS placement or a child caring institution. Educational and Training Voucher eligibility is the same and includes youth adopted from foster care or placed in a relative guardianship if it took place after the youth's 16th birthday. DHS staff and contractors provide services. In FY 2011, DHS spent $4,709,035 ($3,767,228 Chafee; $941,807 match) on independent living services.

Chafee Funded Services and Expenditures				
Type of Expenditure	**Chafee**	**Match**	**Total Expenditure**	**Service Array**
Contracted Independent Living and Specialized Independent Living Programs	$2,638,350	$659,588	$3,297,938	Assessments, monthly contacts, tutoring, mentors, employment skills and work experiences, educational support, financial literacy, intensive supervision (Specialized Independent Living only).
Youth in Transition Funding for 82 counties	$670,264	$167,566	$837,830	Skill training, mentor programs, employment and educational support, transportation, housing, Youth in Transition contracts.
Youth in Transition Funding to Wayne County	$168,369	$42,092	$210,461	
MI Youth Opportunity Initiative	$290,245	$72,561	$362,806	Youth boards, asset training, Individual Development Account matches, permanency teaming, individualized support.
Total	**$3,767,228**	**$941,807**	**$4,709,035**	

DHS developed the Michigan Youth Opportunities Initiatives to address the needs of older youth in care and transitioning from care. The Fostering Connections legislation allows the department to offer Young Adult Voluntary Foster Care until age 21. The Young Adult Voluntary Foster Care policy and services promoted building permanent connections for youth, which was a focus of the Youth Service Delivery Model. Additionally, the planned 2012 implementation of the MiTEAM practice model incorporates the elements the Youth Service Delivery Model offered.

Progress Achieved and Planned Activities
Independent living programs are provided statewide. Youth age 16 and older placed in an independent living or supported independent living program may live with an approved adult, alone in an apartment, or in a structured supervised placement. The caseworker must:

- Assess each youth's strengths and needs.
- Involve the youth in developing the treatment plan.
- Provide services to meet the identified needs.
- Conduct monthly face-to-face visits with the youth.

Youth participate in daily living skills development, support groups, youth advisory boards, mentoring or other supportive adult connections, education and employment services, leadership development, preventive health services, counseling and cultural enrichment activities. The table below summarizes the number of youth involved in federal and state funded contracted programs during FY 2011.

Independent Living/Specialized Independent Living Program Data			
Type of Program	General Independent Living	Specialized Independent Living	Total
DHS Supervised	899	0	899
County Child Care Funded – Contractor Supervised	560	1	561
Contractor Supervised	198	155	353
Number Served	1,657	156	1,813

In FY 2011, there were 24 contractors providing independent living services and 13 providing specialized independent living services. All youth in a program receive a monthly stipend of about $560 paid by state general funds or county Child Care funds.

Youth in Transition Funds
The DHS allocates funds to counties for the provision of independent living services to all foster youth at risk of aging out of foster care. Counties can contract with private agencies or give funds directly to youth to obtain services. Payments to youth or vendors can include first month's rent, security deposit, utilities, car repair, day care, preventive services, mentoring, securing identification cards, participation in support groups and youth advisory boards.

Technical Assistance Provided to Counties and Local and Regional Entities
Transition to Self-Sufficiency: Youth Services Delivery Model
The Youth Services Delivery Model was trained in multiple counties in 2011. In March 2011, the new DHS administration determined that a single practice model, MiTEAM, would have longer lasting and more sustainable outcomes for youth and families in the child welfare system. Teaming, engagement, assessment and mentoring are promoted in this model, all components of permanent and stable outcomes for older youth in foster care. MiTEAM development began in 2011. Please see the Permanency: Foster Care section for more information on MiTEAM.

Accomplishments in FY 2012
Coordinated training with MiTEAM statewide rollout from January 1 to September 30, 2012.

Planned Activities for FY 2013

Goal: Every youth will participate in an Annual Transition Meeting beginning at age 16.

- The Health, Education and Youth Unit will develop data reports to measure compliance.
- The Health, Education and Youth Unit will include the requirement for annual transition meetings in all county and private agency trainings.

Employment Related Education, Training and Services

Summer employment options for foster youth are a priority. Collaboration continues with the Department of Licensing and Regulatory Affairs and Michigan Works! (Unemployment) Agencies to assist foster youth in obtaining employability skills.

Accomplishments in FY 2011

- Policy was developed requiring foster care workers to refer all foster youth age 14 and older without a goal of reunification to Michigan Works! agencies.
- The Summer Youth Employment Program was implemented with six Michigan Works! Agencies in Kent, Ingham, Clinton, Eaton, Wayne, Genesee, Shiawassee, Macomb and St. Clair Counties to serve 350 youth through an agreement between DHS and the Department of Licensing and Regulatory Affairs.
- An educational component and requirement for follow up reports was added to the agreement.
- Three hundred seventy-three youth were referred to a Summer Youth Employment program and 312 youth completed the program.

Accomplishments in FY 2012

The Health, Education and Youth Unit received outcome and follow-up reports from the Michigan Works! agencies after the completion of the FY 2011 program. Of the 117 youth that provided follow-up at three months:

- Sixteen were employed part-time.
- Eight were employed full-time
- Seventy-three were unemployed.
- Six were enrolled in a General Education Development certificate preparation program.
- Fifty-four were enrolled in high school.
- Thirteen were enrolled in a college/university program.

The Health, Education and Youth Unit completed an agreement with the Department of Licensing and Regulatory Affairs to offer a summer youth program in FY 2012 that will continue service in the original counties and expand the service to Midland, Bay and Saginaw counties.

Planned Activities for FY 2013

Goal: Develop opportunities for foster youth that prepare them for employment.

- Review follow-up reports from Michigan Works! agencies to determine services array for FY 2013 agreements.
- Enter into an agreement with the Department of Licensing and Regulatory Affairs to offer a Summer Youth Program for FY 2013 that includes educational components.

Preparation for Post-Secondary Education and Training

In FY 2010, DHS developed a plan to provide educational assistance for foster youth. Several new educational planner positions were created to provide advocacy and support educational needs of children and youth to facilitate success.

Accomplishments in FY 2011

- Education planners provided training on the educational issues of foster youth.
- Quarterly training was provided to the education planners by the program office.
- Monthly phone conferences with the education planners were held by the program office to provide support and technical assistance.

Accomplishments in FY 2012

- The Health, Education and Youth program office helped develop MiSACWIS reporting requirements that will reflect the work of the education planners.
- Educational planners helped develop a baseline of youth in the Big 14 counties leaving foster care with a high school diploma or general education development certificate.
- 437 new referrals were received for education planner services between October 1, 2011 and February 29, 2012. Youth referred are age 14 and older and experiencing an educational concern. The two most common reasons for referral are assisting with enrollment and record transfer to new schools (81 of 437) and post-secondary preparation (68 of 437).
- Since June 2011, the education planners have completed 23 trainings for child welfare staff, and 10 trainings to school staff.
- Between October 1, 2011 and February 29, 2012, 30 youth of the 437 referred for education planner services completed their high school diploma and one completed his general educational development certificate.
- The number of education planners increased from 14 to 16.

Counties Served by Education Planners	**Number of Planners**
Wayne	**4**
Macomb	**1**
Oakland	**1**
Genesee	**1**
Kent	**1**
Calhoun/Kalamazoo/Branch/Hillsdale	**1**
Ingham/ Barry/Eaton	**1**
Jackson/Livingston/Shiawassee/Lenawee/Monroe	**1**
Isabella/Midland/Saginaw/Bay/Arenac	**1**
Berrien/Cass/St. Joseph/Van Buren	**1**
Muskegon/Ottawa/Allegan	**1**
Dickinson/Delta/Menominee	**1**
Grand Traverse/Leelanau/Kalkaska/Antrim	**1**

In FY 2010, EduGuide and DHS became partners in a web-based academic support system for foster youth. EduGuide is an award winning, Michigan-based, non-profit agency that equips educators with family engagement strategies to support school success and encourage post-

secondary training and education. An education planner serves as the coach, creates a team page much like Facebook and invites his/her foster youth to become members. Through a partnership with the EduGuide organization, Michigan began a special Foster Care College Goal Sunday to assist foster youth in filling out the Free Application for Federal Student Aid. The annual event was held February 20, 2011 and February 19, 2012 at the University of Michigan.

At this time, the site is out of testing and is live. The department will continue to encourage youth to utilize this tool.

Planned Activities for 2013

Goal: DHS will ensure youth have the necessary support to achieve educational success.

- The Health, Education and Youth program office will provide technical assistance to education planners through monthly phone calls and quarterly meetings.
- Thirty-nine percent of youth leaving foster care at age 18 or older will have a high school diploma or general education development certificate.

Post-Secondary Institutions

Several Michigan post-secondary institutions offer support for former and current foster care youth specifically tailored to their needs. Current programs are:

- Western Michigan University John Seita Scholarship.
- Michigan State University Fostering Academics, Motivating Excellence program.
- University of Michigan Blavin Scholars Fund.
- Ferris State University Ferris Youth Incentive program.

Accomplishments in FY 2011

- The Seita program has had a full-time DHS staff person dedicated to the program on Western Michigan University's campus since July 2009. The program had 144 students enrolled in the fall 2011 semester.
- Michigan State University's Fostering Academics, Motivating Excellence program offers a Foster Care Camp annually for 35 foster youth from across the state.
- The University of Michigan provided the Blavin scholarship to 14 students in the 2011-2012 school year.

Ferris State University developed the Ferris Youth Initiative that assists former foster youth obtaining a college education by providing support and learning opportunities to promote academic success. Current funding allows for a maximum of 20 students, although Ferris anticipates that will increase in the future.

Accomplishments in FY 2012

- The education analyst met with the directors of financial aid and the admissions at Wayne State University in November 2011 who expressed their commitment to starting programming for foster youth on their campus.
- DHS has set aside $600,000 of Chafee funding to contract with post-secondary institutions to provide independent living coaches for youth on campus.
- A one-day conference was presented on May 8, 2012 at which college and university presidents and chancellors were invited to learn about the needs of foster youth and hear ideas to assist foster youth to succeed on their campuses.

- On June 1, 2012, a conference was hosted by Western Michigan University. This conference brought together college staff, DHS staff and Michigan College Access Networks to continue the conversation on ways to support foster youth.
- DHS and Western Michigan University conduct a monthly phone conference to discuss current issues facing youth transitioning to post-secondary institutions and ways to build strong supports and technical assistance for youth on their campus.
- The Kresge Foundation awarded $1 million to Western Michigan University to develop a program that will create a network of state colleges and universities to share foster-youth related best practices for college preparation and increase college enrollment and graduation rates. With this award, the University established the Fostering Success initiative in November 2011.

Planned Activities for FY 2013

Goal: DHS will increase the number of post-secondary institutions offering assistance to foster youth.

- DHS will provide foster care staff to campuses with a minimum of 20 active foster care cases.
- DHS will provide technical assistance to institutions implementing foster care assistance programs.
- DHS will collaborate with the Western Michigan University Fostering Success initiative.
- DHS will follow-up with institutions that attended the May 8, 2012 conference.

Supportive Relationships with Mentors and Dedicated Adults: AmeriCorps VISTA Volunteers

Collaboration established with the Corporation for National and Community Service and several local DHS offices resulted in the placement of three AmeriCorps VISTA volunteers in three sites in FY 2010. The responsibilities of the VISTA members include developing mentor programs, community volunteer opportunities and skill training to obtain stable housing for foster youth.

Accomplishments in FY 2011

- Mentors were recruited and matched with youth. There were 48 mentors, with 12 mentors located in each of four sites: Wayne, Grand Traverse, Kent and Otsego/Crawford counties.
- Six AmeriCorps VISTA volunteers began working and were involved in the following activities at the DHS sites:
    - Developing resource manuals for each of the four counties included information on services for homeless youth such as food, clothing, shelter and housing assistance.
    - Recruiting mentors to provide training in money management, job readiness, nutrition, meal preparation, health care and accessing community resources.
    - Collaborating with faith based community leaders, businesses, community services and schools to aid youth in learning of the education/skill programs availability in their community.
    - Working in community gardens to help homeless youth learn to grow produce.
    - Assisting youth in developing a community storage unit where youth volunteered and received household furniture.
    - Planning community events for awareness of foster youth homelessness.
    - Hosting a clean linen event where homeless youth and adults washed clothes at a local laundromat free of charge with soap donated by a local market.

- Foster youth taught peers self-advocacy and public speaking skills.
- Mentors provided housing resources to 22 youths.

Planned Activities for FY 2013
Goal: DHS will develop mentoring programs, community volunteer opportunities and resources for stable housing for foster youth.

- DHS will develop community volunteer opportunities for foster youth to help with rehabilitating homes in Kent County to provide housing for foster youth.
- DHS will assist in developing housing resources for foster youth.

Status: Ongoing.

Supports and Services to Former Foster Care Youth: Michigan Youth Opportunities Initiative
The Michigan Youth Opportunities Initiative is a partnership between the Jim Casey Youth Opportunities Initiative and DHS to improve outcomes for youth transitioning from foster care to adulthood. The initiative supports youth in learning skills for financial literacy, saving in bank accounts and expanding their financial resources. This includes each youth having a personal savings account and an individual development account. As Michigan completes the seventh year of the program, it is more reliant on Chafee funds to support account matching and local expenditures. In FY 2011, 227 youth were enrolled in Financial Literacy Training.

Michigan Youth Opportunities Initiative Sites 2011	
Alpena/Presque Isle	10
Barry/Eaton	0
Bay/Arenac	35
Chippewa/Luce	4
Crawford/Otsego	8
Delta	0
Genesee	18
Gogebic/Ontonagon	2
Ingham	2
Isabella/Midland	18
Kalamazoo	8
Kent	19
Livingston	9
Macomb	33
Marquette	0
Mecosta	11
Northern	84
Oakland	12
Ogemaw/Roscommon	7
Ottawa	9
Saginaw	10
St. Clair	20
Washtenaw	7
Wayne	110
Michigan Youth Opportunities Initiative Site 2012	
Clinton/Gratiot	1

Accomplishments in FY 2011
Each site records activities through a quarterly report to DHS. Activities include youth boards, outreach events, fundraisers, presentations and community board meetings. In FY 2011:

- Local youth boards held 330 meetings, with 3,085 youth attending.
- Youth boards held 127 outreach events, with 743 participants.
- Local groups held 15 fundraising events.
- Community partner boards held 30 meetings.
- Donations from community partners raised $107,912.

Youth Specific Supports
Five hundred and two youth had individual development accounts at the end of FY 2011. The accumulated savings totaled $129,765.81.

Accomplishments in FY 2012

- The Michigan Youth Opportunities Initiative expanded to Clinton and Gratiot counties.
- The program expanded to 12 additional counties.

Planned Activities for FY 2013
Goal: DHS will increase the number of youth participating in the Michigan Youth Opportunities Initiative.

Housing Resources
DHS is committed to ensuring that youth transitioning from the foster care system have safe and affordable housing. DHS is developing diverse opportunities for housing, including:

- Exploring federal funding options through grant applications to the U.S. Department of Housing and Urban Development.
- Revising contracts to expand options through the Homeless Youth and Runaway programs.

DHS is developing alliances with land banks and developers while mobilizing the community through local partnerships. The AmeriCorps VISTA volunteers support these efforts to provide stability for youth transitioning from foster care.

Accomplishments in FY 2011

- The Homeless Youth and Runaway contract providers reported 29 percent (188) of the 867 homeless youth served were foster youth. This represents an increase of nearly eight percent.

DHS has maintained Operation Unification, a partnership with the faith-based community in Genesee County that increases housing options for transitioning foster youth. Churches provide mentors to youth. Youth attend landlord/tenant training prior to tenancy and volunteer for a community project.

A Kent County program was modeled after the Genesee program, in which youth pay $250 to $275 in monthly rent if they attend landlord/tenant training and agree to work with a community mentor. Property owners are willing to reduce monthly rent amounts, knowing that participating youth were more likely to be responsible renters, given training and support.

Accomplishments in FY 2012

- Nine youth are housed in the Genesee County housing project. Two families were reunified with housing through Operation Unification.
- Three housing resource pilots were initiated in Wayne, Genesee and Kent counties.
- Kent County DHS, Arbor Circle (a contract provider for Homeless Youth Runaway shelter), Bethany Christian Services and Youth Build are developing a land bank in Kent County to begin a housing partnership similar to the Genesee County program. They met in March 2012 to begin planning.

Planned Activities for FY 2013

Goal: DHS will Increase safe, affordable housing options and supportive services for former foster youth aged 18 to 21.

- DHS will ensure that at least 25 percent of the youths served in the transitional living placements through the Homeless Youth and Runaway contracts are former foster youths or homeless due to a dissolved adoption or guardianship.
- DHS will increase the number housed in the Genesee housing program to 10.

Foster Care Transitional Medicaid

Youth aging out of foster care into adulthood are eligible for Foster Care Transitional Medicaid from age 18 until their 21st birthday. Medicaid for youths who receive Foster Care Transitional Medicaid remains active regardless of changes in the youth's non-financial eligibility, income or assets. DHS provides a brochure for distribution to youth prior to their independence.

Accomplishments in FY 2011

- DHS continued to expand health coverage to youth through Foster Care Transitional Medicaid during FY 2011. At the onset of FY 2011, there were 903 active recipients. The number increased to 1,172 youth by September 30, 2011.
- Policy was revised in January 2011 to clarify the process for automatic and manual enrollments into Foster Care Transitional Medicaid. Release of the policy served as additional communication on the process, eligibility and access information to DHS and private foster care agencies servicing youth.

Accomplishments in FY 2012

- System changes were made to ensure that youth re-entering foster care continue to receive Foster Care Transitional Medicaid with no service interruption.

Planned Activities for FY 2013

Goal: DHS will Expand Foster Care Transitional Medicaid access and availability to eligible youth exiting foster care.

- Revision of the Foster Care Transitional Information brochure will include updated information.
- The Health, Education and Youth Unit will promote Foster Care Transitional Medicaid information to youth, foster parents, relatives and foster care staff.

Activities that Enhanced Service Collaboration - Teen Pregnancy

Michigan Departments of Education, Community Health and Human Services developed a state team to reduce teen pregnancy. The team developed the Michigan Foster Care Youth Health Behavior Survey to obtain statistical information on foster youth sexual behavior.

Update: In FY 2011, the National Youth Database Survey was required for all foster youth 17 years of age during a specific period**.** The survey competed with the requirement to complete the National Youth in Transition Database Survey at prescribed intervals. To ensure that the National Youth in Transition Database Surveys were completed, Michigan suspended administering the Michigan Foster Youth Health Behavior Survey.

Accomplishments in FY 2012
DHS engaged in a collaboration and research project with Wayne State University to gather data on the effect of foster youth transition from fee-for-service Medicaid to managed health plans, with an emphasis on older youth. The project will include collecting data on pregnant foster youth.
Measures:

- The results of the National Youth in Transition Database survey.
- Data collected by Wayne State University.

Status: The results of the data assessment will be available in FY 2013 and used to evaluate current health care delivery to foster youth.

Technical Assistance Provided to Counties and Local and Regional Entities
DHS provided training in the permanency-teaming model for staff and new Michigan Youth Opportunities Initiative coordinators. The trainings are listed below:
Status: MiTEAM incorporates the elements of the Youth Services Delivery Model into a unified youth and family practice model. MiTEAM will be implemented in 2012.

Educational Opportunities
Accomplishments in FY 2011
The education analyst conducted 19 presentations in FY 2011. The training focuses on accessing Chafee funds and Educational and Training Vouchers to support foster youth.

Accomplishments in FY 2012
Nine trainings were completed by February 29, 2012.

Planned Activities for FY 2013
Goal: DHS will Increase awareness of child welfare staff about post-secondary educational opportunities and funding through:

- Training scheduled in collaboration with the Educational Training Voucher staff in Lansing, Grand Rapids, Kalamazoo, Southfield, Flint and Mackinac City.
- Providing training as requested to DHS offices, private agencies, foster parents, youth and other community partners.

Accomplishments in FY 2011

- Two youth media trainings were held April 1 and April 6, 2011.
- Nineteen youth attended media trainings.

Planned Activities for FY 2013
Michigan Youth Opportunities Initiative training will continue in Clinton/Gratiot Counties and in sites that have coordinator transition.

Youth Involvement in Improving Statewide Services
The Fostering Connections legislation required a new 90-day discharge meeting for youth transitioning from foster care.

Accomplishments in FY 2011

- As part of Michigan's efforts to improve the rate of monthly caseworker visitation, DHS produced a video of youth who spoke about their relationships with their caseworkers and how caseworker visitation improved case plans and outcomes.
- Michigan presented a one-day conference on family engagement that featured a panel of former foster youth who shared information on effective engagement through caseworker/child visitation.

Accomplishments in FY 2012

- On November 22, 2011, several foster youth attended a bill-signing event and witnessed Governor Rick Snyder sign the Young Adult Voluntary Foster Care Act. One of the youth delivered a speech prior to the signing of the bills.

Youth Participation Planned for FY 2013
Goal: Youth will be actively involved in the planning and implementation of the Fostering Connections legislation.

- DHS will implement a media campaign in which youth will educate other youth in foster care, caseworkers, courts and other stakeholders on the importance of permanency and the extension of foster care to age 21.

Youth Participation in Improving Foster Care Accomplishments for FY 2011

- The *Youth Voice* was shared statewide in March 2011 and posted on the Foster Youth in Transition website.
- Two statewide youth board meetings were held. The first was held on December 22, 2010, with 19 youth and 11 staff in attendance. A second was held on July 20, 2011 with 17 youth and 14 staff in attendance. Youth provided feedback on the extension of foster care to 21 and on program changes within the Michigan Youth Opportunities Initiative. They also participated in a focus group on sexual health education for youth.
- A statewide youth board representative wrote an editorial for the Detroit News on the Fostering Connections bills, which was published in August.
- The foster care handbook was completed and made available on the websites.
- Two youth media trainings were held on April 1, 2011 and April 6, 2011. Nineteen youth attended the trainings with 14 staff.
- Michigan Youth Opportunities Initiative developed a youth driven arts magazine, "Expressions," for distribution and fundraising.

Accomplishments in FY 2012

- Two media trainings were provided to youth by September 2011.
- Nineteen youth participated in media trainings.
- Nine hundred seventy-five youth (650 Michigan Youth Opportunities Initiative youth and 325 non-Michigan Youth Opportunities Initiative youth) participated in training.
- Youth representation continued on the DHS Health Advisory and Resource Team.

Planned Activities for FY 2013
Goal: Foster youth will be involved in developing practices, policies and procedures to improve child welfare.

- The Statewide Youth Board will continue to meet bi-annually. The agenda topics will include policy reviews and proposals, local youth training curriculum and other issues the youth want to address.
- The youth boards will be involved in outreach for the National Youth in Transition Database.

Michigan's Progress in Developing and Implementing a Foster Care Trust Fund
Public Act 525 of 2008 created the State Foster Care Advisory Board in DHS to administer the Foster Care Trust Fund. Funds may not be spent or appropriated from the trust fund until the amount credited meets or exceeds $800,000. The board is required to work collaboratively with private and public foster care programs to identify and address the problems facing children in the foster care system, raise awareness of foster care and develop a support network for youth.

Planned Activities for FY 2011
Goals: DHS will establish a foster care trust fund program for youth receiving independent living services. DHS will ensure a former foster youth is placed on the Foster Care Trust Fund Board.
Status: DHS has identified two former foster youth as potential board members. The target date for establishment of a foster care trust fund program is uncertain; DHS cannot predict when sufficient funding will be available to establish the board.

Coordination/Consultation with Michigan's Federally Recognized Native American Tribes
DHS has relationships with Michigan's 12 federally recognized tribes to ensure tribal youth have access to Educational and Training Vouchers and Chafee funds. DHS invited tribal partners to meet regarding access of tribal youth and to identify tribal interest in sharing and administering a portion of the state's federal allotment.

Technical Assistance Provided to Counties and Local and Regional Entities

- Youth Services has attended Tribal State Partnership meetings since July 2010.
- DHS consulted with two or more tribes.
- Three tribes are participating on the subcommittee developing a plan.
- Tribal partners will identify how DHS can support access to services for foster youth.
- Tribal partners will help develop policy and procedures for youth to access services.
- DHS will help recruit tribal partners to administer programs.

Accomplishments in FY 2011

- Staff collaborated with the Native American Affairs director to ensure tribes have the opportunity to contribute to policy changes for Chafee funding and receive ongoing communication on service opportunities and Indian Child Welfare Act compliance.
- Staff attended the Tribal State Partnership quarterly meetings. At the January 2011 meeting, a Youth in Transition subcommittee was formed to develop a process for tribal youth to access funding.
- A total amount of $20,000 is set aside from state Chafee Youth in Transition funds for tribal youth that are supervised by tribal court only.
- Eligible tribal youth who are supervised by DHS and their tribe can access Educational Training Vouchers through Lutheran Social Services of Michigan. During FY 2011, no

tribal youth requested Educational Training Vouchers. The number of tribal youth supervised by DHS and their tribe who accessed Chafee Youth in Transition funds in FY 2011 was 11.

Accomplishments in FY 2012

- In December 2011, a memorandum describing the Youth in Transition process was sent to the 12 recognized tribes by DHS for their review.
- In January 2012, staff made a presentation at the Tribal State Partnership quarterly meeting to provide an update on accessing Chafee Youth in Transition. The established process will allow youth to access this funding through DHS central office.

Planned Activities for FY 2013

Goal: Youth from Michigan's 12 federally recognized tribes will receive the same services and benefits afforded all foster youth.

- A program office staff will attend each quarterly Tribal State Partnership meeting.
- Policy and practice changes will be implemented.
- DHS will increase the number of tribal youth receiving Educational Training Vouchers and Chafee funds.

Goal: In FY 2013, foster youth that are unaccompanied refugee minors will be included in the service population for the Chafee Foster Care Independence Program:

- The DHS Office of Refugee Services staff will provide funding for independent living services to unaccompanied refugee minors.

EDUCATION AND TRAINING VOUCHER PROGRAM

This state-administered program is delivered through a contract with Lutheran Social Services of Michigan and is monitored by DHS. The contractor maintains a database and website that streamlines the application process. Youth can apply through the website, by paper application or by calling to request an application (1-877-660-METV).

The contractor has developed collaborative relationships with community colleges, universities and vocational schools that will help youth apply for admission, financial aid and vouchers. Lutheran Social Services of Michigan trains partner institutions.

Technical Assistance Provided to Counties and Local and Regional Entities

Accomplishments in FY 2010 and FY 2011

In FY 2011, the Educational Training Voucher staff completed 43 outreach activities:

- Annual regional meetings.
- Foster care youth job and career fairs.
- Mass informational emails to DHS and private agency caseworkers.
- Presentations to youth boards.

As of February 29, 2012, the Education Training Voucher staff completed 10 outreach activities.

Employment and Training Voucher Data

Year	July 1, 2009 to June 30, 2010	July 1, 2010 to June 30, 2011	July 1, 2011 to June 30, 2012
Number of Youth Awarded Vouchers	679	694	578
First Year Vouchers Awarded	320	309	169

Number of Years Awarded to Individual Students 2010 –2011

1 year	2 years	3 years	4 years or beyond
44.5%	22.5%	15.7%	16.6%

Type of Post-Secondary Program ETV Recipients Attended 2010 –2011

4 year university	Community college	Private 4 year univ.	Trade or Vocational
40.5%	44.9%	6.8%	7.6%

Number of Years Awarded to Individual Students October 1, 2011 – February 29, 2012

1 Year	2 Years	3 Years	4 Years	5 years or beyond
20.7%	27%	21.8%	16.8%	13.6%

Type of Post-Secondary Program ETV Recipients Attended October 1, 2011 – February 29, 2012

4 year university	Community college	Private 4 year univ.	Trade or vocational
45.7%	40.4%	5%	8.9%

During FY 2010, the contractor started an Educational Training Voucher Facebook page. The social networking site provides a youth-friendly website where staff post updated information on program expectations, award amounts, application processes and deadlines. The application was modified to encourage applicants to join the Facebook page. As of February 29, 2012, there were 91 active users on the site.

Accomplishments in 2012

- Educational Training Voucher policy, FOM 960, was updated to reflect Education Training Voucher approved expenditures.
- An Invitation to Bid for the Education Training Voucher Program was posted and a three-year contract was awarded to Lutheran Social Services of Michigan.
- The contractor provided 2011 data on the number of youth applying for and awarded vouchers, the number of years each youth received a voucher and the number of youth who successfully completed their post-secondary education or training program.
- The contractor provided monthly reports to DHS on Education and Training Voucher accomplishments. Quarterly contractor site visits were made to review applications and expenditures.

Services Planned for FY 2013

Goal: DHS will ensure that vouchers are available to all eligible youth.

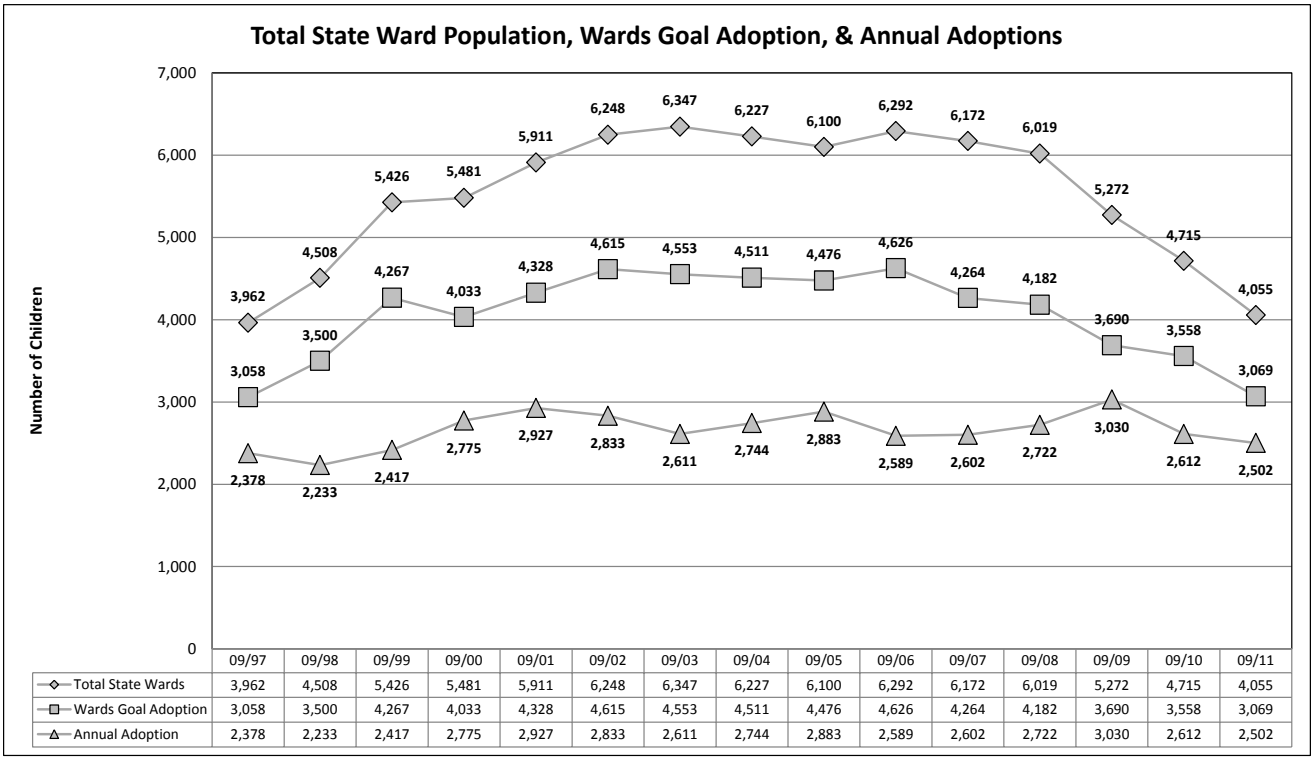
- Eligible youth will be made aware of the program when attending post-secondary education programs.
- The contractor will process applications and award vouchers in a timely manner.
- The education analyst and contract staff will complete trainings throughout the state.
- Site visits will be scheduled by the education analyst to ensure contractor compliance.

Goal: In FY 2013, foster youth that are unaccompanied refugee minors will be included in the service population for the Education and Training Voucher program:

- An amendment is being completed to the Education and Training Voucher contract with Lutheran Social Services of Michigan.
- Although Lutheran Social Services of Michigan will receive the completed paperwork and will process the Education and Training Voucher funding as they would with other youth, the Office of Refugee Services within the DHS will hire a staff to provide the one-on-one contact with unaccompanied refugee minors.

ADOPTION

In FY 2011, Michigan achieved 2,502 adoptions. Compared to FY 2010, there were 483 fewer children with a goal of adoption. This resulted in 110 fewer adoptions in FY 2011. Completed adoptions in Michigan have remained in the range of 2,500 to 3,000 over the past ten years. The number of permanent wards and those with a goal of adoption have both declined steadily over the past five years.



	09/97	09/98	09/99	09/00	09/01	09/02	09/03	09/04	09/05	09/06	09/07	09/08	09/09	09/10	09/11
Total State Wards	3,962	4,508	5,426	5,481	5,911	6,248	6,347	6,227	6,100	6,292	6,172	6,019	5,272	4,715	4,055
Wards Goal Adoption	3,058	3,500	4,267	4,033	4,328	4,615	4,553	4,511	4,476	4,626	4,264	4,182	3,690	3,558	3,069
Annual Adoption	2,378	2,233	2,417	2,775	2,927	2,833	2,611	2,744	2,883	2,589	2,602	2,722	3,030	2,612	2,502

Technical Assistance Provided to Counties and Local and Regional Entities
Permanency Forums were convened in July, August, September and October of 2011. County staff and stakeholders reviewed best practices from previous permanency forums and exchanged ideas on improving all areas of permanency. Speakers presented information on:

- Successful local initiatives.
- Extending foster care to age 21 in Michigan.
- Michigan Children's Institute consent decentralization.
- Adoption subsidy.

CFSR Program Improvement Plan Goal
DHS worked to improve timeliness to adoption for children with a goal of adoption. Adoption cases continue to be transferred to private agencies for supervision. However, DHS supervises some adoption cases directly, so partnership and collaboration remain essential in meeting the adoption goals.
Goals: To meet adoption goals in FY 2012, DHS will:

- Make timely referrals to private agencies to initiate adoption-specific services and complete adoptions in less than 12 months.
- Review cases with children identified as living with an adoptive resource family for over six months from termination of parental rights without an order of adoption placement.
- Review recruitment plans for children without an identified adoption resource family at termination to ensure an appropriate recruitment strategy is in place.
- Conduct reviews for children with a goal of adoption for six months from the termination without an identified adoptive resource.
- Provide technical assistance by a contracted expert for any case in which a child has been available for a year from termination without an identified family.
- Incorporate policy changes into the pre-service training curriculum.
- Develop and distribute semi-annually a state level analysis of:
    - The number of children without an adoptive resource at the beginning of the period.
    - The number of children who had an adoptive resource at the end of the period.
    - The number of cases reviewed.
    - Outcomes and barriers to identifying adoptive resources or achieving adoption resulting in recommended actions to improve timeliness.
- Provide the semi-annual report to the Permanency Options Work Group.
- Review and revise adoptive parent recruitment strategies at state and local levels based on the semi-annual report.
- Assess and report on the work of the permanency resource managers regarding children in their county whose goal is adoption and who do not have an identified family within six months of termination of parental rights.
- Develop a "toolkit" of best practice recruitment strategies information.

Adoption Policy/Program Improvements
To improve timeliness to adoption, adoption policy was revised effective December 1, 2010. Revisions include:

- Referral to adoption services must occur within five working days from the date of receipt of the order terminating parental rights.

- Acceptance of the case by the private agency must be received by DHS within seven working days from the date the referral was received by the agency.
- An adoption worker must be assigned within three working days of case acceptance, and adoption activities must begin.
- If a child does not have an identified adoptive family, the adoption worker must submit a written child-specific recruitment plan and the registration for photo listing to the Michigan Adoption Resource Exchange within 30 calendar days of case acceptance.
- A child specific recruitment plan template was finalized in October of 2010.
- If a child does have an identified adoptive family, the adoption worker must obtain a signed DHS 4809, Intent to Adopt form, signed by the prospective adoptive parent(s) within four working days of case assignment.
- If the child is not being adopted by a licensed foster care provider, the adoption worker must initiate evaluation of the prospective adoptive home within seven calendar days of the acceptance date of the referral or identification of the adoptive family, whichever is later. The Initial Foster Home/Adoptive Evaluation must be completed within 90 calendar days from the date of assignment of the case.
- If the child is being adopted by a licensed foster care provider who has a previously approved adoption evaluation, the Adoptive Family Assessment Addendum, must be completed within 30 calendar days.
- The Child Adoption Assessment must be completed within 45 calendar days of acceptance.

To improve timeliness to adoption further, adoption policy was revised effective March 1, 2012; revisions include:

- The child specific recruitment plans must be discussed in a face-to-face case review meeting quarterly for children without an identified adoptive family.
- Quarterly reviews of the child specific recruitment plans must continue until the child is placed with a family that plans to permanently care for the child. The schedule of reviews is as follows:
    - Within the first three months of the child's goal changing to adoption, a face-to-face case review meeting must occur between the adoption worker and the adoption supervisor.
    - Between three and six months of the child's goal changing to adoption, a face-to-face case review meeting must occur and include the adoption worker, the adoption supervisor and a permanency resource manager.
    - Between six and nine months of the child's goal changing to adoption, a face-to-face case review meeting must occur and include the adoption worker, the adoption supervisor and a permanency resource manager.
    - In cases where a permanent home has not been identified within one year of the child's goal changing to adoption, a face-to-face case review meeting must occur and include the adoption worker, the adoption supervisor and an outside expert engaged by DHS with expertise in permanency and adoption processes and planning. The outside expert role is currently being filled contractually by the Adoption Resource Consultants. This review must occur between nine and twelve months of the child's goal changing to adoption and must be held quarterly thereafter until the child is placed with a family that plans to care permanently for the child.

On October 1, 2011, adoption contracts went into effect with private agencies that established new levels and rates for reimbursement of adoption services. The following performance outcomes were incorporated in the contracts:

- Fewer than five percent of placements for adoption will end in disruption.
- Fewer than five percent of finalized adoptions will end in dissolution.
- By September 30, 2012, 70 percent of adoptions for children with a goal of adoption on September 30, 2011 shall be finalized.
- By September 30, 2013, 77 percent of adoptions for children with a goal of adoption on September 30, 2012 shall be finalized.

To assist counties to achieve timely adoptions, the Adoption Alert Report was published in January 2011 that lists all children legally free for adoption. The message is displayed on the reports as a reminder that a review of the case is required when a child is in adoption status at three months with no identified family. As described above, additional case reviews are required at six, nine and 12 months if the child still does not have an identified family. In counties where there is a permanency resource manager, the manager monitors these cases and conducts the adoption reviews.

On August 1, 2010, a contract was awarded to Orchards Children's Services to provide Adoption Resource Consultant services in Genesee, Oakland and Wayne counties. The consultants conduct additional case reviews for children beginning at the 12-month mark without an identified adoptive family. Effective May 1, 2012, Adoption Resource Consultant services will be expanded statewide.

On August 1, 2011, the Adoption Resource Consultant contract was amended to include Extreme Recruitment. A relative locator and a private investigator, if needed, are assigned. Extreme Recruitment requires weekly, intensive meetings between the child's professional team for 12 to 20 weeks and demands a concentrated focus on the recruitment of an adoptive resource through locating family and kin and public or specialized recruitment efforts. The investigator locates relatives through internet tools, court databases and other means.

DHS Collaboration and Partnerships

Goal: DHS will maintain strong partnerships and collaboration to improve policy and practice leading to increased adoption from foster care. Continued collaboration will occur between the DHS adoption program, State Court Administrative Office, the Adoption Oversight Committee and other stakeholders to improve practice, expand recruitment and address the needs of children in need of a permanent home.

Statewide Adoption Oversight Committee

In 2006, the Statewide Adoption Oversight Committee was established and began meeting quarterly. The committee is comprised of representatives from DHS central office and field offices, adoption contractors, the court, adoptive families, the Foster Care Review Board and the Children's Ombudsman. The committee's purpose is to:

- Examine adoption services in Michigan and make recommendations for improvement.
- Develop action plans to increase the number of child welfare adoptions and the recruitment of adoptive homes.

The work of the Adoption Oversight Committee has been instrumental in the following areas:

- Review of pre-adoption training requirements.
- Surveying parents, caseworkers and youth involved in disrupted or dissolved adoptions.
- Research and presentation of national post-adoption models.
- Making recommendations on adoption and adoption subsidy policy and form changes.
- Making recommendations on the Michigan Adoption Resource Exchange Heart Gallery and the 2012 adoption conference.
- Development of a youth consent booklet for adoption recruitment purposes.

Permanency Options Work Group

In 2006, Michigan established the Permanency Options Work Group to improve coordination between the courts and DHS on child welfare matters. The Permanency Options Workgroup is comprised of representatives from DHS, the State Court Administrative Office and judges. Meetings in 2011 focused on the following:

- Extending foster care, and adoption and guardianship subsidies to age 21.
- Michigan Children's Institute decentralization.
- Requiring the court to keep foster care cases open until adoption finalization.
- Youth participation at court hearings.
- Allowing a married person to adopt individually.
- Waiving tuition for in-state college for foster youth.
- Reinstatement of parental rights.
- Open adoptions.
- Federal Adoption and Safe Families Act requirements.

Adoption Day

Twenty-five county courts participated in Michigan's Adoption Day held November 22, 2011. This is a day when courts schedule the finalization of many adoptions. During the seven years in which Michigan has celebrated Adoption Day, almost 19,000 children have been placed into adoptive homes from foster care. On the 2011 Adoption Day, Governor Rick Snyder signed into law bills that extend foster care and adoption and guardianship subsidies until age 21 for eligible youth. The Michigan Supreme Court was the venue for the bill signing as well as for the finalization of several adoptions on Adoption Day.

Michigan Adoption Resource Exchange

The Michigan Adoption Resource Exchange is an information and referral service contracted by DHS to facilitate finding permanent homes for children. The Exchange:

- Produces recruitment and service brochures.
- Maintains a public web site of children available for adoption.
- Helps communities develop adoption recruitment activities.
- Produces quarterly newsletters for professionals, parents and children.

One of the Michigan Adoption Resource Exchange's recruitment activities is the Michigan Heart Gallery, a traveling photographic and audio exhibit created to find families for children in foster care. A Heart Gallery Opening is scheduled each year to launch the new photo display. The 2011 event was held March 26, 2011 at the Evangelical Church in Detroit. It attracted 171 participants who returned information cards, and 64 families who registered at the event. The Heart Gallery exhibit is displayed in many communities throughout the year and is available for display at special events and conferences. Other accomplishments include:

- The annual Kinship Festival was held on September 24, 2011 at Wayne County Community College. There were 104 families interested in adopting who attended the event. These prospective adoptive parents were able to interact with the 31 youth who attended and were available for adoption.
- In December of 2011, the Michigan Adoption Resource Exchange collaborated with Fox 2 News Detroit to produce a regular "waiting child" feature. "A Place to Call Home" features children who are in need of an adoptive family. The initial feature resulted in 43 inquiries from prospective adoptive families.
- The Michigan Adoption Resource Exchange has developed a youth advisory board through the Michigan Youth Opportunities Initiative boards across the state. The youth inform and influence adoption services in Michigan.

In 2011, the contract was amended to include Adoption Navigators. Adoption Navigators are experienced adoptive parents who offer guidance, support, direction and information to prospective adoptive families and assist in the matching of adoptive families with children.

Project 340 was established in September 2011, with a focus on the 340 children who were available for adoption without an adoptive family as of September 1, 2011. The Project 340 team is comprised of Adoption Resource Consultants, Permanency Resource Managers and Michigan Adoption Resource Exchange staff. During the bi-weekly meetings, the team reviews progress, identifies barriers and develops solutions for the identified cases. As of March 2012, an adoptive family has been identified or an alternate, appropriate permanency goal has been established for 168 of the original cases.

ADOPTION INCENTIVE FUNDS

Michigan received a $3,964,000 federal Adoption Incentive Grant to be expended by December 31, 2012. Contracts have been awarded for the following services:

- **Adoptive Parent Consultants.** This contract was awarded to Adoptive Family Support Network in Kent County. Adoptive Parent Consultants are experienced adoptive parents who serve as peer mentors and trainers to pre-adoptive and adoptive parents. The geographic service area was expanded in 2012 to include Muskegon and Ottawa counties.
- **Adoption Resource Consultants.** Two contracts were awarded to Orchards Children's Services in Oakland County to provide enhanced oversight and case planning for children and youth with terminated parental rights for over one year without an identified adoptive family. Extreme Recruitment services were added on August 1, 2011. Services are provided in Wayne, Oakland, Macomb and Genesee counties. Effective May 1, 2012, the service area will be expanded statewide.
- **Adoptive Parent Training.** This contract was awarded to Michigan State University School of Social Work to provide adoption-specific training and support to parents who are adopting or have adopted a child from the child welfare system.
- **Adoption Navigators.** The contract with the Michigan Adoption Resource Exchange was amended on June 3, 2011 to include Adoption Navigators. Adoption Navigators are experienced adoptive parents who offer guidance, support and information to prospective adoptive families throughout the adoption process.

- **Foster Care Navigators.** This contract was awarded to Judson Center in March 2012. Foster Care Navigators are experienced foster parents who offer guidance, support and information to prospective foster parents throughout the licensing process.
- **Consultation Services.** This contract was awarded to Adoption Network Cleveland to provide training and consultation services to the adoption and foster care navigators.
- **Permanency Docket.** A Memorandum of Understanding was crafted between the department, the County of Oakland and the sixth judicial court. The docket concentrates on adoption permanency for Michigan Children's Institute wards with an emphasis on reducing the amount of time to finalize adoptions, reducing disruption of the permanency plan, ensuring case progress through milestones and eliminating barriers.
- **Wayne County Court Docket.** This Interagency Agreement is between the department and the State Court Administrative Office. Permanency related services are provided to Wayne County courts for the review and management of DHS foster care cases for children awaiting permanency.
- **Post Adoption Resource Centers.** Eight contracts will be in effect in April 2012. Post adoption services will be provided statewide. The centers will provide case management services, coordination of community services, information dissemination, adoptive family support and a public website.
- **Marketing Research and Media Planner.** This contract will be awarded in FY 2012. A marketing campaign for the recruitment of adoptive and foster homes will be developed, targeting southeast Michigan and to produce standard tools that can be customized for use in all areas.

Additionally, Adoptive Incentive Funds are utilized for the following services:

- Two adoptive and foster parent conferences.
- A faith-based summit to raise awareness of the need for adoptive and foster homes.
- An adoptive parent handbook.
- Adoptive Child/Family Enrichment Program to provide financial reimbursement to adoptive parents for child/family enrichment activities.
- Post adoption assessments and services for adopted youth that are not covered through either the Department of Community Health/Community Mental Health or the Adoption Medical Subsidy Program.
- Statewide adoption conference for adoption staff, court staff and adoptive parents.

Adoption Subsidy

The DHS Adoption Subsidy program provides financial support and/or medical subsidy to adoptive families to help children adopted from Michigan's foster care program or eligible for supplemental security income. On November 22, 2011, Governor Snyder signed into law bills to extend adoption subsidies to age 21 for eligible youth. DHS policy went into effect on April 1, 2012. Youth eligible for the extension must have been placed for adoption at age 16 or 17, be between the ages of 18 and 20 and have had an adoption assistance agreement effective through the adoptee's 18th birthday. To be eligible for extended adoption subsidies, the youth must be:

- Actively completing high school or a program leading to a General Education Development certificate.
- Enrolled at least part-time in college, university, vocational or trade school.
- Employed at least 80 hours per month.

- Participating at least 80 hours per month in a program that promotes employment.

If a youth is incapable of doing any of these activities due to a documented medical condition, the youth is also eligible for adoption subsidies.

Goal: Review and determine changes needed in the support and medical subsidy programs to assist families who have adopted children from foster care with special needs.
Status: Permanency staff will complete policy changes by December 31, 2012 and distribute the adoptive parent handbook to adoptive parents in June 30, 2012.

Guardianship Assistance Program
The program went into effect July 1, 2009. It offers alternative permanency when reunification and adoption are not viable, with a monthly subsidy equal to the foster care payment until the child reaches age 18. Guardianship may be especially favorable in the following circumstances:

- Relatives who want to maintain their current relative status.
- Older youth who will not consent to adoption after being counseled on the importance of permanent connections.
- Cultural norms do not support termination of parental rights.

Many eligible children will be those who have had a goal of reunification or adoption but barriers or challenges have prevented permanency from occurring. The total number of requests funded as of March 31, 2012:

Submitted	Approved	Withdrawn	Funded	Closed
520	**264**	**53**	**258**	**23**

On November 22, 2011, Governor Snyder signed into law bills that extend guardianship subsidies to age 21 for eligible youth. DHS policy went into effect in April 2012.Youth eligible for extension of the guardianship assistance program began receiving guardianship assistance at age 16 or 17, are between the ages of 18 and 20, the original guardianship order remains in effect and had a guardianship assistance agreement effective through the youth's 18th birthday. To extend guardianship subsidies, the youth must be:

- Actively completing high school or a program leading to a General Education Development certificate.
- Enrolled at least part-time in college, university, vocational or trade school.
- Employed at least 80 hours per month.
- Participating at least 80 hours per month in a program that promotes employment.

If a youth is incapable of doing any of these activities due to a documented medical condition, the youth is also eligible for guardianship assistance.

Technical Assistance Provided to Counties and Local and Regional Entities
Goal: DHS will increase the number of children reaching permanency through guardianship assistance by 10 percent each year through the following:

- Developing a Guardianship Alert to track all children in care with a goal of guardianship.
- Providing training to local agencies and courts.

Status: The development of the Guardianship Alert database is being incorporated into MiSACWIS, which should be available in pilot in October 2012. Until MiSACWIS is operational statewide, guardianship data is being obtained manually and through data warehouse reports.

- In 2011, the Permanency Division provided four formal trainings to local agencies and courts on the guardianship assistance program. Training was also provided informally on individual cases.
- In 2012, there are currently five scheduled formal trainings for local agencies and courts on the guardianship assistance program. Informal training will continue to be provided on individual cases.

Grant Projects

Oakland County DHS and Spaulding for Children received a $2 million federal grant to develop and pilot a best practice outreach model in Oakland, Macomb and Wayne counties. The implementation phase of the Diligent Recruitment Grant I-Care 365 Project began October 2011. I-Care 365 is recruiting foster and adoptive families within Oakland, Macomb and Wayne counties.

Michigan Child and Family Services Review Permanency Outcomes 2 and 3 Baseline Data

For FY 2011, DHS' performance on Permanency Composite Two: Timeliness of Adoption was 119.53. The national standard is 106.4 or higher. Performance on the individual measures:

	Baseline FY 2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**
C2-1: Exits to adoption in less than 24 months 75th Percentile = 36.6%	30.6%	34.8%	34.0%	34.5%			
Measure C2-2: Exits to adoption, median length of stay 25th Percentile = 27.3 months	29.5 months	28.7 months	29.1 months	28.9 months			
Measure C2-3: Children in care 17+ months, adopted by the end of the year 75th Percentile = 22.7%	23.7%	27.9%	28.8%	31.4%			
Measure C2-4: Children in care 17+ months achieving legal freedom within 6 months 75th Percentile = 10.9%	11.8%	14%	16.4%	14.4%			
Measure C2-5: Legally free children adopted in less than 12 months 75th Percentile = 53.7%	33.5%	38.7%	40.1%	44.3%			

Source: DHS Data Warehouse

DHS analysis of the Child and Family Services Review outcomes for Adoption is as follows:

- DHS' overall performance continues to improve for Composite 2: Timeliness of Adoptions. In 2010, the overall performance was 111.0 compared to 119.53 in 2011.

- Composite measure C2-3 continues to improve and meet the 75th percentile.
- Composite measure C2-4 met the 75th percentile even though it decreased between 2010 and 2011.
- Composite measures C2-1 and C2-2 showed a slight improvement between FY 2010 and FY 2011; however, the 75th and 25th percentiles were not met.
- C2-5, legally free children adopted in less than 12 months, showed a 4.2 percent improvement but improvement continues to be needed in this area.
- For FY 2011, DHS' performance on the Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time was 131.79. The national standard is 121.7 or higher.

Michigan's performance on the individual measures is shown in the following table.

	Baseline FY 2008	**2009**	**2010**	**2011**	**2012**	**2013**
Measure C3-1: Exits to permanency prior to 18th birthday for children in care for 24+ months 75th Percentile = 29.1%	27.6%	31.4%	33.4%	36.4%		
Measure C3-2: Exits to permanency for children with Termination of Parental Rights 75th Percentile = 98%	96.4%	96.7%	96.8%	97.6%		
Measure C3-3: Children emancipated who were in foster care for 3 years or more 25th Percentile = 37.5% National Median = 47.8%	48.7%	46%	48.8%	44.2%		

Source: DHS Data Warehouse

DHS analysis of the Child and Family Services Review outcomes for permanency is as follows:

- Michigan continues to increase performance outcomes on Composite 3: Permanency for Children and Youth in Care for Long Periods of Time. In 2010, the overall performance was 124.4 compared to 131.79 in 2011. Michigan is 7.39 above the national standard.
- The C3-1 measure, exits to permanency prior to 18th birthday for children in care for 24+ months, has surpassed the 75th percentile by 7.3 percent.
- The C3-2 measure, exits to permanency for children with termination of parental rights increased to 97.6 percent, which is .4 percent away from the 75th percentile.
- The C3-3 measure, children emancipated who were in foster care for 3 years or more, has surpassed the national median by 3.6 percent.
- All composite measures improved, demonstrating continued effective efforts.

INTER-COUNTRY ADOPTIONS

In Michigan, inter-country adoptions are exclusively within the purview of licensed private adoption agencies. An adoption agency licensed in Michigan to provide them has an agreement

with the foreign country specifying the responsibilities of the agency in completing adoptions. Children in families at risk of disruption or dissolution are eligible for the same services and supports as a child born in this state when entering foster care. There were no internationally adopted children whose adoptions were dissolved in Michigan in FY 2011.

ADOPTIVE AND FOSTER PARENT RECRUITMENT AND RETENTION

DHS will develop and maintain an adequate number and array of adoptive and foster home placements to meet the safety and permanency needs of all children requiring out-of-home care. DHS is increasing recruitment and retention for adolescents, sibling groups and children with disabilities by:

- Collecting and analyzing data.
- Increasing public awareness of the need for adoptive and foster homes.
- Collaborating with the Save Our Children Coalition and other faith based initiatives.
- Providing technical assistance to produce viable recruitment and retention plans.

During FY 2011, DHS collected and analyzed licensing data trends on issuing licenses, closing homes and the number of kin compared to non-kin homes.

- In FY 2011, the DHS Bureau of Children and Adult Licensing issued 2,096 new foster home licenses.
- Of those new issued licenses, 1,177 were non-relative homes, an increase of 30 non-relative homes from FY 2010.
- During that period, 1,929 homes closed, an increase of 154 from the previous year.
- Each month approximately 150 to 200 surveys are sent to DHS and private agency foster parents whose foster home closed during the previous month.

The results from the closed home surveys continue to show that the majority of homes close voluntarily, with adoption as the top reason for not continuing as foster parents. The chart below details the trend of enrollments and open and closed homes over the last three years in urban counties:

	Enrollments Received			Original Licenses			Closed Homes		
County	**2009**	**2010**	**2011**	**2009**	**2010**	**2011**	**2009**	**2010**	**2011**
Genesee	248	202	171	115	111	132	101	117	111
Ingham	106	83	70	64	62	56	52	73	62
Kent	263	224	225	133	172	166	131	119	143
Macomb	287	239	157	159	186	119	96	106	137
Oakland	308	219	177	142	159	156	122	132	154
Wayne	675	601	416	235	296	264	356	312	339
Totals	**1887**	**1568**	**1216**	**848**	**986**	**893**	**858**	**859**	**946**

Although enrollments showed a decline of 22 percent from FY 2010 to FY 2011 for urban counties, there was a 3 percent increase in non-relative licenses issued statewide. The chart below describes the types of homes (relative versus non-relative) opened in urban counties during FY 2011:

County	Relative	Non-relative	Total
Genesee	52	80	132
Ingham	25	31	56
Kent	67	99	166
Macomb	60	59	119
Oakland	70	86	156
Wayne	121	143	264
Total	**395**	**498**	**893**

Goal: DHS will ensure that Michigan meets the capacity and need for foster and adoptive homes by:

- Analyzing licensing and SWSS data to determine the capacity and need for foster and adoptive homes by county, and provide counties with licensing goals based on this data.
- Developing and implementing specialized scorecards that track the number of licensed homes, relative and non-relative homes and homes for adolescents in each county.
- Providing tools and accountability for recruiting, licensing and retaining foster parents.
- Collaborating with MiSACWIS to develop standardized reports on adolescents, sibling placements and splits, children with disabilities, and children waiting for recruited adoptive homes, including new foster care entry data and other relevant data.

Status:

- The DHS licensing bureau reports on the numbers of licenses and closed homes by county to the Permanency Division monthly.
- The Permanency Division provides monthly scorecards to counties showing monthly progress toward assigned licensing goals.
- The Permanency Division has developed a strategic work plan to address the reasons foster homes close.
- Counties are provided with SWSS data reporting initial entry of foster children by age, living arrangement, gender, race, ethnicity and total number of foster youth to use in creating recruitment plans.

Adoptive and Foster Parent Retention and Recruitment Plan

An annual plan template was released to the counties and private agencies on September 1, 2010. Annual plans are developed by local offices in collaboration with private agencies.

Accomplishments in FY 2011

Sixty annual plans covering all 83 counties were submitted to the statewide recruitment and retention coordinator. In January 2011, responses to the plans were provided to county directors to share with all agencies that participated in the development of a county's plan. The responses highlighted:

- Agencies actively licensing homes in the county.
- Goal for the number of non-relative homes needing licensure.
- Goal for the number of homes for teens needing licensure.
- County plans to recruit foster and adoptive families.

Accomplishments in FY 2012

On August 5, 2011, the annual Adoptive and Foster Parents Retention and Recruitment Plan template for FY 2012 was sent to each county, and local plans were due by September 1, 2011. The recruitment goals and action steps for each county require collaboration and planning between the DHS county office and the private agencies serving that county.

- In January 2012, responses to the plans went to county directors to share with private agency partners. Scorecards are sent to county directors and private agency directors monthly showing current progress toward assigned licensing goals.
- Sixty annual plans covering all 83 counties were submitted and responses made.

Technical Assistance Provided to Counties and Local and Regional Entities

Goal: Local DHS offices and private agencies will use best practices to recruit and retain adoptive and foster care families to increase the number and retention of homes.

- Each child-placing agency will submit a plan that defines the number of specialized homes needed and activities to recruit families, focusing on adolescents, sibling groups, children with disabilities and children waiting for adoption.
- The retention and recruitment coordinator will complete site visits to public and private agencies to collect information on placement needs, recruitment strategies and retention ideas.
- DHS will disseminate best practices information through the DHS website and other media.
- The retention and recruitment coordinator will develop and distribute a report to agencies that describes best practices used in Michigan.

Accomplishments in FY 2011

- Thirteen site visits were completed in the big 14 counties. Best practices were discussed at each site visit.
- Three site visits were completed which included nine counties in the Upper Peninsula and 11 counties in northern Michigan. Best practices were discussed at each site visit.

Accomplishments in FY 2012

In January 2012, key representatives from the Permanency Division and other stakeholders attended a Peer Technical Assistance Match in Texas focusing on strengthening foster and adoptive parent retention and recruitment efforts. They discussed the following items:

- Process to develop, implement and monitor recruitment and retention plans.
- Specific activities and tools used to promote recruitment efforts.
- Policies, processes and training in Texas to support work in faith-based communities.
- Specific activities used by staff, faith-based partners and others to identify and recruit foster and adoptive families in faith-based communities.

Media and Events

DHS collaborates with several stakeholders, including the Michigan Adoption Resource Exchange, the Save Our Children Coalition, Michigan Association for Foster, Adoptive and Kinship Parents for media and recruitment events.

Accomplishments in FY 2011

- The 2011 Heart Gallery Opening was held on March 26, 2011 at the Evangelical Church in Detroit with 171 attendees. Of the attendees, 64 were families interested in adopting from the child welfare system.
- DHS collaborated with Michigan Association for Foster, Adoptive and Kinship Parents on their annual training conference in April 2011. The financial support from DHS reduced the cost of the training significantly. Local DHS offices were able to cover the cost of the training with Adoptive and Foster Care Retention and Recruitment funds.
- DHS continued to collaborate with the Faith Communities Coalition, which started in 2007 and is rapidly expanding on the east side of Michigan. There are six branches of this coalition, including three in the eastern tip of the state, one in Novi, one in Flint and one in Washtenaw County.
- The Permanency Division collaborated with Oakland County DHS and Spaulding for Children regarding the Diligent Recruitment Grant (I-CARE 365 Project) from the U.S. Department of Health and Human Services. October 2011 marked the implementation portion of the I-CARE 365 Project. I-CARE 365 is actively recruiting foster and adoptive families in Oakland, Macomb and Wayne County.
- In May 2011, the Resurrection Life Church hosted an event titled Wait No More: Finding Families for Waiting Kids in Kent County. Approximately 470 people attended. Of those, 76 families initiated the process of adoption from foster care.
- In July 2011, Macomb, Oakland and Wayne County DHS held a foster and adoptive parent retention event at the Detroit Zoo. Ninety-one families (approximately 430 people) attended the event.
- In September 2011, DHS partnered with the Department of Natural Resources on the Fostering Family Fun Event held at the Pontiac Recreation Area in Waterford. This retention event included foster, adoptive and kinship parents from public and private agencies throughout several counties.
- The annual Kinship Festival was held in September 2011 at Wayne County Community College. Thirty-one youth available for adoption were present to interact with families. One hundred four families interested in adopting from the foster care system attended the event. Adoption Navigators were assigned to the families for follow up.

Accomplishments in FY 2012

- In December 2011, the Michigan Adoptive Resource Exchange collaborated with Fox 2 News Detroit to produce a regular waiting child feature as part of a news segment to introduce the child to the public as waiting for his or her adoptive family, “A Place to Call Home.” Forty-three inquiries resulted from the initial feature.
- DHS developed an Invitation to Bid for a media firm to develop and execute effective marketing strategies and advertising for the recruitment of foster and adoptive parents.
- DHS financially supported the attendance of approximately 300 foster and adoptive parents for the Michigan Association for Foster, Adoptive and Kinship Parents Conference in April 2012.

Planned Activities for FY 2013

DHS will continue to collaborate with the Michigan Association of Foster, Adoptive and Kinship Parents for the FY 2013 annual conference and the expansion of foster and adoptive parent support groups. DHS will also continue to collaborate with the Department of Natural Resources for statewide retention and recruitment activities.

Michigan Adoption Resource Exchange
The Michigan Adoption Resource Exchange is the liaison between adoptive applicants and the agencies that supervise the adoptions. The DHS contractual partnership with the Michigan Adoption Resource Exchange includes recruitment and retention activities. The Exchange receives referrals from families interested in children photo listed on their website and that of Adopt Us Kids (267 referrals as of January 2012) and refers families to the agencies responsible for the child. The Michigan Heart Gallery is a traveling photographic and audio exhibit created to find families for children in foster care. It pairs professional photographers with children to create photographs available for display for recruitment.

Accomplishments in FY 2011

- The Michigan Adoption Resource Exchange had 24 regional recruitment events including match parties that provide an environment for families to meet available children.
- The Michigan Adoption Resource Exchange also hosted 46 Heart Gallery events in Michigan communities. The Heart Gallery has been shown to be an effective tool to recruit adoptive and foster families.
- There were 5,150 inquiries to the Michigan Adoption Resource Exchange regarding children available for adoption. Of these inquiries, 2,026 came from families already approved as adoptive families or in the process of completing an adoptive home study.

Accomplishments in FY 2012

- There are approximately 300 children available for adoption posted on the Michigan Adoption Resource Exchange website as of March 2012.
- The 2012 Heart Gallery Opening occurred on April 21, 2012 at the Northridge Church in Plymouth.

Planned Activities for FY 2013
DHS will collaborate with the Michigan Adoption Resource Exchange regarding the 2013 Heart Gallery Opening.

Foster/Adoptive Parents as Recruiters
DHS local offices and private agencies include experienced foster and adoptive parents in local recruitment activities that have:

- Developed resource books and newsletters for adoptive and foster parents.
- Established mentoring programs.
- Used recognition events to honor foster parents in each county.
- Presented information through malls, church and 4-H groups and community forums.

The recruitment coordinator has met with public and private staff on the importance of such collaboration to meet recruitment and retention goals.

Goal: DHS will increase recruitment and retention efforts by utilizing experienced adoptive and foster parents through the following activities:

- Including experienced foster parents in recruitment activities to explain the benefits of fostering and adopting children and focus on the need for homes for adolescents, sibling groups and children with disabilities.

- Developing partnerships between child-placing agencies and community partners to use adoptive and foster parents and foster children to increase awareness.
- Enhancing partnerships with national and state associations.
- Enhancing collaboration and partnerships to engage local churches, schools and community organizations in recruitment activities.

Accomplishments in FY 2011
DHS collaborated with the Michigan Adoption Resource Exchange in the implementation of the Adoption Navigator program that began in June 2011. The Adoption Navigator program is an initiative to help prospective adoptive parents through the adoption process. Adoption Navigators provide support, guidance and assistance to prospective adoptive parents throughout the adoption process by responding to their questions and concerns.

Accomplishments in FY 2012
- In March 2012, the Foster Care Navigator Program was implemented statewide; Judson Center is the contractor. A Foster Care Navigator is assigned to an inquiring family to help them navigate through the licensing process, from inquiry to placement of the first child. Foster Care Navigators help locate resources within the community, review the rules and regulations of licensure and assist potential foster parents in understanding the needs of children in foster care.
- DHS collaborated with the Michigan Association for Foster, Adoptive and Kinship parents for the 2012 training conference in April 2012. DHS sponsored the conference, allowing DHS and private agency foster, adoptive and kinship parents to attend free of charge. DHS is also collaborating with the association on a statewide level to connect foster and adoptive parents to resources, education and training.
- In March 2012, a foster parent was invited to serve on the DHS Health Advisory and Resource Team to represent the voice and needs of foster and adoptive parents.

Planned Activities for FY 2013
- Continue the Foster Care and Adoption Navigator Programs.
- Collaborate with the Michigan Association of Foster, Adoptive and Kinship parents to develop support groups.
- Ensure there is foster and adoptive parent representation on work groups.

Targeted Recruitment
Local DHS offices and private agencies include foster youth at community presentations as effective strategies for engaging prospective foster and adoptive homes for older youth.

Goal: DHS will target recruitment for special populations of adolescents, sibling groups, children with disabilities and children waiting for adoption. Recruitment efforts will include adoptive and foster care adolescents, sibling groups and children with disabilities to tell their stories to prospective foster and adoptive parents. DHS will:
- Engage adolescents in identifying connections and recruitment activities to find a permanent family.
- Involve foster children in activities such as after-school programs and volunteerism to increase interaction among foster youth.
- Develop recruitment strategies for teenagers, children with disabilities and sibling groups.

- Use Permanency Resource Managers to address children's special permanency needs.
- Provide resource books and newsletters to adoptive and foster parent groups describing special populations' needs.
- Implement mentoring for adoptive and foster parents.
- Increase the number of foster parent recognition events.

Measures:

- Completed plans by each DHS office and private agency, which include targeted recruitment efforts that collaborate with youth, adoptive and foster parents.
- Increased number of foster and adoptive parent resources to provide training, support and education for foster and adoptive parents.
- Decreased number of children waiting for an adoptive home.

Accomplishments in FY 2011

- DHS collaborated with Orchards Children's Services on August 1, 2011 to amend the Adoption Resource Consultants contracts to include Extreme Recruitment.
- In September 2011, DHS collaborated with the Adoption Resource Consultants of Orchards Children's Service and the Michigan Adoption Resource Exchange of Judson Center to develop Project 340.
    - Project 340 identified all children waiting for adoptive families from the Michigan Adoption Resource Exchange website as of September 1, 2011.
    - The group reviews these cases, identifies barriers and identifies permanent homes for the youth.
    - Project 340 started with 355 children. As of March 2012, 168 have been placed with adoptive families or an alternative permanency goal was identified.
    - The overall number of children currently photo listed on the Michigan Adoption Resource Exchange is 299, 187 from Project 340 and 112 additional children photo listed after September 1, 2011.
    - Project 340 continues to meet every other week to discuss barriers for the children involved in the project and finding adoptive homes for these children.
    - The Michigan Adoption Resource Exchange is also focusing on finding adoptive families for the 112 additional children photo listed after September 1, 2011.

Accomplishments in FY 2012

DHS expanded post adoption services statewide on April 1, 2012. The post adoption services include case management, adoptive family support groups, coordination of community services, information dissemination and referrals for crisis intervention.

Planned Activities for 2013

- Continue using Adoption Resource Consultants and Extreme Recruitment as resources in finding adoptive families for waiting children.
- Continue to collaborate with Adoption Resource Consultants and the Michigan Adoption Resource Exchange to focus on finding homes for all waiting children.

Faith-Based Recruitment

DHS is engaging the faith communities to recruit foster and adoptive parents while also organizing them to work together. This collaboration is crucial to make the faith community's work more effective and efficient.

Goal: DHS will facilitate the adoption of children and youth waiting in the foster care system by involving members of the faith community through recruiting, training and supporting adoptive families and foster care agencies. Collaborating with the faith community will:

- Increase awareness of the need for foster and adoptive parents among congregations.
- Provide gatherings where congregations, organizations and child-placing agencies can network to provide help for foster children and aging-out youth.
- Educate and motivate congregations to help alleviate the suffering of children in foster care and those aging out.
- Challenge congregations to collaborate with agencies in projects or programs to benefit foster children, foster/adoptive/kinship families or aging-out youth.
- Encourage congregations to recruit foster and adoptive parents and mentors.

Accomplishments in FY 2011

In September 2011, DHS held two large faith-based recruitment events focusing on the recruitment of foster and adoptive parents for older youth. These events were held in Detroit and Flint. Over 20 local DHS offices, private agencies, ministries and non-profit organizations participated in these events. Approximately 256 individuals attended, and 57 were interested in becoming foster and/or adoptive parents.

Accomplishments in FY 2012

- In March 2012, DHS hosted a Faith-Based Leadership Summit. The Summit's goal was to unify faith-based organizations in helping increase the number of foster parents and adoptions in Michigan, while gaining commitments from new partners in finding homes for the state's foster children. Governor Rick Snyder joined DHS Director Maura D. Corrigan as a speaker at the event. In attendance were 149 individuals, 73 of which are faith leaders. Fifty-one congregations from 19 different denominations attended.
- The Reverend Kate Thoresen of the Save Our Children Coalition participated in the Peer Technical Assistance Match in Texas focusing on strengthening foster and adoptive parent retention and recruitment efforts in Michigan.
- Bishop Aaron Blake from the Greater Faith Community Church in Brownwood, Texas provided a call to action speech at the Faith Based Leadership Summit.

Planned activities for FY 2013

DHS will continue to collaborate with the Faith Communities Coalition, the Save Our Children Coalition and other faith communities to expand current initiatives and to create new ones.

Statewide Strategic Recruitment and Retention Plan

DHS established a planning committee of staff, partners and agencies to create a comprehensive recruitment and retention plan in Michigan. DHS will continue to collaborate with key stakeholders within Michigan to have several initiatives during FY 2013 including:

- Targeted, child specific recruitment to meet the placement needs of children in care.
- Recruitment and development, including relative homes and homes for sibling groups.
- Addressing retention barriers.
- Training for staff and prospective foster and adoptive parents on working with families, youth, placement resources and concurrent planning.
- Timely search for prospective parents for children in care.
- Collaboration with agencies and community-based organizations.

- Development of strategies to move the program toward a philosophy of working on permanency from the first day children enter the child welfare system.

Goal: DHS will create and implement a strategic plan that encompasses all retention and recruitment supports in a collaborative effort that will:

- Raise awareness of the need for foster and adoptive parents among agencies, congregations and other community stakeholders.
- Create and distribute practice guides to agencies, organizations and faith communities.
- Create a tracking system to assist agencies in recruiting and licensing foster parents.
- Educate agencies on current successful recruitment activities.

Status: Public and private agencies collaborate to create one annual Adoptive and Foster Parent Retention and Recruitment Plan for each county.

DHS HEALTH CARE SERVICES PLAN

Goal: Every child in foster care will have an updated physical examination by March 31, 2010.
Status: Completed. This was a time-limited initiative focused on updating medical examinations and documentation for children in foster care. DHS demonstrated substantial compliance with the requirement. The only children who were not up-to-date with a physical examination or able to be scheduled for a physical examination were children who were away from their placement without leave or those in out-of-state placements.

Coordination and Collaboration
The Michigan Department of Community Health is responsible for health programs, and DHS relies on it to move its health agenda forward. A team approach in building a system includes soliciting input and feedback from a variety of experts that includes:

- Department of Community Health staff.
- Local DHS directors and staff.
- Local Community Mental Health directors and staff.
- Private child-placing agencies and residential care providers.

Transition of Foster Children to Managed Care
Goal: Children in foster care will be enrolled in managed care plans by October 2010.
Status: Completed. In November 2010, all children in foster care during that month were transitioned to Medicaid Health Plans from fee-for-service Medicaid. From November 2010 forward, all children entering foster care are enrolled in plans. A health liaison officer ensures timely health care access for children entering foster care. The health liaison officer:

- Knows all the available managed care providers.
- Backs up workers in the enrollment and disenrollment process.
- Ensures that established health care procedures are followed.
- Assesses family, child and provider satisfaction.

Goal: All 25 Health Liaison Officers will be hired, trained and providing services in 2012.
Status: In August 2011, training was held for the Health Liaison Officers. The Health Liaison Officers receive technical support and training on specific areas through monthly teleconferences provided by the Health, Education and Youth Unit.

Immunizations
The American Academy of Pediatrics recommends an immunization schedule congruent with the Michigan Medicaid program. In addition, a schedule of required childhood immunizations for Michigan school settings serves as a minimum standard for children in care. Immunizations are considered "routine medical care" but some parents refuse to have their children immunized because of religious beliefs. If this is the case, parents sign a statement specifying the prohibition, which is retained in the case record. Past policy required parental or Michigan Children's Institute consent for the human papillomavirus vaccine.

Goal: DHS will utilize the expertise of its medical consultant to evaluate all recommended immunizations to determine their appropriateness as preventive health care for foster children.
Status: Completed. The medical consultant, DHS and Department of Community Health staff discussed immunization policy and practices recommended by the Centers for Disease Control and Prevention and determined DHS policy on the human papillomavirus vaccine is too restrictive. Policy was updated in April 2012.

Technical Assistance Provided to Counties and Local and Regional Entities
The Michigan Child Immunization Registry tracks immunizations of all children in the state. Since March 2005, the Services Worker Support System (SWSS) automatically downloads data from the Department of Community Health to get up-to-date information on the immunization of foster children that prevents duplicate or missed immunizations. DHS updated foster care policy on December 1, 2009, instructing workers to review immunization records and immediately take action if immunizations are not up-to-date.

Goal: Policy will be updated to define immunizations considered "routine medical care."
Status: Completed.

Psychotropic Medication Management Policies and Procedure
Goal: By September 30, 2011, DHS will update policies and procedures for the use of psychotropic medications. DHS will conduct a pilot in three counties to review cases flagged because a child is prescribed psychotropic medication outside of DHS guidelines.
Status: DHS developed a standardized informed consent form and psychotropic policies. DHS worked closely with the Department of Community Health to review and analyze psychotropic medication claims for foster children and develop a joint oversight plan.

Accomplishments in FY 2012

- On January 1, 2012, DHS released policy on psychotropic medication that contained an overview of psychotropic medication, guidelines for use and a standardized informed consent form with triggering criteria. The policy follows principles related to psychotropic medication use outlined in the Health Oversight and Coordination Plan.
- A medical consultant in the Bureau of Child Welfare started February 1, 2012. The medical consultant is a board-certified physician in child and adolescent psychiatry. In March 2012, the medical consultant provided training to health liaison officers on psychotropic medication, the consent process and oversight.
    - When an informed consent form indicates prescribing that is consistent with DHS triggering criteria, the form is sent to the Health, Education and Youth Unit.
    - The DHS medical consultant reviews each document.

  - If the rationale provided warrants further review, the medical consultant may contact the county for additional information or contact the prescribing physician.
  - A database is under development so any concerning trends can be identified and addressed.
- The medical consultant provides education and outreach to physicians across Michigan. Letters were sent to administrators of organizations where DHS youth are served informing them about the new procedure and offering ongoing assistance with implementation.
- Outreach to professional organizations by the medical consultant is under way. Organizations contacted include:
  - The Michigan chapter of the American Academy of Pediatrics.
  - The Michigan chapter of the American Academy of Family Physicians.
  - The Michigan Psychiatric Society.
  - The Michigan chapter of Child and Adolescent Psychiatry and
  - The Michigan Association of Community Mental Health Boards.

  The medical consultant will provide a series of educational sessions about the needs of youth in DHS foster care and DHS policies and procedures.
- DHS and the Department of Community Health met monthly to review psychotropic medication Medicaid claims data for foster children.
- In May 2012, the Department of Community Health implemented a new program for oversight of psychotropic medication use for all Medicaid enrollees including youth, called EnhanceMed. EnhanceMed provides regular reports on psychotropic medication prescribing patterns. Providers who trigger exceptions to established criteria will be contacted by a pharmacist. The trends in psychotropic use will be monitored over time, and additional educational and consultative procedures will be developed in response to the data.

Planned Activities FY 2013: DHS and the Department of Community Health will continue to collaborate to review Medicaid claims data to allow DHS to improve oversight of psychotropic medication for children in foster care.

Health Advisory Resource Team
Goal: DHS will review and update prescribing guidelines and maintain professional oversight.
In FY 2011, the Child Welfare Health Advisory Board reviewed new health information and determined its application in the child welfare system. In reviewing psychotropic medication, the board:

- Reviews and updates prescribing guidelines.
- Develops a regional plan for ongoing professional oversight.
- Conducts reviews on complex cases.
- Provides input on informed consent policies.

The board developed new guidelines for informed consent that were incorporated into the psychotropic medication policy released on January 1, 2012.
Status: The development of new policies and procedures on psychotropic medication management and the establishment of a core set of training experiences calls for the development of a comprehensive approach to ensure implementation of all policies and procedures related to the health and development of youth served by DHS. This approach

demands broader representation to develop new initiatives that will engage the groups most invested in the health of youth in DHS. This broader group will be renamed the Health Advisory and Resource Team and will include:

- Families, including youth, biological parents, foster parents and natural support systems.
- Advocates with knowledge of both youth and family centered approaches.
- Michigan Department of Community Health.
- Michigan Department of Education.
- Juvenile justice staff.
- Physicians, including primary care, psychiatry and dentistry.

The first Health Advisory and Resource Team meeting was held in May 2012.

Planned Activities for FY 2013: The groups represented on the Health Advisory and Resource Team will each determine one or two priority objectives and plans focusing on the overarching goal of caring for a youth's body, mind, heart and spirit. The advisory team will advise and ensure the coordination of the group's efforts. The DHS medical consultant will lead the team.

Serious Emotional Disturbance Waiver Pilot

Goal for FY 2011: DHS will expand home and community-based services that support children at risk of psychiatric hospitalization and institutional placement by using the 1915(c) waiver to provide additional services. DHS will expand the pilot to two new sites and increase the number served.

- The Serious Emotional Disturbance Waiver Pilot serves DHS foster children with extensive mental health needs in eight counties.
- DHS redirected $1.76 million in state funds and matched $6.3 million in Medicaid funds to serve 266 children.
- The first DHS child began receiving services in December 2009.
- Since the foster care pilot began, 185 children have been served.
- The DHS match of $1.76 million is now a line item in the DHS budget appropriation.
- DHS will identify other funds to use as match in order to expand the pilot to more counties.

Status: In FY 2011, an additional $1 million of needs assessment funding was directed to support the expansion of the Serious Emotional Disturbance Waiver. The waiver expanded to four counties and served over 260 children.

Accomplishments in 2012:

- In FY 2012, DHS increased the general fund match for the waiver to $2.7 million, to serve up to 411 children.
- The Department of Community Health amended their state plan to increase the number of children served by the waiver, to expand the geographic areas served and to expand the age limit to 21.
- The amendment was approved effective April 1, 2012.
- In preparation for expansion of the waiver, a meeting was held on February 29, 2012 with DHS and Community Mental Health leadership in the 20 counties targeted for expansion.

Planned Activities for 2013: DHS will provide an increase of $500,000 to expand the pilot.

Serious Emotional Disturbance General Fund Benefit
In July 2010, the Department of Community Health and DHS met with pilot staff to notify them of a new benefit to ensure provision of mental health services for children in DHS foster care who are ineligible for the pilot. To date, 21 children were served. The requirements include:

- The full array of specialty mental health services and supports are provided through Community Mental Health service providers (with Wraparound as a required service).
- It is available only to children identified as seriously emotional disturbed and new to Community Mental Health services after August 1, 2010, or children who have not received services within the prior six months.
- Local DHS and Community Mental Health agencies agree on children to be served.
- Eligibility priority is given to:
    - Foster children placed by DHS in a residential facility, having an Axis 1 mental health diagnosis, who are being transitioned to community services and/or a permanent home with their birth family, a relative or an adoptive family.
    - Foster children placed in foster care having an Axis 1 mental health diagnosis with total Child and Adolescent Functional Assessment Scale score of 80-110 or 30 level sub-scores in at least two areas or significant functioning difficulty as indicated on the Preschool and Early Childhood Functional Assessment Scale.
    - Children aged 0-3, identified as being at significant risk and in need of enhanced services.
    - Foster children having an Axis 1 mental health diagnosis where extensive community services are necessary to maintain and support foster care placement/family reunification. Child and Adolescent Functional Assessment Scale/Preschool and Early Childhood Functional Assessment Scale sub scores in home, school/child care and behavior toward others are 20 or above may be used to determine risk versus the child's total score.

Goal: DHS will assist the Department of Community Health by pursuing funding to expand the pilot to two additional sites and increase the number of children served.
Status: The Department of Community Health worked closely with the Centers for Medicare and Medicaid Services to develop a mechanism to support increased access to and intensity of mental health services for CPS and foster children with a serious emotional disturbance, under the specialty Services and Supports Waiver. Centers for Medicare and Medicaid Services advised the Department of Community Health to explore the option of an incentive payment within the 1915bc Medicaid waiver.

The Department of Community Health retained Milliman, Inc. actuarial services to help analyze the Medicaid foster child population and its utilization and access to mental health services, and establish an incentive payment methodology. The Centers for Medicare and Medicaid Services informally reviewed the rates and concept. They are supportive but final approval is not expected until June or July 2012. If approved:

- The Community Mental Health Service Providers/Prepaid Inpatient Health Plan would be eligible for monthly incentive payments when serving children statewide in DHS foster care or children in families with a Category 1 or 2 CPS case.
- Two service categories are available for the incentive payment:
    - Service category one reimburses for home-based and Wraparound services.

    - Service category two reimburses for two or more mental health services, excluding assessments.
- The target date for implementation of the DHS Incentive Payment is July 1, 2012.

Monitoring and Treatment of Emotional Trauma
A number of initiatives are under way to identify trauma in children in foster care and to provide trauma-informed treatment.

Trauma Initiative for Children and their Families
The Michigan Department of Community Health developed the Trauma Initiative to further that department's goal to ensure a trauma-informed behavioral health service system is provided for children and their families. The Department of Community Health is providing training to its Community Mental Health service providers as part of this initiative.

- When foster children receive a mental health screening, and the need for a mental health assessment is indicated, the behavioral health division of the Medicaid Health Plan performs the assessment.
- If a child's needs are determined to be higher than mild to moderate, the child is referred to the Community Mental Health service provider.
- The provider conducts an assessment and provides services to children assessed as having a serious emotional disturbance.
- The Department of Community Health Trauma Initiative ensures that foster children receiving assessments and services from participating Community Mental Health service providers will be receiving trauma-informed and trauma-focused services.
- The initiative has three components, and each provider that participates has clinical staff, supervisors and parent support partners. They are expected to implement each component during their yearlong involvement. The components are:
    - Trauma Informed Screening and Trauma Informed Assessment (Trauma Symptom Checklist for Young Children and the Northshore University of California, Los Angeles Post Traumatic Stress Disorder).
    - Trauma treatment through the implementation of evidence-based trauma focused cognitive behavioral therapy.
    - Caregiver education through the Resource Parent Training curriculum. The curriculum is provided by clinical staff and parent partners.

Status: Thirty-one Community Mental Health service providers participated in the initiative.

- Trauma-informed screening is incorporated into their access center/initial contacts with parents and children.
- Over 220 clinicians and over 70 clinical supervisors were trained in Trauma-Focused Cognitive Behavioral Therapy and trauma-specific assessment tools.
- Each provider provided caregiver training using the Resource Parent Curriculum (psycho-education) for adoptive, biological and foster parents.
- In a few communities, DHS staff participated in the Resource Parent Training of Trainers. To date, over 210 parents and professionals have been trained in the psycho-education model. At the end of FY 2012, 35 of 46 providers will have participated in the initiative (76 percent). An evaluation is part of the initiative.

Development of Local Trauma-Informed Experts
In March 2012, the Southwest Michigan Children's Trauma Assessment Center began a project to develop local DHS trauma-informed experts in four counties: Kalamazoo, Newaygo, Mecosta and Wexford. Each county has committed to developing five resident DHS experts (ten in Kalamazoo) that will work with the Children's Trauma Assessment Center for six to eight months. The following outcomes are expected:

- Incorporation of the following tools to facilitate integration of trauma knowledge into practice will produce these outcomes:
    - Development of a trauma-informed screening tool for children's services staff.
    - Development of a trauma-informed court report for all adjudicated youth.
    - Development of a trauma-Informed casework essential elements document.
    - Increased recognition of secondary traumatic stress in staff.
    - Increased number of children's services workers with understanding of the impact trauma has on children and their families.
    - Increased sustainability of trauma-informed practice.
    - Increase in collaboration among local office staff to intervene with children and families more effectively.
    - Decreased number of out of home placements and/or reduction in placement disruption.

Contracts for Treatment Foster Care and Residential Treatment Care
Goal: DHS will incorporate trauma-informed practice into treatment foster care and residential treatment.
Status: An invitation to bid will be issued for all treatment foster care and residential treatment contracts in FY 2012. The new contracts will require trauma-informed treatment.

Technical Assistance Provided to Counties and Local and Regional Entities
Medical and Mental Health Training
Goal: DHS will provide training in medical and mental health treatment issues to DHS and private child welfare staff.
Status: In FY 2010 and 2011, the Child Welfare Training Institute began offering a new medical and mental health training series. Courses include:

- Common psychotropic medications.
- Attention Deficit Hyperactivity Disorder and Anxiety Disorders in Children.
- Childhood Depression and Suicide.
- Failure to Thrive/Reactive Attachment Disorder.
- Bipolar/Behavioral Intervention.
- Medically Fragile Children.
- Pervasive Developmental Disorder.

Update: In FY 2012, the medical consultant began working with the Child Welfare Training Institute to ensure staff has access to training on mental health and psychotropic medications. Training will also be developed for foster parents and other care providers. The medical consultant provided a workshop on psychotropic medication at the Michigan Association for Foster, Adoptive and Kinship parents' conference on April 27, 2012.

Foster Care Public Health Nurse Pilot
DHS, the Department of Community Health and three public health departments developed the Foster Care Public Health Nurse pilot to provide:

- Enhanced health services to children entering foster care.
- Oversight to children on psychotropic medication.
- Medical consultation to older youth exiting the foster care system.

DHS entered into contracts with Ingham and Ionia counties and the Mid-Michigan District Health department that assigns a nurse to the DHS office in their service area. Expected outcomes for the pilot included:

- Timely medical and dental exams.
- Improved documentation and completed medical passports.
- Early identification of health needs.
- Psychotropic medication oversight.
- Medical home for each youth and continuity of health care.
- Exiting youth better prepared to continue needed medical care.

Goal for FY 2011: Develop an evaluation for the pilot and continue and/or expand the pilot if health outcomes improve in pilot counties.
Status: An evaluation of the project was conducted in November 2011, and the expected outcomes were not being met. A decision was made to end the pilot in December 2011.

Technical Assistance Provided to Counties and Local and Regional Entities
Electronic Tracking of Medical and Dental Examinations
The DHS Data Management Unit measures whether the initial and yearly physical and dental examinations were met in accordance with DHS policy and the modified settlement agreement. DHS uses the information in SWSS Foster Care, Adoption and Juvenile Programs (FAJ) to report on initial and yearly medical and dental examinations. The most recent report available covering April 2010 through September 2010 shows 77 percent of the children entering foster care received a medical examination within 30 days. Of the children requiring an initial dental examination during the same period, 47 percent received one within 90 days.

Goal: Improve the percentage of children receiving timely initial medical and dental exams.
In July 2011, the modified settlement agreement established the following requirements:

- By December 31, 2011, 75 percent of children shall have the initial medical and mental health examination within 45 days of the child's entry into foster care.
- By June 30, 2012, 95 percent of children shall have the initial medical and mental health examination within 45 days of the child's entry into foster care.
- By December 31, 2012, 75 percent of children shall have the initial medical and mental health examination within 30 days of the child's entry into foster care.
- By June 30, 2013 and thereafter, 95 percent of children shall have the initial medical and mental health examination within 30 days of the child's entry into foster care.
- By December 31, 2011, 40 percent of children shall have a dental examination within 90 days of the child's entry into foster care.
- By June 30, 2012, 60 percent of children shall have a dental examination within 90 days of the child's entry into foster care.
- By September 30, 2012, 80 percent of children shall have a dental examination within 90 days of the child's entry into foster care.
- By June 30, 2013 and thereafter, 95 percent of children shall have a dental examination within 90 days of the child's entry into foster care.

Status: Despite efforts to ensure proper data entry for initial medical and dental examinations, the Data Management Unit determined that SWSS was not reliable in reflecting an accurate picture of compliance with initial medical and dental examinations for children entering foster care. The new MiSACWIS includes pick-lists for workers, so data entry in the medical section of the program should accurately reflect the type of service a child receives. In FY 2012 and FY 2013, the Health Liaison Officers will conduct random case readings to check for compliance with initial medical and dental requirements.

STAFF DEVELOPMENT AND PROGRAM SUPPORT: CHILD WELFARE TRAINING INSTITUTE

In 2011, DHS formed the Office of Workforce Development and Training, merging training units:

- Child Welfare Training Institute.
- Public Assistance Training.
- Professional Development Training.

The new Office of Workforce Development and Training streamlined resources and approach to support the workforce. The Child Welfare Training Institute continues to develop, deliver, implement, evaluate, track and monitor training for child welfare staff. Training programs include family preservation, children's protective services, foster care, adoption, juvenile justice and Parents' Resource for Information, Development and Education training for foster parents. Pre-service classes, designed to prepare Michigan caseworkers and supervisors for careers in both the public and private sectors, are offered routinely throughout the year. In-service training is offered statewide; many courses are available online and are often available to:

- Law enforcement.
- Tribal social workers.
- Legal, medical and mental health professionals.

This update details training activities that occurred between April 1, 2011 and March 31, 2012. After the name of the training, the number in parentheses indicates the number of staff who completed the training during the report period.

Pre-Service Training: Caseworkers

To ensure that caseworkers are prepared to provide for the safety, permanency and well-being of Michigan's children and families, the Child Welfare Training Institute offers training on laws, programs, policies and the philosophy of Michigan's child welfare system.

- For new CPS, foster care and adoption caseworkers, the pre-service institute is required within 16 weeks of hire.
- A mentor is assigned to new caseworkers to guide them through structured field activities. A competency-based written examination helps gauge the trainees' level of knowledge and ability.
- An individual evaluation is completed in partnership with the Child Welfare Training Institute trainer and the trainee's first line supervisor.
- An interim "progressive" caseload may be assigned during training, but a full caseload may not be assigned until after successful completion of the training.

- The nine-week pre-service institute is comprised of classroom, online and structured on-the-job activities. Several webinars were held to introduce first line supervisors to the new format and expectations.
    - Supervisor Orientation to Pre-Service Institute Re-Design webinar (258)

A shorter, program-specific transfer training is available for workers who previously completed the pre-service institute in one program area, and are transferring to a new program area.

Children's Protective Services Training
The CPS pre-service institute prepares caseworkers to investigate complaints of child abuse and neglect as required by Michigan's Child Protection Law and DHS policy. CPS caseworkers learn to conduct interviews, engage and assess families, develop investigation reports and service plans, prepare for and testify in court, and practice personal safety techniques.

- CPS Pre-Service Institute (497).

Child welfare caseworkers transferring to CPS complete 18 days of program-specific transfer training, where they learn about case management systems, policies and procedures necessary to carry out the functions of the job.

- CPS Program Specific Transfer Training (131).

Foster Care Training
The foster care pre-service institute prepares DHS and private agency caseworkers to ensure safety, well-being and permanency, for children who are committed to DHS for care and supervision. Foster care caseworkers learn the process of moving children to permanency, engaging and assessing families, developing service plans, testifying in court and practicing personal safety techniques.

- Foster Care Pre-Service Institute; DHS (316) and private agency (239).

A pilot to train and certify private agency staff as trainers for foster care pre-service training was minimally successful, as few agencies were able to participate. Six private agency staff completed the train-the-trainer process. A new contract allowing private agencies to offer pre-service trainings for their staff is in process. The department is committed to expanding services in this manner.

Child welfare caseworkers transferring to foster care complete program specific transfer training. They learn about case management systems, policies and procedures necessary to carry out the functions of the job.

- Foster care Program Specific Transfer Training; DHS (83) and private agency (29).

Adoption Training
The adoption pre-service institute prepares DHS and private agency caseworkers to ensure safety, well-being and permanency for children whose parents' rights have been terminated. Caseworkers learn the adoption process, how to engage and assess children and families, how to prepare for and testify in court and practice personal safety techniques.

- Adoption Pre-Service Institute: DHS (3) and private agency (47).

Child welfare caseworkers transferring to adoption complete program specific transfer training. They learn about case management systems, policies and procedures necessary to carry out the functions of the job.

- Adoption Program Specific Transfer Training; DHS (30) and private agency (45).

Juvenile Justice Training

DHS juvenile justice workers provide case management for delinquent youth referred to or committed to DHS by the courts. Many delinquency case managers are court employees and are trained by the Michigan Judicial Institute of the State Court Administrative Office. DHS juvenile justice case managers attend a five to 10-day program specific transfer training, offered quarterly. The duration of the training is determined by class size and the experience of the attendees.

- Juvenile Justice Program Specific Transfer Training (41).

DHS Bureau of Juvenile Justice residential staff is trained by the Child Welfare Training Institute. Residential staff training requirements are dictated by policy and licensing. Residential staff is also trained internally by residential facility staff trained or certified by the Child Welfare Training Institute staff trainer.

Pre-Service: Supervisors

First line supervisors who are new to child welfare supervision must complete the 40-hour child welfare supervisor training and pass a competency based exam within 90 days.

Child Welfare Supervisor Training

This 40-hour pre-service training is ongoing for all private and public supervisors. In 2012, a needs analysis will be performed and this training will be re-designed with involvement from the supervisor sub-committee of the Training Curriculum Council. During this reporting period, hundreds of supervisors successfully completed the training:

- CPS (131).
- Foster care (173).
- Adoption (54).

In-Service Training

Each fiscal year, child welfare caseworkers are required to complete a minimum number of in-service training hours. For fiscal year 2012, each caseworker must complete 24 in-service training hours. These training hours can come from locally provided training that the training coordinator must log in the learning management system. Other training is provided by DHS partners, such as the Prosecuting Attorneys Association of Michigan, the State Court Administrative Office and the universities. Finally, some in-service training is registered for and logged into the system directly by Child Welfare Training Institute staff.

The seven Michigan universities with graduate social work programs have developed a DHS approved in-service track for continuing education. The contract provides for 150 half-day training sessions between August 2011 and July 2014. Another contract has allowed for access to 150 online child welfare courses offered by Essential Learning, a Child Welfare League of America-endorsed training provider.

Child Welfare Training Institute

The Child Welfare Training Institute offers some pre-service institute modules as in-service training. Newly hired caseworkers complete these modules during the course of the pre-service institute, while other trainees can "drop-in" for in-service credit. These numbers are reduced compared to last year due to large numbers of newly hired caseworkers trained during this period; additionally some of these classes were moved from the classroom to online training in October 2011. The numbers in parentheses indicates the number of trainees who attended.

- Adoption Legal Process (1).
- CPS Forensic Interviewing (10).
- CPS Legal Process (11).
- Foster Care Legal Process (1).
- Interviewing and Investigations (1).
- Introduction to Medical Findings of Child Abuse and Neglect (9).
- Introduction to Self-Awareness/Cultural Diversity (1).
- Introduction to Substance Abuse (3).
- Introduction to Poverty (1).
- Introduction to Sexual Abuse (7).

These in-service training options were offered periodically throughout the year:

- Confidentiality (365).
- CPS Report Writing (52).
- Foster Care Report Writing (149).
- Medical Child Abuse (18).
- Pediatric Fractures (19).
- Failure to Thrive/Reactive Attachment Disorder (79).
- Medically Fragile Children (349).
- Pervasive Developmental Disorders (174).
- Court Appointed Special Advocate In-Service Training (44).
- CPS Expunction Hearing Training (72).
- Education - Funding Residential/Educational Needs of Foster Youth (47).
- Education – College Scholarships and Resources (12).
- Education Requirements for Youth in Foster Care (237).
- MiTEAM Practice Model Training (640).
- Michigan State Police/DHS Personal Safety (848).
- National Youth in Transition Database Training (4).
- Secondary Traumatic Stress Training (89).
- SWSS Foster Adoption Juvenile Justice Refresher – CPS (28).
- SWSS Foster Adoption Juvenile Justice Refresher – Foster Care (21).
- The ABCs of Bullying (44).

Family Preservation Services Training

Family preservation services delivers training to private agency contracted staff that provides in-home crisis intervention, support services or reunification services to families. These programs include Families First of Michigan, the Family Reunification Program and Families Together/Building Solutions. Family preservation training focuses on research-based service delivery using strength-based, solution-focused techniques. The following list includes trainings offered and the number of attendees:

- Families First of Michigan Core Training Series (94).
- Families First Supervisor Orientation (11).
- Family Reunification Program core (52).
- Family Reunification Program overview for new workers (7).
- Family Reunification Program supervisor orientation (8).
- Families Together Building Solutions Core (21).
- Program Manager Overview (2).
- Supervisory I (30).
- Supervisor II (15).
- Supervisory III (17).
- Family Preservation Skills Revisited (21).

DHS offered other family preservation topics. The following list includes trainings offered and the number of attendees:

- Incest-Affected Families I (41).
- Incest-Affected Families II (75).
- Lesbian, Gay, Bisexual, Transgender and Questioning Youth (25).
- Personal Safety for Workers (42).
- Mental Health I - Interventions (39).
- Mental Health II – For Kids (35).
- Self-Care for Workers (52).
- Solution Focused training (99).
- Self-Awareness (66).
- Substance Affected Families (81).
- Impact of Domestic Violence (187).
- Domestic Violence Laws (53).
- Testifying in Court (for family preservation workers) (51).
- Money Whisperer (72).

Electronic Learning

In addition to these classroom trainings, the following eLearning trainings were provided. Again, the number of students is indicated in parentheses.

- CPS Maltreatment in Care Part I (75).
- CPS Maltreatment in Care Part II (53).
- Training Facility Coordinator Webinar (40).
- Court Appointed Special Advocate (92).
- Law Enforcement Information Network (288).
- Domestic Violence (305).
- Engaging the Family (117).
- Family Preservation (295).
- Foster Care Review Board (39).
- Indian Child Welfare Act (226).
- Interstate Compact on the Placement of Children Update (97).
- Introduction to Mental Health (56).
- Introduction to Substance Abuse (316).
- Poverty (71).

- Report Writing (95).
- Sexual Abuse (115).
- Working with Lesbian/Gay/Bisexual/Transgender and Questioning Youth (47).
- CPS Caseworker Visits with Children (103).
- Foster Care, Adoption, Juvenile Justice Caseworker Visits with Children (81).
- SWSS Web – Clerk (71).
- SWSS Web – Caseworker (339).
- SWSS Web – Supervisor (112).
- Working Safe Working Smart (79).

Education Planners were offered a variety of training opportunities:

- Education Planner Part II (1).
- Education Planner Training - Educational Funding 31a and Title ID (17).
- Education Planner Training - McKinney Vento Act (20).
- Education Planner Training - Special Education and Michigan E-Library (13).
- Education Planner Training - Funding Sources (2).

The permanency planning staff was offered a variety of training opportunities:

- Permanency Planning Conference Database (54).
- Permanency Planning Family Team Meeting Facilitation (111).
- Permanency Planning Facilitator Update Webinar part B (65).
- Permanency Planning Facilitator Update Webinar part C (51).

The child welfare funding staff was offered a variety of training opportunities:

- Child Welfare Funding Specialist Training (51).
- Child Welfare Funding Specialist Refresher (45).
- Child Welfare Funding Specialist Refresher 2012 (152).

Expanding services – The Child Welfare Tuition Reimbursement Plan
The Child Welfare Tuition Reimbursement Plan was not funded in FY 2012. Funding was requested for FY 2013.

FOSTER AND ADOPTIVE PARENT TRAINING

The Office of Workforce Development and Training, Child Welfare Training Institute provides train-the-trainer sessions for DHS and private agency staff who then train foster and adoptive families. The required pre-placement curriculum is the Foster/Adopt Parents' Resource for Information, Development and Education, or PRIDE, training. DHS offices collaborate with private agencies and other stakeholders to train foster and adoptive parents. Between April 1, 2011 and March 31, 2012 Child Welfare Training Institute trained 160 people in PRIDE train the trainer.

Collaboration
The Child Welfare Training Institute collaborates with public and private partners, university and other stakeholders through the Child Welfare Curriculum Council which reviews training curriculum, course content and makes recommendations to improve Michigan's training

program. In October 2011, the new pre-service institute format was implemented and new caseworkers have an extra week in the local office or agency to perform structured field activities or attend electronic courses. There is also a formal mentorship where the field supervisor and Child Welfare Training Institute trainer work together to complete competency-based evaluation of each new caseworker. The Child Welfare Curriculum Council is identifying a curriculum path for new caseworkers beyond the pre-service institute. In addition, the Council is re-designing the supervisor training.

In addition to the chairing the Curriculum Council, DHS continued its collaboration with the following groups to provide training:

- Michigan Association for Foster, Adoptive and Kinship Parents.
- Michigan Federation for Children and Families.
- Prosecuting Attorneys Association of Michigan.
- State Court Administrative Office.
- Governor's Task Force.
- Universities.

Child Welfare Training Institute Goals

The Child Welfare Training Institute aligned its goals with the Child Welfare Improvement Task Force to provide opportunities for training and workforce development. This ensures judicial officers and public and private providers have adequate skills and competencies to serve the needs of children, youth and families.

Goal: DHS will communicate training issues to DHS and private agency staff through specialized training letters, website updates and electronic communications in 2011 and 2012.
Status: The Child Welfare Training Institute maintains a website to enhance communication with local DHS, private agency offices and stakeholders. The website provides information about training schedules and highlights upcoming training events. New training opportunities are emailed directly to training facility coordinators in each county/agency to share with applicable staff.

Goal: DHS will expand capacity to provide pre-service training to newly hired workers by developing private agency led pre-service institutes:

- In FY 2011 and 2012, DHS will expand foster care pre-service training and start private agency led pre-service training.
- In FY 2011 and 2012, DHS will evaluate the effectiveness of private agency led pre-service training by comparing trainer evaluations and trainee examination scores.
- DHS will modify and continue building private agency training capacity through 2014.

Status: In 2010, challenges around travel and funding inhibited the program. In 2011, the Child Welfare Training Institute staffing and organization changes added to the challenge. In 2012, this is a priority. Work is underway to address those challenges and reinstate the program.

Goal: DHS will expand in-service training to public and private child welfare workers. In FY 2012, DHS will collaborate with universities to develop and present child welfare in-service options and lead a training consortium to identify and fulfill training needs for caseworkers, tribes and other child welfare professionals.
Status: Ongoing. The Child Welfare Training Institute contracted with the Michigan State University School of Social Work to deliver 150 training sessions August 2011 and July 2014.

Goal: DHS will collaborate with the seven graduate schools of social work in Michigan to develop course work that would cover most of the pre-service training to reduce training time.

- In 2010, training managers will meet with the universities, identify issues to be explored and share lesson plans.
- The Child Welfare Training Institute will Implement course work in at least one university by August 2011 and continue expanding to other university programs, including undergraduate social work programs, by 2014.

Status: The Child Welfare Training Institute is working with Michigan universities to establish the Child Welfare Certificate for social work graduates in endorsed schools. The endorsement committee is now in place. The shortened curriculum for staff with the Child Welfare Certificate will be approved by June 2012.

Goal: DHS will identify and implement training to address unmet needs of children and families that present barriers to safety, permanency and well-being.

- In 2012, the Child Welfare Training Institute will continue to integrate family preservation concepts into child welfare training to reduce unnecessary removal and placement of children.
- In 2012, the Child Welfare Training Institute will work with the foster care program office to implement concurrent permanency planning policy and training.
- The Child Welfare Training Institute will continue to weave core concepts throughout its training and develop individual training modules or in-service training on key issues.

Status: The Child Welfare Training Institute integrates family preservation into child welfare training and offers many family preservation "core" training modules as in-service training options for workers.

- The Child Welfare Training Institute integrated information about concurrent permanency planning into lesson plans to ensure workers are familiar with the concepts even if the program has not yet been formally introduced in all counties.
- The training staff liaisons meet with program staff on concurrent permanency planning and its implementation statewide.
- The Institute is working closely with the MiTEAM initiative to assure all staff is trained in this case service approach.

Goal: By 2011, the Child Welfare Training Institute will implement new training for relative caregivers and guardians, foster and adoptive parents and private agency adoption workers.

Status: The Child Welfare Training Institute and Foster Care Program office mailed DVDs of several modules of the PRIDE Digital Curriculum to local DHS and licensed foster care agencies. The disk based modules do not replace the classroom based PRIDE training, rather supplement it, and may allow a potential foster family to more quickly or easily progress toward licensure.

Goal: The Child Welfare Training Institute will implement a process in the OmniTrackPlus training registration system to certify that supervisors review revised policy with their staff.

Status: Completed. The Child Welfare Training Institute records in-service training hours for supervisor and staff review of new policy. Supervisors use an automated process with an electronic signature that certifies they have reviewed policy with their staff. DHS will use this information during the Child and Family Services Review program improvement plan to validate that staff have reviewed all new policies.

PROFESSIONAL DEVELOPMENT: OFFICE OF WORKFORCE DEVELOPMENT AND TRAINING

Office of Workforce Development and Training/Professional Development provides non-programmatic skills training and performance consultation services to employees of DHS. Professional development staff develops and deliver classroom and web-based training and professional networking web sites. Professional development services are offered through:

- **New Supervisor Institute:** Offered several times a year for recently promoted DHS supervisors. All new supervisors are expected to attend training that typically spans three months combining classroom instruction and web conferences. The curriculum covers management competencies and supervisory skills such as labor relations and performance management.
  Status: Five sessions of the New Supervisor Institute were completed in FY 2011.
- **New Director Institute:** A learning opportunity for new directors, this institute combines classroom instruction and web conferences. Subject matter experts lead topics of special interest and offer networking and in-depth discussion. Trainers conduct classroom sessions on leadership competencies most important for new directors. To reduce time and travel expense, some topics are delivered by web conference.
  Status: One session of the New Director Institute was completed in FY 2011.
- **Customer Service Excellence Training**: This web-based training identifies customer conditions and personalizing the delivery of service. Trainees are taught positive self-talk, effective listening and questioning skills and appropriate interaction strategies to increase customer satisfaction.
  Status: All new DHS employees are required to complete this course.
- **Working Safe/Working Smart:** This web-based course identifies techniques for field safety, office safety and interviewing to increase the knowledge and skills of staff to recognize emotionally charged situations. This includes early risk assessment, prevention of exacerbation and using appropriate referrals.
  Status: This training is offered as part of new worker training for public assistance and child welfare caseworkers.
- **Leadership Academy:** The academy develops a pool of 20 to 25 high potential candidates who are prepared to step into leadership positions. Members are trained in leadership competencies rather than groomed for particular positions. All DHS employees with Civil Service professional classification level (P-11 or above) and supervisors at any level are eligible to apply for Leadership Academy.
  - Seventy-seven of 150 members or graduates (51 percent) have been promoted to higher levels.
  - Forty-four of 150 (29 percent) of those promotions are into director level positions.
  - Twenty-four percent of all director level positions at DHS are Leadership Academy members or graduates.
- **Leadership Development Program:** Training is open to all staff with manager approval to improve leadership skills and address succession-planning needs. The program utilizes classroom training, online learning, assessment and development plans and a mentoring partnership to identify and build strengths to prepare emerging leaders for supervisory positions.
  Status: One session of the Leadership Development Program was completed in FY 2011.

- **Management Support Program:** This program provides development and support to new and existing managers once initial training is complete. The program focuses on competency based leadership skills, effective management practices, results-oriented communication skills and information to help managers gain the experience and knowledge to advance. Webinars are offered twice a month covering competencies and supervisory skills and knowledge. Mentoring opportunities are available through a professional networking website.
  Status: Management Support Program webinars were started in August 2011.Twelve webinars have been completed as of March 31, 2012.
- **Performance Consultation:** Professional Development staff is trained to provide professional consultation services to requesting offices within DHS.
  - Consultants visit the requesting office to conduct surveys, interviews and focus groups to determine the root causes for concern.
  - This is followed by a thorough business need, performance and gap analyses.
  - An intervention plan is developed and presented to the requesting director and management team.
  - Professional Development provides ongoing support during the implementation phase.
  - Formative and summative evaluation is collected and follow-up provided

  Status: One performance consultation was completed in FY 2011 and a second consultation began.

CHILDREN'S SERVICES CONTINUOUS QUALITY IMPROVEMENT PROGRAM

DHS established the Division of Continuous Quality Improvement Division to:

- Deliver consistent, high-quality services to children and families in DHS care.
- Improve safety, permanency and well-being for children.
- Reduce adverse occurrences for children in care.
- Start a statewide system to evaluate effectiveness of service, promote improvement and support opportunities for continued learning.

Goal: DHS will evaluate the Division of Continuous Quality Improvement.
Status: The quality assurance and improvement strategies and protocols will be evaluated through December 31, 2012 to ensure the reviews are capturing and integrating the changes necessary to drive improvement. Beginning January 1, 2013, DHS will assess the need for modifications and will submit a proposal to the Children's Services Administration for further implementation of the Continuous Quality Improvement model by June 30, 2013. In Michigan's continuous quality improvement program, four main protocols monitor service quality:

1. The Child and Family Service Review federal protocol to capture information needed to assess achieve DHS goals.
   - The CFSR protocol will continue use until establishment of the final protocol, the Quality Assurance and Improvement Protocol for open CPS and foster care cases and cases in which the child has American Indian heritage.
2. The CPS centralized intake protocol.
3. The CPS investigation protocol.

4. The targeted case reading protocols, which will be designed specifically as areas are identified and targeted for review.

Engagement of stakeholders in each review process is integral to practice improvement. Continuous Quality Improvement staff will seek participation from public and private agency foster care staff, managers and courts.

Goal: Beginning January 1, 2012, the division utilized a modified Child and Family Service Review protocol as a bridge to evaluate CPS ongoing, foster care and American Indian cases. The modified Child and Family Service Review protocol:

- Provides a comprehensive view of Michigan's child welfare system.
- Measures compliance with the modified settlement agreement items evaluated through case reviews.
- Enables DHS to establish baselines to measure the effectiveness of the MiTEAM case practice model.

Status: The division began utilizing the modified Child and Family Service Review protocol in the largest 14 counties. These reviews will continue until the final protocol is established.

Goal: Beginning July 1, 2012, the division will complete a qualitative review of maltreatment in care, CPS intake and CPS investigation. It will utilize protocols that assess the quality of CPS practices measured against DHS policy, the modified settlement agreement, and best practice standards. Specific areas of oversight include:

- Children who were the subject of abuse or neglect in a licensed residential setting or a licensed or unlicensed foster home and who remain in the facility or home in which maltreatment allegedly occurred.
- Children who were the subject of three or more reports alleging abuse or neglect in a foster home and who remain in the foster home in which maltreatment allegedly occurred.
- Receiving, screening and assigning complaints of child abuse and neglect.
- Accuracy and quality of CPS investigation dispositions.
- Assessing services to the family and effectiveness in addressing identified needs.
- Family engagement.
- Training, supervision and oversight of caseworkers and management.

Status: The division developed the protocol for maltreatment in care investigations and piloted the review process. The CPS investigation review protocol is being developed and on approval, staff will test the protocol.

Goal: The division completes targeted case reads that track, analyze and report compliance with policy requirements identified as important indicators of successful outcomes. Targeted case reads will be conducted by the DHS Children's Services Administration.

Status: The division conducts case reads for compliance with medical, dental and mental health requirements in the modified settlement agreement and DHS policy. The division is also developing protocols to examine disrupted adoptions.

QUALITY ASSURANCE: JUVENILE PROGRAMS

In 2011, the Bureau of Juvenile Justice administered state and federal grants and the county Child Care Fund in Michigan's 83 counties. In April 2011, DHS merged the Bureau of Juvenile Justice with the Child Welfare Contract Compliance and the Federal Compliance divisions to form the Bureau of Child Welfare Funding, Contracting and Juvenile Programs. The bureau continues to manage a regional detention support service, the assignment unit for all juvenile justice residential placements, and three residential juvenile justice facilities. These facilities:

- Provide treatment and detention services for delinquent youth ages 12 to 20 years referred by county courts or committed to DHS.
- Provide placement for males and females whose offenses and assessed risks are so severe that community-based treatment is inappropriate.
- Deliver sex offender treatment, substance abuse treatment, mental health treatment and treatment for severely violent and chronic offenders.
- Operate at the DHS secure level and include direct 24-hour, seven-day per week staff supervision.

Bureau staff in the Juvenile Programs Division conducts quality assurance site reviews using policy-based checklists of safety and security, facility administration, residential programming, medical services and youth behavior management. Site reviews include:

- Facility tours.
- Observations of routines.
- Review of documentation.
- Inspections of transport vehicles.
- Interviews with youth and staff.

In 2011, the Correctional Program Checklist protocol developed by the University of Cincinnati was used to augment site reviews. Results are debriefed with facility management and documented in written reports provided to bureau management.

Goal: The Juvenile Programs division will conduct semi-annual reviews of the three state residential facilities to ensure compliance with policy. The division will conduct follow-up visits to verify that corrective action plans are effectively implemented.
Status: In 2011, the Juvenile Programs Division conducted the Correctional Program Checklist and site reviews of two of its three residential facilities.

QUALITY ASSURANCE: CHILD WELFARE CONTRACT COMPLIANCE

The Child Welfare Contract Compliance staff annually review DHS contracts that provide foster care, adoption, supervised independent living, residential services and family preservation.
In FY 2011, the Foster Home Compliance Unit was assigned to visit a random sample of each contractor's foster homes to assess child safety and the appropriateness of services. DHS developed policy and procedures for these visits, which would be conducted in conjunction with the annual contract reviews.

Goal: DHS will review each private child-placing agency and residential foster care contract at least once a year and conduct investigations as needed.
Status: During FY 2011, DHS completed contract compliance reviews on all adoption, foster care, treatment foster care, residential foster care, sex offender foster care and shelter foster care contracts.

In FY 2012, DHS is on track to complete 100 percent of reviews on adoption, foster care, treatment foster care, residential foster care, sex offender foster care and shelter foster care contracts. Monitoring contracted child-placing agencies and residential providers will be transferred to the Bureau of Child and Adult Licensing in 2012.

Goal: DHS will monitor Families First of Michigan contracts annually.
Status: This goal is partially completed. DHS established a standardized review of contracts; however, due to a loss of monitoring staff, specific contract types received priority. During FY 2011, DHS reviewed 47 percent of all Families First of Michigan contracts. In 2012, monitoring Families First contracts will be transferred to the Bureau of Child Welfare. These remain a priority and DHS intends to review all contracts during FY 2013.

Goal: DHS will implement policy and procedures for contract monitoring.
Status: During FY 2011, DHS required the Child Welfare Contract Compliance Unit to update contract monitoring policies and tools. DHS standardized policies and procedures on safety assessment and services provided to foster children and caregivers and developed others to incorporate random foster home visits into the annual contract review process.

In FY 2011, DHS made the complaint notification form available on its website. In April 2012, the complaint form was combined with the online licensing complaint form, as complaint investigations transferred to the Bureau of Child and Adult Licensing in 2012.

- There were 168 complaints made during FY 2011, and 129 special investigations were completed or resolved.
- The 39 remaining complaints are not considered complete until DHS approves each Contract Compliance Improvement Plan.
- DHS amended private agency and adoption contracts to include all requirements set forth in the modified settlement agreement.

Performance Based Contracts for Foster Care and Residential Foster Care
Placement Agency Foster Care Contracts
Goal: By October 1, 2010, DHS will amend the placement agency foster care contracts to include the requirement for an agency corrective action plan if performance-based measures are not met.
Status: Completed. DHS and private agencies reviewed the performance measures for the first year to establish a baseline. DHS staff extracts data to analyze its integrity. However, because of challenges in verifying the accuracy and the process being cumbersome and time consuming, a decision was made to discontinue data collection on existing measures until contractors could enter case information into the existing or an updated system.

DHS uses Child and Family Services Review scores to measure outcomes for children and families. To have consistent performance measures across public and private agencies and to assist in obtaining accurate data, DHS and the Department of Technology, Management, and

Budget developed an interface for private agencies to upload reports into SWSS known as SWSS Web that started July 2011. The statewide rollout of MiSACWIS in October 2013 will increase consistency in reporting performance measures across public and private agencies.

- The department will amend contracts to include Child and Family Services Review standards as the performance measures and staff will begin to review the data as a part of the annual contract compliance review and determine the corrective action required.
- In 2012, monitoring performance of contracted child-placing agencies was transferred to the Bureau of Child and Adult Licensing.

Residential Foster Care Contracts

Goal: By July 2009, staff will develop performance-based contracting measures for residential foster care providers.

Status: Completed. The Child Welfare Contract Compliance Division amended residential contracts effective October 1, 2012 to include new performance measures. As in foster care performance management, contract and data management staff had trouble verifying the accuracy of data submitted by residential providers and discontinued collecting residential performance data. The process for reviewing performance measures will resume once reliable data is available. In 2012, monitoring residential performance was transferred to the Bureau of Children and Adult Licensing.

Substantiated Abuse/Neglect and Use of Corporal Punishment

To ensure child safety, DHS considers substantiated incidents of corporal punishment in a contract agency when processing its licensure renewal application.

- A contract agency that fails to report suspected abuse or neglect to DHS is immediately investigated to determine appropriate corrective action, including modification of relevant portions of the contract or placement on provisional licensing status.
- A repeated failure to report within one year shall result in a review of the contract agency's violations by a designated administrative review team that will consider mitigating and aggravating circumstances to determine the appropriate corrective action including possible license revocation and contract termination.

Goal: DHS licensing and contract staff will investigate allegations when the agency is a contracted private child-placing agency utilizing the following process:

- Licensing receives an automated list of all licensed foster parents or adults living in a licensed home whose names were placed on the CPS central registry the preceding week as perpetrators of child abuse or neglect.
- When a match is found, they send a letter to the certifying agency advising them that the foster parent or adult member of the foster home has been named as a perpetrator.
- The letter advises the director that a foster home complaint investigation must be opened immediately and that being named as a perpetrator of child abuse or neglect requires a recommendation of license revocation.

Status: DHS staff is required to review all instances of substantiated child abuse and/or neglect against an employee or a foster family certified for licensure by the contractor.

- Staff reviews for patterns of abuse/neglect and requires corrective action as appropriate.
- DHS licensing notifies DHS whenever a member of a foster family licensed by a private contractor is placed on the CPS central registry.

- A supervisor contacts the private agency and determines whether DHS-supervised children will remain in the licensed foster home.
- A repetitive pattern could be grounds for adverse contract action.

In FY 2011, DHS implemented an administrative review team that reviews contracts with two violations for failure to report suspected abuse and/or neglect within a 12-month. Consideration is given to:

- Circumstances regarding the two failure-to-report violations.
- Submission and approval of a Contract Compliance Improvement Plan.
- Approval of a Bureau of Children and Adult Licensing Corrective Action Plan.
- Contract compliance history.
- DHS licensing compliance history.

After the review, recommendations are made regarding contract adverse action, up to and including termination of the contract. In 2011, the Child Welfare Contract Compliance Unit developed a tracking system and reviewed reports to analyze maltreatment in care occurrences in contracted child-placing agencies and child caring institutions. In 2012, this function was transferred to the Bureau of Children and Adult Licensing.

QUALITY ASSURANCE: BUREAU OF CHILDREN AND ADULT LICENSING

An organizational change in FY 2011 altered how contracts with child-placing agencies and child caring institutions are monitored. The Bureau of Children and Adult Licensing has responsibility for monitoring contractor compliance, with final decisions regarding any contract action made by the deputy director of the Children's Services Administration.

Goal: DHS will conduct evaluations and investigations of all child-placing agencies and child caring institutions to ensure the safety of Michigan's children. Public Act 116 of 1973, also known as the Child Care Organizations Act, protects children placed out of their own home by establishing standards of care for child placement agencies, institutions and family foster homes. The act also contains penalties for noncompliance with promulgated administrative rules. Michigan has administrative rules that govern:

- Child-placing agencies (Rule 400.12101-400.12713).
- Foster family homes and foster family group homes (Rule 400.9101-400.9506).
- Child-caring institutions (Rule 400.4101-400.4666).

The bureau is involved in the process of revising the rules through:

- The approval rule changes following public hearings and modifications based on public and user input.
- The filing of new rules with the Secretary of State that includes an effective date.

Status: Public forums were held during summer 2011 to obtain feedback on the proposed rule changes for child caring institutions.

- Modifications were made to the proposed rules based on the feedback and were submitted to the Department of Licensing and Regulatory Affairs.

- When the draft rules are returned, the Regulatory Impact Statement will be completed, a final public hearing will be held and the rules will be implemented by the end of calendar year 2012.
- Public hearings will be held in summer 2012 with rules effective by the end of 2012.

OFFICE OF FAMILY ADVOCATE

The Office of Family Advocate responds to complaints from citizens, the legislature and the governor's office concerning families and children in the child welfare system. Responses range from educational information or referrals, assisting the caller in navigating the system and achieving their desired outcome, to case reviews for compliance with applicable department policies and state and federal laws to ensure child safety, permanency and well-being. When appropriate, the Office of Family Advocate makes recommendations for changes in local office practice and statewide policy.

The Office of Family Advocate is also responsible to track child death alerts from local offices to ensure that notice is timely, accurate and in compliance with DHS policy. The Office of Family Advocate must provide death alerts to the Office of Children's Ombudsman and the Michigan Public Health Institute.

The Office of Family Advocate reviews each child fatality that occurs during an open foster care case and reports to Children's Rights Inc. and the Public Catalyst Group. Within six months of each fatality, the Office of Family Advocate issues a report of findings and recommendations to:

- The Director of DHS.
- The local DHS.
- Private agencies.
- The State Court Administrative Office.
- Child Welfare Field Operations.
- Bureau of Children and Adult Licensing.
- Child Welfare Training Institute.
- DHS program/policy offices when applicable.

In cases where the Office of Family Advocate identifies findings, the local DHS office, DHS program office, and/or the private foster care agencies must submit a corrective action plan to the Office of Family Advocate and the quality assurance unit for data collection, identification of trends, and other continuous quality assurance and improvement activities.

- In FY 2011, the Office of Family Advocate responded to 405 case complaints.
- In FY 2011, the Office of Family Advocate conducted 35 full case reviews.
- The Office of Family Advocate reviewed 16 cases involving children who died in foster care in FY 2011.
- In FY 2011, the Office of Family Advocate reviewed 11 corrective action plans submitted from DHS, private child-placing agencies, and other entities.

Planned Activities FY 2012 and 2013

Goal: The Office of Family Advocate responds to complaints from citizens, the legislature and the governor's office, conducts in-depth case analysis when warranted, and makes recommendations for changes to DHS policy and practices in 2012 and 2013.

Goal: The Office of Family Advocate serves as liaison to the Office of Children's Ombudsman in 2012 and 2013.

- The Office of Family Advocate will continue to process all Office of Children's Ombudsman requests for records and information, Requests for Action and Administrative Responses, as well as Reports of Findings and Recommendations.
- The Office of Family Advocate will implement quarterly meetings with the Office of Children's Ombudsman to discuss interagency procedures, problematic cases and other matters of mutual concern.
- The Office of Family Advocate will work with the Office of Children's Ombudsman in 2012 to update the current Memorandum of Understanding to incorporate the Office of Children's Ombudsman new closing notification system.

Goal: The Office of Family Advocate tracks child deaths reported to CPS or a child-placing agency.

- The Office of Family Advocate will report to Children's Rights Inc. and Public Catalyst Group each fatality of a child in foster care.
- Within six months of each fatality of a child in foster care for 2012 and 2013, the Office of Family Advocate will complete a comprehensive case analysis and submit recommendations for corrective action to the county office and private child-placing agency.
- As they are completed, the Office of Family Advocate will submit corrective action plans to the Child Welfare Field Operations and the Continuous Quality Improvement Division for quality improvement activities.
- The Office of Family Advocate will publish a report of child deaths in foster care for years 2012 and 2013 that will be available to the public.
- The Office of Family Advocate will share with the State Court Administrative Office all fatality reports and confidential information concerning children who have died in foster care per the Interagency Agreement signed in 2011 and work to renew the interagency agreement in 2012 and 2013.

Goal: The Office of Family Advocate will work with DHS Communications to create webcasts providing education and information regarding ward fatality cases in 2012 and 2013.

- The webcasts will be available to DHS staff; however, they will contain no identifying information regarding the child or family so they can be viewed by a wider audience on the DHS YouTube page.
- The webcasts will focus on the situation that brought the child into care, fatality facts, exceptional practice and practice improvement points.

Goal: The Office of Family Advocate will update statewide DHS policy on confidentiality of child welfare information by 2012 by:

- Soliciting input from CPS policy, legal affairs and Native American Affairs on revisions to policy.
- Utilizing the DHS policy development and review process to finalize amendments.
- Serving as the department resource and responding to questions and inquiries pertaining to confidentiality policy and procedures.

Goal: The Office of Family Advocate will continue to participate in MiSACWIS development for years 2012 and 2013.

Goal: The Office of Family Advocate will serve on the Child Death Advisory Team, CPS and Foster Care Advisory Teams, Citizen Review Panels, Governor's Task Force, State Foster Care Review Board Advisory Board and others as needed in 2012 and 2013.

OFFICE OF CHILDREN'S OMBUDSMAN

The Office of Children's Ombudsman is an independent state office administrated through the Department of Technology, Management and Budget. The Office of Family Advocate is the DHS liaison to the Office of Children's Ombudsman. Separate from the department and other stakeholders, the Office of Children's Ombudsman investigates complaints concerning children involved in the child welfare system including those supervised by DHS and private child-placing agencies. The Office of Children's Ombudsman reviews case files and conducts interviews with agency staff and collateral sources.

- If the Office of Children's Ombudsman identifies safety concerns or other issues needing immediate attention in a case, they issue a Request for Action or Request for Administrative Response to the Office of Family Advocate.
- If the Office of Children's Ombudsman identifies violations of law, DHS policy or procedure, they may issue a Report of Findings and Recommendations to DHS.
- The Office of Children's Ombudsman may close a case as an Administrative Closing when a concern was noted but resolved by the agency satisfactorily.
- The Office of Family Advocate orders all case files that the Office of Children's Ombudsman requests, tracks and monitors the status of all such cases, and coordinates with involved DHS and private child-placing agencies to respond to those reports.
- DHS works with the Office of Children's Ombudsman to improve child welfare policy and practice.

In FY 2011, the Office of Children's Ombudsman:

- Sent 120 completed investigations to DHS.
- Requested responses to two Requests for Action or Administrative Response.
- Requested responses to 36 Reports of Findings and Recommendations.
- Affirmed DHS or private child-placing agencies in 47 cases.
- Resolved 38 investigations as Administrative Closings.

The Office of Children's Ombudsman produces an annual report, which includes recommendations for legislative and policy changes. The 2011 report recommended improvements in practice related to CPS investigations involving:

- Domestic violence and unsafe sleep.
- Face-to-face contact with families.
- Assessments of "threatened harm."
- The consistent use of the CPS multiple complaint policy.

The published report is provided to the governor, DHS director, the Michigan Legislature, and is made available to the public. Office of Children's Ombudsman reports can be found here: http://www.michigan.gov/oco/0,1607,7-133-3195---,00.html.

CHILD MALTREATMENT DEATHS

Michigan receives reports on child fatalities from a number of sources including law enforcement agencies, medical examiners/coroners and child death review teams. Because fatality reports are obtained from these sources in their role as mandated reporters, the reports are not inserted into Michigan's National Child Abuse and Neglect Data System (NCANDS) submission until a link between the child fatality and maltreatment is established after completion of a CPS investigation. Upon completion of the investigation, if the link between the death and maltreatment is confirmed, it is recorded in the Services Worker Support System (SWSS). Michigan utilizes data from SWSS to compile NCANDS data responses for child maltreatment deaths.

Michigan's vital statistic department, the Department of Community Health, provides child death information to DHS. The determination of whether maltreatment occurred depends on completion of a CPS investigation, with abuse or neglect confirmed. The data on child fatalities from the Department of Community Health is utilized by local review teams to provide recommendations to raise awareness and encourage initiatives to decrease child deaths.

Goal: Michigan will continue to utilize all sources of child fatality data when investigating and confirming child maltreatment.
Status: The NCANDS reporting data will be provided through the SWSS system until Michigan's State Automated Child Welfare Information System (MiSACWIS) goes into effect statewide.

MICHIGAN FOSTER CARE REVIEW BOARD

The Foster Care Review Board is a third-party review that monitors and reports efforts to move children in foster care to safe and timely permanency. The State Court Administrative Office administers the program, which is composed of trained citizen volunteers who serve on one of 30 local boards in the state.

- The board reviews a random sample of cases and conducts specialized reviews where there are significant concerns. Selected cases are reviewed every six months until permanency is achieved. The board provides written findings and recommendations to the local court, DHS and child-placing agencies for review and consideration.
- The board investigates appeals by caregivers when a child is moved from a placement and the caregiver does not believe the move is in the child's best interest. They forward findings and recommendations to the agency, local court and Michigan Children's Institute Superintendent regarding the appropriateness of the change.
- A statewide advisory committee includes child welfare leaders and advocates who help assure the program fulfills its statutory mandate and provides maximum benefit. State statute also requires an annual report be published and delivered to the Michigan Legislature and governor. The report specifies system issues that delay permanency or compromise child and family well-being and makes related recommendations. The annual reports are located here: http://courts.michigan.gov/scao/services/fcrb/fcrb.htm.

The 2010 annual report published in May 2011 contained the following recommendations. DHS actions made in response to the recommendations are noted afterward.

1. We recommend that the Michigan Department of Human Services (DHS) Director appoint a "blue ribbon" panel of experts to develop a strategic plan for ensuring the recruitment and retention of high quality and well-qualified foster parents for children served by Michigan's foster care system.
   DHS Action: In April 2011, DHS established the Statewide Strategic Adoptive/Foster Parent Retention and Recruitment Committee, a coalition of public and private providers and stakeholders to enhance collaboration among stakeholders in foster and adoptive home recruitment and retention. It is in the process of developing a retention/recruitment toolkit.

2. We recommend amending or enforcing DHS policies to require that case service plans clearly address the following:
   - An assessment of the current placement for each child; specifically, how well it meets a child's needs. This should include an objective assessment of the foster parents' need for support, services and training.
   - A specific plan detailing how DHS will support the success of the placement and the child's safety and well-being.

   DHS Action: DHS policy and service plan format require these items and increased training and supervisory oversight is planned to ensure compliance.

3. We recommend that that DHS implement policies that require establishment of foster parent support groups and foster parent liaisons for each DHS county office and private contracted agency.
   DHS Action: DHS requires field offices and private agencies to ensure local foster parent support groups collaborate with the Michigan Association for Foster, Adoptive and Kinship Parents to develop support groups for caregivers statewide.

4. We recommend that the DHS establish an independent entity to conduct exit surveys or interviews with foster parents to learn specifically why they are leaving the system and what support and services may have enabled them to continue.
   DHS Action: DHS is conducting these services and interviews. The Permanency Division and communications group are examining the feasibility of having an independent agency conduct closed-home surveys.

5. We recommend that the Michigan Legislature pass a foster parent bill of rights that guarantees appropriate training, support, compensation and inclusion in all relevant aspects of a case involving a child placed in their home. We recommend that the contents of this bill be negotiated among DHS, representatives of private child-placing agencies and a representative body of foster parents, such as the Michigan Association for Foster, Adoptive and Kinship Parents.
   DHS Action: The Michigan legislature is in the process of drafting this bill, which will be introduced in the House of Representatives before summer 2012. All affected parties have had an opportunity to give input.

6. We recommend that DHS develop a single foster parent coalition or association to collaborate with state and local efforts to improve services and supports provided to foster, relative and adoptive parents in their care.
   DHS Action: The DHS director has taken a leadership role.

DHS upper management and the Continuous Quality Improvement Division are working with the Foster Care Review Board administration to develop policy and procedures to use individual case and annual report recommendations in DHS quality assurance reviews.

DHS DATA MANAGEMENT

The Data Management Unit coordinates county, state and federal information requests. It works with the Department of Technology, Management and Budget to provide accurate, timely and validated data to fulfill customer-reporting needs.

Staff assures timely distribution of reports using:

- A database to track information requests.
- Data extraction into user-friendly reports.
- An internal web page for data sharing with DHS staff.
- Detailed requirements that provide standardized data reports and sets.

DHS shares data electronically with the courts through agreement with the State Court Administrative Office.

Goal: The Data Management Unit will create and test data and compliance reports, which will allow county-level oversight of progress to achieve state and federally mandated outcomes.
Status: Over the last year staff implemented:

- CPS case listings and case counts.
- CPS Initial Service Plan and Updated Service Plan reports.
- CPS data quality and timeliness reports.
- Foster care data quality reports.

In July 2011, staff released reports on monthly CPS caseworker contacts and visits for families with a current or ongoing CPS case. The reports track face-to-face hours, complaint-to-commencement hours and complaint-to-disposition days to ensure compliance with policy.

Technical Assistance Provided to Counties and Local and Regional Entities
Goal: The Data Management Unit will create and test a series of reports to alert caseworkers of upcoming deadlines for child safety, permanency and well-being, such as medical and dental appointments.
Status: In June 2012, staff will release reports on medical and dental appointments through the department's internal web page. The documents will help county managers define benchmarks and view trends that may lead to non-compliance. These reports should be in production by June 2012.

In April 2011, staff began releasing reports encompassing key indicators on the status of children in the child welfare system. The reports provide a statewide summary with county, district, unit and worker level capability. The reports show trends in decision-making that may lead to non-compliance, safety issues or impede permanency. Over the next year, the Data Management Unit will release similar reports for the following data sets:

- Foster care case listings and counts, stability of placement and goal to adoption, length of time and quality and timeliness reports.
- Adoption case listings and counts, referrals, time to permanency and data quality and timeliness reports.
- Juvenile justice case listings, case counts, Initial Service Plan-Updated Service Plan, stability of placement and face-to-face contacts.

Goal: DHS will develop a web page accessible on the department's intranet.
Status: The goal was modified in FY 2011 to the development of a web page for county administrators to obtain case-level detail. Staff continues to maintain and update a secure web page. The county directors' internal team site provides executives and county administrators with access to monthly reports and case sensitive data.

Goal: DHS will develop a communication and training strategy for report distribution and use, along with SWSS system changes to effect change in service delivery.
Status: Staff works with Child Welfare Field Operations to develop a communication strategy with local staff. The reports will provide additional information for Child Welfare Field Operations staff to use in providing technical assistance in the field.

SACWIS COMPLIANCE

Goal: Michigan will have an advanced planning document approved by the Administration for Children and Families by July 2011.
Status: Completed. Michigan received approval for Michigan's State Automated Child Welfare Information System (MiSACWIS) advanced planning document in June 2011.

Goal: Michigan will implement a State Automated Child Welfare Information System (SACWIS) pilot by October 2012.
Status: Michigan's SACWIS system is called MiSACWIS. Unisys began to modify Tennessee's application to meet Michigan's needs. The MiSACWIS project staff submitted a revised planning document to the Administration for Children and Families in April 2012.

DHS staff is completing the detail design sessions with field and policy staff, private agency and court staff and Department of Technology, Management and Budget staff to define the system requirements for the MiSACWIS. The system is being developed and tested; user testing will begin in September 2012. The pilot start date is October 31, 2012.

Goal: DHS will develop a private agency interface into the Services Worker Support System (SWSS) Foster Care, Adoption and Juvenile Justice (FAJ) application to ensure accurate data collection and monitoring.
Status: In July 2011, DHS and Department of Technology, Management and Budget implemented a web-based interface for contracted private agency staff to access the SWSS FAJ

application, SWSS Web. Contract agency staff updates foster care, supervised adoption, dual abuse/neglect and delinquency court ward cases assigned to their agency. The SWSS Web application:

- Reduces staff time entering data on paper forms.
- Increases staff efficiency.
- Ensures accurate data in SWSS FAJ, particularly with social work contacts.

Private agency staff views case summary information from SWSS FAJ, ensuring accurate and up-to-date case information. DHS and private agency staff have the ability to upload or download documents to a central repository. The document management module ensures that DHS and private agency staff are sending case information in a timely manner. The functionality meets security and confidentiality provisions. DHS trained DHS and private agency staff and the MiSACWIS Helpdesk staff to provide support. Additional changes were made to the SWSS Web application to allow private agency staff the ability to export the social work contacts entered into SWSS Web for use in their systems.

Changes to SWSS

- **Centralized CPS intake:** The pilot functionality was released in five counties in September 2011. DHS released the statewide functionality in March 2012.
- **Special investigations of abuse and/or neglect while in foster care:** In January 2010, DHS implemented screen changes to SWSS CPS to track special investigations of abuse/neglect for children in foster care. The new functionality was released statewide in September 2011.
- **New Payment Service Codes:** In 2011, five new payment service codes were added to SWSS FAJ to help track title IV-E payments.
- **Michigan goal removal and concurrent permanency planning goals in SWSS**: In April 2012, DHS implemented permanency-tracking changes to SWSS FAJ to record the goal change date and the approval date along with the permanency achieved date or the permanency disputed date. This functionality also captures a child's concurrent goal.
- **Guardianship Assistance Program and extension of foster care to age 21:** In April 2012, DHS implemented changes in SWSS FAJ addressing the extension of foster care to age 21. Because of the implementation of the new SACWIS system in 2012, minimal changes were made in SWSS to implement this functionality. For these youth, funding determinations and payments are being made outside of SWSS until DHS implements MiSACWIS.

EVALUATION, RESEARCH AND TECHNICAL ASSISTANCE

Michigan received technical assistance from Children's Bureau staff for several Child and Family Services Review and Child and Family Services Plan goals and objectives during FY 2011. In addition, DHS received technical assistance with the development of the new case practice model.

Technical Assistance Provided to Central Office, Counties, and Local and Regional Entities
The American Public Human Services Association, in partnership with Casey Family Programs, assisted DHS through a series of on-site meetings with the project sponsors and steering committee to fully define the model and assess strengths and gaps in the following areas:

- Capacity to achieve the goals of the model.
- Communication messages and mode of delivery.
- Overall and individual county readiness, training related to implementation.
- Use of strategic supports to facilitate successful implementation.

For each area of assessment, a continuous improvement plan was developed to support implementation of the MiTEAM model in Michigan. The Association also helped DHS develop a tool for supervisors' critical thinking in MiTEAM efforts and to establish effectiveness markets to measure performance. MiTEAM model began in January 2012. Concurrent permanency planning is incorporated in the model and is included in training.

DHS implemented a Train the Trainer methodology to support the most critical members of the change process. All managers, supervisors and facilitators are trained in the practice model philosophy. Once trained, managers, supervisors and facilitators are responsible to train and support front line staff and community partners. Train the Trainer sessions have been completed in 31 counties.

MICHIGAN CHILD WELFARE DISASTER PLAN

Michigan participated in disaster planning, response and recovery activities required by the Child and Family Services Improvement Act of 2006 and Section 422 (b)(16) of the Social Security Act and developed a new child welfare disaster plan in FY 2011. The Child Welfare Disaster Plan addresses federal requirements:

- To identify, locate and continue services for children under state care or supervision who are displaced or adversely affected by a disaster.
- To respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases.
- To remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster.
- To preserve essential program records.
- To coordinate services and share information with other states.

The Michigan Department of Human Services holds the primary state responsibility to perform human service functions in the event of a disaster. The DHS Emergency Management Coordinator is responsible for conducting emergency planning and management, and interfaces with DHS local directors and central office staff to ensure adequate planning.

Roles and Responsibilities in the DHS Child Welfare Disaster Plan

- **Michigan governor:** As Michigan's chief executive, the governor is responsible to apply for federal disaster assistance as necessary, mobilize state emergency management procedures and access federal funds for rescue, cleanup and recovery efforts.

- **DHS:** The department provides direction, coordination and assistance to plan and prepare for human services to disaster victims. DHS also manages local office emergency procedures and local decision-making authority in emergency management.
- **DHS Emergency Management Coordinator:** The Emergency Management Coordinator coordinates inter-agency state emergency management efforts and mobilizes responsible parties and resources to maintain DHS operations. The coordinator also serves as liaison to county offices for emergency management activities.
- **DHS Field Operations Administration and Child Welfare Field Operations:** Field Operations assists local DHS offices to fulfill their responsibilities in emergencies and disasters and keep them apprised of changes in laws, policies, procedures and resources. DHS local offices participate in state and local emergency management activities and assure consistent implementation in all counties.
- **DHS Centralized Intake for Abuse and Neglect Director:** In collaboration with the emergency management coordinator and the DHS Child Welfare Field Operations director, the centralized intake director monitors the operational needs of centralized intake for abuse and neglect during emergencies and activates backup plans if necessary. The director is also responsible to work with Child Welfare Field Operations to devise a plan in which the centralized intake number is utilized as a backup method of communication when normal means of communication are not operating.
- **Local DHS director or designee:** Local directors are responsible to implement human service programs during a disaster, in coordination with local governments, agencies and organizations providing assistance. The local director or designee assists local jurisdictions on request. If the county/local Emergency Operations Center is activated, the DHS local director or designee may report there per local procedure to identify and coordinate with agencies and organizations that can best accomplish these tasks. DHS local office directors and designees must be knowledgeable of the resources and capabilities of the local agencies and organizations involved, and familiar with local procedures for mobilizing assistance.
- **Private Agency Foster Care Provider/Institution Chief Executive or designee:** In areas affected by a disaster, the provider chief executive or designee maintains contact with the Bureau of Children and Adult Licensing or local office director as necessary. The chief executive will ensure staff follows DHS disaster procedures to maintain contact with foster parents who have evacuated, informing birth parents of the safety of their children and maintaining services to clients.
- **Bureau of Children and Adult Licensing:** The Bureau of Children and Adult Licensing maintains communication with private agencies that provide services to DHS clients. The Bureau ensures that the agencies follow DHS policy and licensing regulations in emergency planning.
- **DHS or private agency licensing certification worker:** The DHS or private agency licensing certification worker maintains an updated list of local resources to assist during a disaster, including those for shelter, food, clothing, diapers and other emergency assistance. The licensing certification worker disseminates the list as directed by agency policy and as necessary during a disaster.
- **Child Welfare Caseworker (DHS and private agency):** DHS and private agency caseworkers maintain contact information for all children on their caseload on the SWSS (for DHS only) or SACWIS (following implementation in 2012), as well as a non-automated list in case computer systems are inoperable. In areas affected by a disaster, the caseworker will contact foster parents to ascertain the whereabouts and well-being

of the children in their care. The caseworker is responsible to contact legal parents and inform them of the safety of their children, maintain service provision to children and families on their caseload, as well as to provide services to newly referred clients.

- **Foster, adoptive, relative and unrelated caregivers:** All caregivers are responsible to develop an emergency plan, in accordance with licensing requirements. Licensed foster parents are also responsible to communicate the whereabouts, status and service needs of the children in their care to their DHS or private agency caseworker during emergencies when voluntary or involuntary evacuation or shelter has occurred.

DHS Emergency Planning Licensing Requirements
Foster Family Homes and Foster Family Group Homes for Children

R 400.9410 Emergencies.

Rule 410.(1) A foster parent shall follow agency approved written procedures for each of the following emergencies:

(a) Fire.
(b) Tornado.
(c) Serious accident or injury.

(1) A foster parent who provides care for a person who requires assistance to evacuate the home shall follow agency approved written procedures for prompt evacuation.
(2) A foster parent shall familiarize each member of the household, including the foster child, according to the child's ability to understand, and persons who provide substitute care with the emergency and evacuation procedures.

PROPOSED NEW RULE: Foster families shall practice drills with all family members every four months.

Child-placing Agencies

R 400.12412 Emergency policy. Rule 412. (1) An agency's emergency policy shall, at a minimum, contain provisions for ensuring that a foster parent has agency-approved written procedures for each of the following emergencies:

(a) Fire.
(b) Tornado.
(c) Serious action or injury.

(1) An agency shall approve the written evacuation plan for a foster home that provides care for a person who requires assistance to evacuate the home.

Child Caring Institutions

R 400.4170 Emergency and disaster procedures.

Rule 170. An institution shall establish and follow written procedures for potential emergencies and disasters, including fire, severe weather, medical emergencies, and missing persons.

R 400.4506 Fire drills and telephone.

Rule 506. (1) There shall be quarterly emergency fire drills for each staff shift. Two of the drills shall include evacuations, unless approved by the department in writing, as clinically contraindicated. Where a facility has a 24-hour staff shift, the emergency drills shall be conducted at different times of the day and night. Written records shall be maintained for each drill indicating the date and time of the drill and, where evacuation was a part of the drill, the approximate evacuation time.

(2) A telephone or other suitable means of communicating an alarm of fire to the fire department shall be provided. Pay stations are not a suitable means of communicating alarms. The telephone number of the fire department shall be posted conspicuously by all phones designated for outside service.

Emergency Response Planning for State-Level Child Welfare Functions

DHS has incorporated the following elements into an integrated emergency response:

- **Coordination with the Michigan Emergency Coordination Center.** The state-level Emergency Coordination Center is activated by the DHS Emergency Management Coordinator during a state-declared emergency or at the request of a local DHS local director or designee. The coordination center is a central location for coordination of services and resources to victims of a disaster.
- **Local shelter and provision of emergency supplies.** DHS requires all DHS local offices to have a plan for disasters that provides temporary lodging and distributes emergency supplies and food, as well as an emergency communication plan. This plan should use the state plan for widespread emergencies and should address local emergencies.
- **Dual and tri-county emergency plans.** In large counties with more than one local office site or in local offices located in dual or tri-counties, each local office site is required to have an emergency or disaster plan designed to address unique local needs. Local and district DHS offices submit their emergency office procedures to the Field Operations Administration/Child Welfare Field Operations for approval and to the DHS Emergency Management Coordinator. DHS local offices review and update their disaster plans annually and re-submit updated plans.
- **Foster parent emergency plans.** According to licensing rules for foster family home and foster family group homes for children, licensed foster parents must develop and maintain an emergency plan to use in case of emergency. This plan must include a plan for relocation, if necessary, communication with DHS and private agency caseworkers and birth parents, a plan to continue the administration of any necessary medications to foster children and a central repository for essential child records. The plan must also include a provision for practicing drills with all family members every four months.
- **Institutional emergency plans**. According to licensing rules for child caring institutions, an institution shall establish and follow written procedures for potential emergencies and disasters including fire, severe weather, medical emergencies and missing persons.

Local Office Emergency Procedures

DHS local offices are each required to create their own emergency plan that addresses local needs and resources. The required elements of local office emergency plans include:

- Resource list. A listing of local facilities suitable for temporary lodging and local resources for emergency supplies, clothing and food. The licensing certification worker updates and distributes this list annually and as needed during an emergency.
- An emergency communication plan that includes the person to contact in case of emergency. When there is an emergency or natural disaster, a communications center in a different region from the disaster area shall be established as a backup for the regional/local office. The selected site should be far enough away geographically that it is unlikely to be affected directly by the same event.

- A hard copy listing of all foster care placements for children under the supervision of the local office that includes telephone numbers, addresses and alternate contact persons.
- Local emergency plans are submitted to the Child Welfare Field Operations Administration and the DHS emergency management coordinator, and are reviewed and revised as necessary to ensure that all required elements are included.

Emergency Communication

- **Staff communication protocol.** During an emergency, the local office will mobilize a protocol to communicate with staff to ascertain their safety and ability to come to the work site (or an alternative site) and perform emergency and routine duties. The local office director or designee will initiate this protocol. The local office director or designee will maintain contact with the DHS Emergency Management Coordinator to synchronize services and provide updates.
- **Caregiver communication protocol.** During an emergency that involves evacuation, either voluntary or mandatory, all caregivers shall inform DHS of their foster children's whereabouts and status using telephone service, cell phone, email or another means of communication when normal methods of communication are compromised. CPS centralized intake will provide a toll-free number that caregivers may use for this purpose when other means of communication are inoperable.
- **Disaster coordination protocol.** Each local office will designate an individual(s) to coordinate information from the area affected by a disaster and communicate it to the Field Operations Administration/Child Welfare Field Operations. The protocol will include instructions that all staff in the affected area should call in to a locally designated communication center. If communication channels are compromised, the centralized intake telephone lines may be used to share instructions. The foster caregiver guidelines for responding to emergencies, as referenced, shall include the centralized intake for abuse and neglect toll-free number (855) 444-3911, to be used as a clearinghouse to share instructions or ascertain the location and well-being of all foster children and youth in the affected area.

The local emergency/disaster plan shall include:

1. The person whom staff and clients may contact for information locally during an emergency during normal work hours as well as after hours.
2. The expectation that all staff not directly affected by an emergency shall report for work unless excused.
3. The person whom clients may contact during an emergency when all normal communication channels are down.
4. The person designated to contact the legal parent to inform them of their child's status, condition and whereabouts if appropriate.
5. The minimum frequency that all caregivers shall communicate with the designated communication site during emergencies or natural disasters.
6. The necessary information to be communicated in emergencies.
7. How and where in the case record the information is to be documented.

8. The method of monitoring the situation and the local person responsible.
9. Procedures to follow in case of voluntary or involuntary closure of facilities.
10. Any additional requirement as specified by the local or regional office.

Foster Parents' Responsibilities Developing an Emergency Plan

- **Family emergency plan.** Licensed foster parents shall develop and display a family emergency plan that will be approved by their local office and become part of their licensing home study. Foster parents must update and review their plans annually. The plan should include:
    1. An evacuation plan for various disasters, including fire, tornado and serious accident.
    2. A meeting place in a safe area for all family members if a disaster occurs.
    3. Contact numbers which shall include:
        a. Local law enforcement.
        b. Regional communication plan with contact personnel.
        c. Emergency contacts and telephone numbers of at least one individual who is likely to be in contact with the foster parent in an emergency. It is preferable to list one local contact and one out-of-county contact.
        d. DHS centralized intake for abuse and neglect toll-free number or another emergency number to be used when no other local/regional communication channels are available.
    4. A disaster supply kit that includes special needs items for each household member (as necessary and appropriate), first aid supplies including prescription medications, a change of clothing for each person, a sleeping bag or bedroll for each foster child, battery powered radio or television, batteries, food, bottled water and tools.
    5. Each local office designates a contact person as the disaster relief coordinator. In the event of a mandatory evacuation order, foster parents must comply with the order insofar as they must ensure they evacuate foster children in their care according to the plan and procedures set forth by the State Emergency Management Agency (DHS).
- **Communication with DHS caseworkers during emergencies.** Foster parents and DHS caseworkers have a mutual responsibility to contact each other during an emergency that requires evacuation or displacement to ascertain the whereabouts, safety and service needs of the child and family, as described above. If other methods of communication are not operating, the centralized intake telephone line will be mobilized to serve as a communications clearinghouse.
- **School response.** As part of the disaster plan, each foster parent will identify what will happen to the child if he/she is in school when an emergency occurs, such as an arrangement for moving the child from the school to a safe, supervised location.
- **Review plan with each foster child.** Each foster home will review this plan with each of their foster children regularly and the worker will update this information in the provider's file.

Federal Disaster Response Procedures

Following is a listing of the required procedures for disaster planning and Michigan's procedures that address those requirements:

1. To identify, locate and continue availability of services for children under state care or supervision.

- During an emergency that involves evacuation, either voluntary or mandatory, all caregivers shall inform DHS of their foster children's whereabouts, status and service needs, utilizing telephone service, cell phone, email or the centralized intake toll-free number when normal methods of communication are compromised.
  - Following declaration of a public emergency that requires involuntary evacuation or shelter, the assigned caseworker or another designated worker will contact the legal parent to ascertain the whereabouts, condition and needs of the child and family.
  - The local office must provide information regarding where to seek shelter, food, and other resources and shall coordinate services with the DHS Emergency Management Coordinator. The voluntary or involuntary closure of facilities in emergencies is addressed in the licensing rules for child-placing agencies (R 400.12412 Emergency Policy).

2. Respond as appropriate to new child welfare cases in areas adversely affected by a disaster and provide services in those cases.

- If current staff is displaced or unable to provide services, alternate counties designated in local DHS disaster plans shall be prepared to help provide services to new child welfare cases and to children under state care or supervision displaced or adversely affected by a disaster. The toll-free centralized intake number will be the primary means of accessing services for new child welfare cases.

3. Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster.

- In an emergency, caseworkers and caregivers must first attempt to call their local office to report their status and receive information or instructions. If the local office phone lines are unavailable, caseworkers and caregivers will contact the alternate local office. In dual or triple counties, they will call the designated alternate county.
- Caseworkers may also use cell phones to remain in contact. Michigan State Police radios are located in offices without cell phone towers in order to maintain cell phone service.
- If the local Emergency Coordination Center is activated by the DHS Emergency Management Coordinator, the toll-free centralized intake number will be available as a backup communication method for current and new child welfare cases.

4. Preservation of essential program records.

- DHS maintains essential records in the Services Worker Support System database and can access records statewide. DHS caregivers enrolled in electronic funds transfer will not have a disruption in foster care payments, since payments are made to their account electronically.
- To safeguard the database itself, the servers are located in Michigan's secure data center. Schedules are configured to perform a full system backup for both onsite and offsite storage. The databases are also configured for live replication in case of a disaster that involves loss of the primary server. The Department of Technology, Management and Budget retains one quarterly update per year and maintains an annual backup indefinitely. That code base is backed up as well, so in case of a catastrophic event that affects the computer system, the application can be rebuilt with minimal loss of time.

5. Coordinate services and share information with other states.

- In the event of an emergency, the DHS Emergency Management Coordinator is responsible, under the direction of the Michigan governor and in coordination with the state DHS director, to mobilize and coordinate the statewide emergency response including sharing information with other states.
- The DHS Office of Communication will coordinate communication on the DHS emergency response to the news media, DHS executive staff and human resources, persons served and the public.

State and local resources for disaster planning. Michigan makes several resources available to local offices to assist them in local planning efforts. These resources include:

- **The DHS Emergency Planning Coordinator** who assists local DHS offices to develop, document and rehearse local disaster plans.
- **State disaster-planning web site** www.michigan.gov/michiganprepares. Topics include:
  - Family and Community Disaster Planning.
  - Biological Emergency.
  - Chemical Emergency.
  - Radiological Emergency.
  - Natural Disaster and Severe Weather.
  - Preparedness Partners.
- **A booklet titled "Family Preparedness Guide"** is available on the Michigan Homeland Security web site: http://www.michigan.gov/homeland/0,1607,7-173-23583-25233--,00.html. This guide was created to help families develop an emergency plan, provide information on how to assemble an emergency supply kit, and provides specific contact telephone numbers and websites for emergency assistance.
- **Other useful resources for child welfare disaster planning:**
  - Annie E. Casey Foundation Disaster Preparedness Resource Guide for Child Welfare Agencies – A comprehensive guide to resources for disaster planning for child welfare agencies (69 pages): http://www.aecf.org/KnowledgeCenter/Publications.aspx?pubguid=%7B56AD3324-B60C-418F-8F8C-96A43650413C%7D
  - American Public Human Services Association: Crisis Communications Plan; Disaster Communications Plan. Provides formal and informal interactions regarding crisis and emergency situations in public human service agencies: http://www.ppcwg.org/resources-communications-crisis.html.

Goal: DHS will implement the disaster plan described above in collaboration with the Field Operations Administration and the CPS and foster care program offices.
Status: The protocols for the DHS Local Office Emergency Plan, Foster Care Emergency Plan and Local Office Emergency Contact List were drafted and implementation by Child Welfare Field Operations is underway. Upon approval of the protocols, a Communication Issuance will be sent to the local DHS field offices and private agencies to begin implementing the disaster plan requirements.

Goal: If an emergency happens in Michigan that affects one or more communities, or service provision in those communities or the state as a whole, DHS will mobilize the Michigan Child Welfare Disaster Plan, as described above.
Status: Michigan was not affected by an emergency or disaster in FY 2011.

JUVENILE JUSTICE TRANSFERS

In Michigan, five youth in Michigan's foster care system were adjudicated as delinquents with a DHS juvenile justice case opened during FY 2011. The juvenile justice system in Michigan is decentralized, with each county responsible for the juvenile delinquent population in their respective county. Some counties commit a portion of their youth to the state for care and supervision, under Public Act 150. DHS Juvenile Programs is responsible for about 10% of the total state juvenile justice population.

Juvenile Supervision in Michigan
Most youth remain the responsibility of the county courts. DHS expects that many youth who have had open abuse/neglect cases enter the juvenile justice system and remain under county supervision. Often, the dependency case is closed at the time the delinquency case is opened, thus the youth are not maintained as dual wards. The state does not have access to the case management systems used by county juvenile justice programs, and there is no central data repository for juvenile justice data, therefore determining the number of dual wards or the crossover youth population is not possible.

Goal: DHS will work collaboratively with the county courts to improve data collection.
Status: Juvenile Programs is an active participant in a statewide workgroup formed by county family courts called Juvenile Justice 20/20. A subcommittee was formed to facilitate data consolidation so the state may obtain and track juvenile justice data in the future.

Services to County-Supervised Youth
In Michigan, county-supervised youth are treated in the community, in county-operated juvenile facilities or in privately operated juvenile facilities under contract to the counties. These youth are often younger than those the state supervises, have committed less severe offenses and generally do not require specialized services. The percent of youth under county supervision has increased in recent years because of increased emphasis on community-based diversion programs and in-home treatment programs for juvenile delinquents that are reimbursed through the county Child Care Fund. The Child Care Fund is the primary funding mechanism for juvenile justice in Michigan, and in FY 2012 totaled about $400 million. This fund reimburses counties for 50% of eligible costs for juvenile justice and non-title IV-E eligible youth.

Many counties have utilized their Child Care Fund dollars to develop effective lower cost community-based interventions for juvenile delinquents. Where previously Wayne County supervised the largest juvenile justice population in secure facilities, it has since aggressively reduced the number of youth placed under state supervision and cut by more than half the number of youth placed into secure residential treatment.

Services to State-Supervised Youth
Of the 508 youth under DHS supervision, some are committed to the care of the state as state wards under Public Act 150. These youth are provided with case management services by DHS Juvenile Justice Specialists. The youth may be placed in public or private residential treatment placements or in community-based intervention programs. Others remain wards of the county

courts, with DHS providing secure residential treatment. Youth under state supervision tend to be older, have committed more severe offenses and require specialized care. These characteristics are especially notable among youth at state-operated training schools.

Incarcerated Youth

In addition to youth in the juvenile justice system, the Michigan Department of Corrections incarcerates a substantial number of youth under the age of 18. These youth have been judicially waived to the adult criminal justice system, which results in the youth not being provided services offered to youth in the juvenile system. The number of inmates under the age of 18 has grown in recent years to more than 420 youth in prison. This unprecedented growth in young prisoners is due to legislative changes that allow more, as well as younger juveniles to be tried and sentenced as adults. Another reason for the increase in the number of incarcerated youth is the unique funding mechanisms in Michigan that require counties to pay for half of the cost of a juvenile commitment and none of the cost of an adult incarceration. While these youth in prison have committed the most serious crimes up to and including homicide, they do not differ greatly in other ways from youth committed to the juvenile justice system.

Goal: DHS will work with the Department of Corrections to provide rehabilitative treatment services to young offenders.
Status: Juvenile Programs has submitted a proposal to the Department of Corrections to transfer the youngest and less severe offenders back into the juvenile justice system for rehabilitative treatment.

DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES
370 L'Enfant Promenade, S.W.
Washington, D.C. 20447

OCT - 5 2012

Maura Corrigan
Director
Michigan Department of Human Services
235 South Grand Avenue
P. O. Box 30037
Lansing, Michigan 48909

Dear Director Corrigan:

Thank you for submitting Michigan's Annual Progress and Services Report (APSR), including the annual report on the use of funds under the Child Abuse Prevention and Treatment Act, and the CFS-101 forms requesting funding for fiscal year (FY) 2013 to address the following programs:

- Title IV-B, Subpart 1 (Stephanie Tubbs Jones Child Welfare Services) of the Social Security Act (the Act);
- Title IV-B, Subpart 2 (Promoting Safe and Stable Families Program and Monthly Caseworker Visit Grant) of the Act;
- Child Abuse Prevention and Treatment Act (CAPTA);
- Chafee Foster Care Independence Program (CFCIP); and
- Education and Training Vouchers (ETV) Program.

These programs provide important funding to help State child welfare agencies ensure safety, permanency, and well-being for children, youth and their families. The APSR planning process facilitates continued assessment and development of a comprehensive continuum of services for children and families and ties planning for the use of these funds into continuous program improvement activities.

Approval

The Children's Bureau (CB) has reviewed your APSR for FY 2013 and the annual report on the use of CAPTA funds and finds them to be in compliance with applicable Federal statutory and regulatory requirements. Therefore, we approve FY 2013 funding under the title IV-B, subpart 1; title IV-B, subpart 2; CAPTA; CFCIP; and ETV programs.

A counter-signed copy of the CFS-101 forms are enclosed for your records. CB may ask for a revised CFS-101, Part I, should the final allotment for any of the approved programs be more than that requested in the Annual Budget Request.

The Administration for Children and Families' (ACF) Office of Grants Management (OGM) will issue a grant notification award letter with pertinent grant information. Please note that OGM requires grantees to submit additional financial reports, using the SF-425, at the close of the expenditure period according to the terms and conditions of the award.

Training Plan
This approval for the FY 2013 funding for title IV-B, subpart 1; title IV-B, subpart 2; CAPTA; CFCIP; and ETV programs does not release the State from ensuring that training costs included in the training plan and charged to title IV-E comply with the requirements at 45 CFR 1356.60(b) and (c) and 45 CFR 235.63 through 235.66(a), including properly allocating costs to all benefiting programs in accordance with the State's approved cost allocation plan.

Additional Information Required
Pursuant to Section 424(f) of the Social Security Act, States are required to collect and report on caseworker visits with children in foster care. The FY 2012 caseworker visit data must be submitted to the Regional Office by December 17, 2012 and States that wish to sample must obtain prior approval from the Regional Office.

CB looks forward to continuing to work with you and your staff. Should you have any questions or concerns, please contact Angela Green, CB's Child Welfare Regional Program Manager in Region V, at (312) 353-9672 or by email at Angela.Green@acf.hhs.gov. You also may contact Irene Carrillo, CB's Children and Families Program Specialist, at (312) 886-4934, or by email at irene.carrillo@acf.hhs.gov.

Sincerely,

Joseph J. Bock
Acting Associate Commissioner
Children's Bureau

Enclosure(s)

cc: Steve Yager, Deputy, Children's Services; Michigan DHS; Lansing, MI
Mary Mehren, Federal Compliance Office Director; Michigan DHS; Lansing, MI
Gail Collins, Director; CB, Division of Program Implementation; Washington, DC
Deborah M. Bell, Financial Management Specialist; ACF, OA, OGM; Washington, DC
Angela Green, Child Welfare Regional Program Manager; CB, Region V; Chicago, IL
Irene Carrillo, Children and Families Program Specialist; CB, Region V; Chicago, IL

Attachment A

CFS-101, Part I
U. S. Department of Health and Human Services
Administration for Children and Families

Attachment B
OMB Approval #0980-0047
Approved through July 31, 2011

CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV

Fiscal Year 2013, October 1, 2012 through September 30, 2013

1. State or Indian Tribal Organization (ITO): Michigan	2. EIN: 38-6000134-C4
3. Address: 235 S. Grand Avenue, Lansing, MI 48909	4. Submission: [X] New [ ] Revision
5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds	$ 9,626,096
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)	$ 22,050
6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.	$ 11,643,795
a) Total Family Preservation Services	$ 2,328,759
b) Total Family Support Services	$ 3,493,139
c) Total Time-Limited Family Reunification Services	$ 2,328,759
d) Total Adoption Promotion and Support Services	$ 2,328,759
e) Total for Other Service Related Activities (e.g. planning)	$ -
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment)	$ 1,164,379
7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)	$ 735,599
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)	$ 73,559
8. Re-allotment of title IV-B subparts 1 & 2 funds for States and Indian Tribal Organizations:	
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS $_____, PSSF $_____, and/or MCV(States only)$_____.	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS $_____, PSSF $_____, and/or MCV(States only)$_____.	
9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required): Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)	$ 786,466
10. Estimated Chafee Foster Care Independence Program (CFCIP) funds	$ 5,365,583
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	$ 1,609,674
11. Estimated Education and Training Voucher (ETV) funds	$ 1,789,109
12. Re-allotment of CFCIP and ETV Program Funds:	
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program	$ -
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program	$ -
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program	$ -
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program	$ -

13. Certification by State Agency and/or Indian Tribal Organization.

The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau, for the Fiscal Year ending September 30, 2012.

Signature and Title of State/Tribal Agency Official	Signature and Title of Central Office Official
Michigan DHS Director Maureen D. Corrigan	Joyce Rock

Copy of FY13 CFS 101 Part I

CFS-101, Part II
U. S. Department of Health and Human Services
Administration for Children and Families

Attachment B
OMB Approval #0980-0047

CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services

State or Indian Tribal Organization (ITO): Michigan

For FFY OCTOBER 1 , 2012 TO SEPTEMBER 30, 2013

SERVICES/ACTIVITIES	TITLE IV-B			(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV-E	(h) LOCAL, & DONATED FUNDS	(i) NUMBER TO BE		(j) POPULATION TO BE SERVED	(k) GEOG. AREA TO BE SERVED
	(a) Subpart I-CWS	(b) Subpart II-PSSF	(c) Subpart II-MCV *						Individuals	Families		
1.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	$2,657,772	$3,493,139		$786,466				$991,106		10,370	Eligible families	Statewide
2.) PROTECTIVE SERVICES	$38,678							$14,423		127,106	A/N reports	Statewide
3.) CRISIS INTERVENTION (FAMILY PRESERVATION)	$972,374	$2,328,759						$362,606		4,099	Eligible families	Statewide
4.)TIME-LIMITED FAMILY REUNIFICATION SERVICES		$2,328,759								13,862	Children in foster care	Statewide
5.) ADOPTION PROMOTION AND SUPPORT SERVICES	$3,766,037	$2,328,759						$1,404,388		2,502	Eligible families	Statewide
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)												
7.) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	$2,169,185						$47,500,822	$250,014,617	10,785		Eligible children	Statewide
(b) GROUP/INST CARE							$24,374,628	$53,437,514	1,115		Eligible children	Statewide
8.) ADOPTION SUBSIDY PMTS.							$100,187,346	$80,852,900	26,850		Eligible children	Statewide
9.) GUARDIANSHIP ASSIST. PMTS.							$1,446,600	$3,275,200	518		Eligible children	Statewide
10.) INDEPENDENT LIVING SERVICES					$5,365,583			$1,341,396	1,813		Eligible youth	Statewide
11.) EDUCATION AND TRAINING VOUCHERS						$1,789,109		$447,277	694		Eligible youth	Statewide
12.) ADMINISTRATIVE COSTS	$22,050	$1,164,379	$73,559				$65,546,194	$65,553,544				
13.) STAFF & EXTERNAL PARTNERS TRAINING							$2,455,850	$1,697,303				
14.) FOSTER PARENT RECRUITMENT & TRAINING							$1,779,735	$1,979,280				
15.) ADOPTIVE PARENT RECRUITMENT & TRAINING							$1,025,255	$1,297,780				
16.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING							$1,945,587	$984,955	1,451	921	Eligible families	Statewide
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING			$662,000									
18.) TOTAL	$9,626,096	$11,643,795	$735,559	$786,466	$5,365,583	$1,789,109	$246,259,997	$463,654,289	43,226	158,860		

*** States Only, Indian Tribes are not required to include information on these programs**

CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) : Fiscal Year 2010: October 1, 2009 through September 30, 2010

1. State or Indian Tribal Organization (ITO): Michigan | 2. EIN: 38-6000134-C4 | 3. Address: 235 S. Grand Avenue, Lansing, MI 48909

4. Submission: [X] New [ ] Revision

Description of Funds	*Estimated Expenditures*	*Actual Expenditures*	*Number served* Individuals	*Number served* Families	*Population served*	*Geographic area served*
5. Total title IV-B, subpart 1 funds	$9,117,241	$8,909,997	11,802		Eligible families	Statewide
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)	$328,885	$211,010				
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)	$13,268,289	$13,268,289		29,780	Eligible families	Statewide
a) Family Preservation Services	$2,653,659	$1,651,691				
b) Family Support Services	$3,980,483	$8,193,882				
c) Time-Limited Family Reunification Services	$2,653,659	$1,193,399				
d) Adoption Promotion and Support Services	$2,653,659	$1,823,203				
e) Other Service Related Activities (e.g. planning)	$0	$0				
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007)	$1,326,829	$406,114				
7. Total Monthly Caseworker Visit Funds (STATE ONLY)	$787,884	$516,878				
a) Administrative Costs (not to exceed 10% of MCV allotment)	$78,788	$0				
8. Total Chafee Foster Care Independence Program (CFCIP) funds	$5,812,955	$5,157,961				
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)	$1,743,887	$0			Eligible youth	Statewide
9. Total Education and Training Voucher (ETV) funds	$1,948,803	$1,946,026	585		Eligible youth	Statewide

10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.

Signature and Title of State/Tribal Agency Official	*Date*	*Signature and Title of Central Office Official*	*Date*
[illegible]	6/25/12	[illegible]	10/4/12

STATE OF MICHIGAN - FISCAL YEAR 2010

FAMILY PRESERVATION AND FAMILY SUPPORT SERVICES

EXPENDITURES NOT FUNDED BY TITLE IVB SUBPART 2 (1)

Fiscal Data (in thousands) to meet the Supplantation Prohibition

Date: 3/20/2012

Funding Source	*Family Preservation Services*		*Family Support Services*	
	STATE	*FEDERAL*	*STATE*	*FEDERAL*
Title IV B, subpart 1 (2)	$0.0	$0.0	$0.0	$0.0
Title IVA / TANF (3)	$0.0	$70,271.1	$0.0	$196.2
Title XX	$0.0	$6,524.3	$0.0	$3,734.7
Other (please list) (4)				
Direct charged or cost allocated via worker time study to the following Federal funding sources: IV-E, XIX, Food Stamps, CCDF, Refugee Assistance, Delinquency Prevention, Early On	$1,532.9	$2,000.8	$670.2	$1,967.5
Child Abuse and Neglect Grants	$0.0	$1,010.3	$0.0	$0.0
Community-Based Family Resource Program Grant	$0.0	$0.0	$0.0	$963.6
Temporary Child Care for Children with Disabilities and Crisis Nursery Grants	$0.0	$0.0	$0.0	$0.0
100% State Funds	$55,871.7	$0.0	$0.0	$0.0
100% County Funds	$82,243.7	$0.0	$0.0	$0.0
Private Donations	$0.0	$0.0	$1,722.1	$0.0
TOTALS	$139,648.3	$79,806.5	$2,392.3	$6,861.9

(1) The FY2010 Title IVB subpart 2 match requirement (25%) totaled $4,422,763. This requirement was met through State Ward foster care expenditures, which are not included in this report.

(2) The FY2010 Title IVB subpart 1 match requirement (25%) totaled $2,969,999. The majority of this requirement was met through State Ward foster care expenditures, but also included State spending for prevention, preservation and support services.

(3) The reduction in state funds expended does not represent supplantation of state general fund by Title IVB P2 funding. TANF was used to fund Title IVB P2 eligible programs. TANF does not have a non supplantation clause and States are encouraged to use TANF for these types of programs.

(4) Federal and State funding sources, in addition to those specifically identified above, include:
- Federal Community Based Family Services CAPTA grant
- State Children's Trust Fund
- State funded Adult Medical and Assistance programs
- Part H Grant
- Skillman Foundation Grant

Attachment C

State of Michigan
Department of Human Services
Comparison of FFY 2013 and FFY 2005 Title IV-B, Subpart 1 Expenditures
Dated: 5-29-12

Summary of Michigan Department of Human Services Financial Status Report, forms 269 and 269-101, for Title IV-B Child Welfare Program, period ended September 30, 2005 (FFY 2005):

		2005 Federal Funds (1)	2005 Non-Federal Funds	2005 Total Federal & Non-Federal	2005 Non-Federal Funds Used as 25% Match (2)	2005 Amount State Exceeded Match Requirement
(3)	Administration & Other Services	$7,567,068	$10,993,304	$18,560,372	$0	$10,993,304
	Foster Care Board & Care (Maintenance)	$2,169,185	$62,810,809	$64,979,994	$3,245,418	$59,565,391
	Child Care	$0	$0	$0	$0	$0
	Adoption Assistance Payments	$0	$0	$0	$0	$0
	Totals	$9,736,253	$73,804,113	$83,540,366	$3,245,418	$70,558,695

Michigan Department of Human Services estimated expenditures for Title IV-B Child Welfare Program, period ended September 30, 2013 (FFY 2013):

		2013 Estimated Federal Funds (1)	2013 Estimated Non-Federal Funds	2013 Estimated Total Federal & Non-Federal	2013 Estimated Non-Federal Funds Used as 25% Match (2)	2013 Est. Amount State Exceeded Match Requirement
(3)	Administration	$22,050	$7,350	$29,400	$0	$7,350
	Foster Care Board & Care (Maintenance)	$2,169,185	$30,902,052	$33,071,237	$3,208,699	$27,693,353
	Prevention & Family Support Services	$2,657,772	$7,730,101	$10,387,873	$0	$7,730,101
	Protective Services	$38,678	$14,423	$53,101	$0	$14,423
	Family Preservation-Crisis Intervention	$972,374	$7,101,601	$8,073,975	$0	$7,101,601
	Adoption Promotion & Support Services	$3,766,037	$1,404,388	$5,170,425	$0	$1,404,388
	Child Care	$0	$0	$0	$0	$0
	Adoption Assistance Payments	$0	$0	$0	$0	$0
	Totals	$9,626,096	$47,159,915	$56,786,011	$3,208,699	$43,951,216

(1) Total Title IV-B, Subpart 1 funds spent for foster care maintenance = $2,169,185, child care = $0, adoption assistance payments = $0.

(2) Estimated FFY 2013 match amount from State spending on foster care maintenance payments ($3,208,699) does not exceed the FFY 2005 match amount ($3,245,418).

(3) Prior to FFY 2008, ACF required distinctive tracking and reporting of foster care maintenance expenditures only. All other expenditures, services and administrative, were reported in a second category. Beginning FFY 2008, expenditures are broken-down between administration and service areas. Estimated FFY 2013 administrative costs do not exceed 10% of grant.

MICHIGAN CIVIL SERVICE COMMISSION
JOB SPECIFICATION

SERVICES SPECIALIST

JOB DESCRIPTION

Employees in this job complete and oversee a variety of professional assignments to provide services to socially and economically disadvantaged individuals in programs administered by the Department of Human Services such as protective services, foster care, adoption, juvenile justice, foster home licensing, and adult services.

There are four classifications in this job.

Position Code Title – Services Specialist-E

Services Specialist 9
This is the entry level. As a trainee, the employee carries out a range of professional services specialist assignments while learning the methods of the work.

Services Specialist 10
This is the intermediate level. The employee performs an expanding range of professional services specialist assignments in a developing capacity.

Services Specialist P11
This is the experienced level. The employee performs a full range of professional services specialist assignments in a full-functioning capacity. Considerable independent judgment is required to carry out assignments that have significant impact on services or programs. Guidelines may be available, but require adaptation or interpretation to determine appropriate courses of action.

Position Code Title – Services Specialist-A

Services Specialist 12
This is the advanced level. At this level, employees function as a lead worker overseeing the work of lower-level Services Specialists or have regular assignments which have been recognized by Civil Service as having significantly greater complexity than those assigned at the experienced level. The recognized senior-level assignment is in the area of family to family facilitation.

NOTE: Employees generally progress through this series to the experienced level based on satisfactory performance and possession of the required experience.

JOB DUTIES

NOTE: The job duties listed are typical examples of the work performed by positions in this job classification. Not all duties assigned to every

position are included, nor is it expected that all positions will be assigned every duty.

Provides casework services to dependent, neglected, abused, and delinquent children and youths; children with disabilities; socially and economically disadvantaged and dependent adult clients; and other individuals and families.

Determines the appropriate method and course of action and implements service, treatment, and learning plans.

Develops plans and finds resources to address clients' and families' problems in housing, counseling, and other areas, using specific service methods; monitors services provided.

Writes and maintains social case histories, case summaries, case records, and related reports and correspondence.

Provides or secures protective services for endangered children and adults qualifying for such services.

Provides direct counseling services to clients.

Screens individuals newly committed to the department and develops plans for care, service, treatment, and learning.

Conducts family assessment and placement studies.

Presents assessment and service plans at pre-dispositional and dispositional hearings.

Interprets behavioral problems for parents and other caregivers and otherwise assists them in providing appropriate care to children.

Serves as liaison between the department and community groups in developing programs, interpreting rules and regulations, and coordinating programs and services.

Provides 24-hour crisis intervention assistance.

Evaluates applications for family and group, day care, home registration and licensing purposes; regulates child care in approved homes through periodic reviews.

Recruits and trains new foster parents.

Investigates, assesses, and follows up on complaints of abuse or neglect.

Visits abused or neglected wards in their homes, foster homes, or residential placements.

Prepares legal documents, forms, and petitions.

Testifies in court on progress and services rendered to children and families.

Transports clients to court hearings, clinic appointments, and placement homes.

Responds to general inquiries and conducts searches for adoptive placements for special needs children; provides post-adoptive services for the children and families.

Attends and completes annual, in-service training as required.

Performs related work as assigned.

Additional Job Duties

Services Specialist 12 (Senior Worker)
Performs on a regular basis professional services specialist assignments which are recognized by Civil Service as more complex than those assigned at the experienced level.

Coordinates team meetings by determining who the participants will be.

Serves as team leader during the team meetings by facilitating case planning and problem resolution and encouraging participation of all team members.

Provides expertise to the team members regarding child welfare legal requirements, policies, and procedures.

Services Specialist 12 (Lead Worker)
Oversees the work of professional staff by making and reviewing work assignments, establishing priorities, coordinating activities, and resolving related work problems.

JOB QUALIFICATIONS

Knowledge, Skills, and Abilities

NOTE: Some knowledge in the area listed is required at the entry level, developing knowledge is required at the intermediate level, considerable knowledge is required at the experienced level, and thorough knowledge is required at the advanced level.

Knowledge of state and federal social welfare laws, rules and regulations.

Knowledge of social work theory and casework, group work and community-organization methods.

Knowledge of interviewing techniques.

Knowledge of human behavior and the behavioral sciences, including human growth and development, dynamics of interpersonal relationships, and family dynamics.

Knowledge of cultural and subcultural values and patterns of behavior.

Knowledge of the basic principles of casework involving analysis of the physical, psychological, and social factors contributing to maladjustment.

Knowledge of the problems of child welfare work with reference to dependent children, children with behavior problems and other children in need of special care.

Knowledge of casework methods and problems involved in the adoption and boarding of children.

Knowledge of juvenile court procedures.

Knowledge of social problems and their causes, effects, and means of remediation.

Knowledge of the types of discrimination and mistreatment to which clients may be subjected.

Knowledge of family and marital problems, and their characteristics and solutions.

Knowledge of community resources providing assistance to families and individuals.

Knowledge of departmental assistance payments programs.

Ability to apply rehabilitation principles and concepts to social casework.

Ability to develop, monitor, and modify client service plans.

Ability to communicate with individuals who have emotional or mental problems and with members of different cultural or subcultural groups.

Ability to persuade or influence people in favor of specific actions, changes in attitude, or insights.

Ability to interpret laws, regulations, and policies.

Ability to maintain records and prepare reports and correspondence related to the work.

Ability to communicate effectively with others.

Ability to maintain favorable public relations.

Additional Knowledge, Skills, and Abilities

Services Specialist 12 (Senior Worker)
Knowledge of risk assessment.

Knowledge of group dynamics and processes.

Knowledge of child welfare statutes, policies, and procedures.

Ability to organize and facilitate meetings.

Services Specialist 12 (Lead Worker)
Ability to organize and coordinate the work of others.

Ability to set priorities and assign work to other professionals.

Working Conditions

Some assignments require considerable travel.

Some jobs require an employee to work in a hostile environment.

Some jobs require an employee to work in adversarial situations.

Physical Requirements

None.

Education

Possession of a bachelor's or master's degree with a major in one of the following human services areas: social work, sociology, psychology, family ecology, consumer/community services, family studies, family and/or child development, guidance/school counseling, counseling psychology, or criminal justice.

Experience

Services Specialist 9
No specific type or amount is required.

Services Specialist 10
One year of professional experience providing casework services to socially and economically disadvantaged individuals equivalent to a Services Specialist 9.

Services Specialist P11
Two years of professional experience providing casework services to socially and economically disadvantaged individuals equivalent to a Services Specialist, including one year equivalent to a Services Specialist 10.

Services Specialist 12
Three years of professional experience providing social casework services to socially and economically disadvantaged individuals equivalent to a Services Specialist, including one year equivalent to a Services Specialist P11.

Special Requirements, Licenses, and Certifications

Any candidate hired as a Services Specialist in a protective services, foster care services, or adoption services position must successfully complete an eight week pre-service training program that includes a total of 270 hours of competency-based classroom and field training. The employee will also be required to pass a competency-based performance evaluation which shall include a written examination. Additionally, the employee must successfully complete a minimum number of hours of in-service training on an annual basis.

NOTE: Equivalent combinations of education and experience that provide the required knowledge, skills, and abilities will be evaluated on an individual basis.

JOB CODE, POSITION TITLES AND CODES, AND COMPENSATION INFORMATION

Job Code	Job Code Description
SOCSERSPL	Services Specialist

Position Title	Position Code	Pay Schedule
Services Specialist-E	SOCSSPLE	W22-079
Services Specialist-A	SOCSSPLA	W22-080

ECP Group 2
Revised 2/01/11
MF

Attachment E

FY2012 STAFFING ALLOCATION

Section III: Family & Children Services Workers

Allocation Summary:

2272.00 Workers by Category:

935.29 Direct Care
1,298.97 Children's Protective Services
37.74 Minimum & Rounding Adjustments

428.00 Workers *off-the-top*:

81.00 Title IV-E Workers
48.00 Maltreatment In Care (MIC)
16.00 Wayne County 24 Hour Staff
55.00 Permanency Planning Conference Coordinators
25.00 Health Liaisons
15.00 Direct Care Contingent
102.00 CPS Centralized Intake
15.00 MYOI Workers
15.00 Educational Planners
48.00 Permanency Resource Staff
8.00 PAFC Safety Monitors

2,700.00 Total Family and Children Services Workers

FY2012 FAMILY AND CHILDREN'S SERVICES WORKER ALLOCATION

General Overview:

For FY2012, a total of 2700.0 Family and Children's Services (FCS) workers are allocated (excluding Juvenile Justice workers); 2272.0 of these positions are based on allocation formulas and 428.0 are assigned *off-the-top* for specific purposes. The FY2012 FCS total represents an overall increase of 23.0 positions from FY2011 levels.

***Off-the-Top* Positions:**

The FCS *off-the-top* positions include the following:

25.0 Health Liaisons (Direct Care)
15.0 MYOI (Direct Care)
16.0 Wayne CPS 24-Hour Coverage (CPS)
48.0 Maltreatment in Care/MIC (CPS)
81.0 Title IV-E Workers
102.0 Centralized CPS Intake Workers
15.0 Contingent DC Workers (shown in FOA/CSA) any positions filled will be filled as limited term appointments
15.0 Educational Planners
8.0 Private Agency Safety Monitors these staff will conduct inspections of Private Agency Foster Homes to ensure the safety of foster children.
48.0 Permanency Resource Staff (Permanency Planning Assistants, Permanency Resource Managers, Permanency Resource Unit Managers and Permanency Resource Secretaries)
55.0 Permanency Planning Conference Coordinators (PPCC's - formerly referred to as TDM positions) In FY2011, each of the "Big 14" counties received allocation credit for seven of the milestone counts (Goal Change, In Care Over 9 Months, Placement Change, Removal, return from AWOLP/Jail, Reunification and TPR over 3 months). For FY2012, positions will remain where allocated in FY2011.

Direct Care Workers

For FY2012, a total of 952.0 Direct Care workers are allocated by formula and 25.0 Health Liaisons are assigned to specific counties for a total Direct Care allocation of 977.0. The ratio for Private Agency/Purchase of Services cases was changed to 90:1 in FY2012 and Foster Home Licensing workers, as more fully explained below, are now allocated as a separate category within the Direct Care Worker allocation. Adoption staff continues to be allocated as Direct Care Workers and were partially allocated to counties via a 107.9% ratable increase to the Direct Care allocation. Further, 15.0 positions from the Direct Care Contingency are assigned as MYOI positions (Michigan Youth Opportunity Initiative).

Direct Care Worker Formula:

All FY2012 Direct Care ratios are defined by the Consent Decree/Modified Settlement Agreement and are as follows:

Staffing Category	Ratio	Data Source/Time Period
Direct Services cases	15:1	(SWSS-FAJ)/Data Warehouse 12/10 – 5/11
Private Agency/POS	90:1	(SWSS-FAJ)/Data Warehouse 12/10 – 5/11
DHS Licensed Homes	30:1	BCAL Report 7/10 – 6/11
DHS Homes Licensed During the Month	30:1	BCAL Report 7/10 – 6/11

Initial staffing levels are determined by dividing each county's average caseloads by the ratios indicated above. Additionally, a vacancy rate of 10% is added to each county's allocation as is a hiring/training factor of 20% of the new positions (determined by the difference between allocated positions and current on-boards). The vacancy factor recognizes a DHS statewide average vacancy rate of 10% and adds this number to the total calculated staff. The hiring/training factor recognizes the time needed for the recruitment and hiring process as well as the time spent in training (10 weeks at the Child Welfare Training Institute). The hiring/training factor is calculated by subtracting the current on-board (July, 2011) number from the calculated staff number (including the 10% vacancy factor) on a county-by-county basis. If a county's current on-board exceeds its calculated staff, no additional staff is allocated for hiring/training. However, if a county's calculated staff for FY2012 is greater than its current on-board, a factor of 20% is applied to the number of new workers needed.

Foster Home Licensing Workers are now calculated and rounded to whole positions in a separate portion of the Direct Care Worker allocation. Averages for DHS Licensed Homes and DHS Homes Licensed During the Month are calculated at a 30:1 ratio and then positions are rounded to allow for a minimum of 1.0 position for single/dual or tri-county coverage. Special Investigations are no longer included in the calculation of Foster Home Licensing Workers.

Children's Protective Services Workers

For FY2012, a total of 1384.0 Children's Protective Services (CPS) workers are allocated. This increase of 50.0 positions is the result of adding 50.0 positions that were previously set aside for contingent workers. Included in the CPS Worker allocation are 16.0 Twenty-four Hour CPS Coverage Workers and 48.0 Workers for Maltreatment-In-Care. Both of these specialized worker categories were included in the vacancy rate and hiring/training calculations and were restated at 119.0% as were all CPS Workers.

CPS Worker Formula:

Intake: A total of 83.0 workers are allocated for Intake functions. Thus, each county's relative percentage of average CPS Intake count was used to distribute the 83.0 positions statewide.

The following FY2012 CPS ratios are defined by the Consent Decree:

Staffing Category	Ratio	Data Source
Ongoing:	17:1	Data Management Unit –Average for 12 months of point-in-time data For Categories 1,2 &3 (6/10 – 5/11)
Assigned/Investigation:	12:1	Data Management Unit Fact Sheet/Assigned (7/10 – 6/11)
Intake:	124:1	Data Management Unit Fact Sheet/Total (7/10 – 6/11)
Guardianship Cases:		
Home Study	50:1	Caseload Counts (reported by counties) - 12/09, 2/10, 4/10, 6/10
Annual Review	200:1	Caseload Counts (reported by counties) - 12/09, 2/10, 4/10, 6/10

Guardianship: In FY2010, the ratios were set at 50:1 for Home Study and 200:1 for Annual Review and those ratios continue. A total of 9.81 positions are allocated for Guardianship functions and are assigned as they were in FY2010.

For the categories other than Intake, initial staffing levels are determined by dividing each county's average caseloads by the ratios indicated above. Additionally, a vacancy rate of 10% is added to each county's allocation as is a hiring/training factor of 20% of the new positions (determined by the difference between allocated positions and current on-boards). The vacancy factor recognizes a DHS statewide average vacancy rate of 10% and adds this number to the total calculated staff. The hiring/training factor recognizes the time needed for the recruitment and hiring process as well as the time spent in training (10 weeks at the Child Welfare Training Institute). The hiring/training factor is calculated by subtracting the current on-board (July, 2011) number from the calculated staff number (including the 10% vacancy factor) on a county-by-county basis. If a county's current on-board exceeds its calculated staff, no additional staff is allocated for hiring/training. However, if a county's calculated staff for FY2012 is greater than its current on-board, a factor of 20% is applied to the number of new workers needed

Adoption Workers

A separate Adoption Worker allocation was not done for FY2012 as these positions were allocated as part of the Direct Care Worker allocation as described above.

Rounding Formula

In FY2012, Direct Care Workers and CPS Workers are rounded separately and all assigned/*off-the-top* positions are shown as whole positions. For all calculated positions, dual/tri-counties are combined and then all positions are rounded to the next greater whole number.

FY2012 CHILDREN'S SERVICES ALLOCATION

	DIRECT CARE					CPS												
	Calculated Direct Care Wkrs.	Calculated DC Wkrs. @ 107.9%	Rounded Direct Care Workers	Health Liaisons	Total Diret Care Workers	Calculated CPS Workers	Calculated CPS Wkrs. @ 119.0%	Rounded CPS Workers	Total CPS Workers	Perm. Planning Conf. Coords.	IVE Wkrs.	Centralized Intake Wkrs.	Contingent DC Wkrs.	Ed. Plan.	Perm. Resource Staff	MYOI Staff	Private Agency Safety Monitors	Total FCS Positions
STATE TOTAL	**866.81**	**935.29**	**952.00**	**25.00**	**977.00**	**1145.36**	**1362.97**	**1384.00**	**1384.00**	**55.00**	**81.00**	**102.00**	**15.00**	**15.00**	**48.00**	**15.00**	**8.00**	**2700.00**
NORTHERN AREA																		
ALCONA/	0.09					0.96												
ALPENA/	4.74	5.69	6.00		6.00	4.18	7.44	8.00	8.00									14.00
MONTMORENCY/	0.44					1.11												
ALGER/	0.51					0.83												
MARQUETTE/	5.50	7.34	8.00		8.00	7.00	11.05	12.00	12.00									20.00
SCHOOLCRAFT	0.78					1.45												
ANTRIM/	1.00					4.24												
CHARLEVOIX/	0.00																	
EMMET	6.40	7.98	8.00		8.00	8.43	15.07	16.00	16.00									24.00
BARAGA/	1.14					0.99												
HOUGHTON/	3.05	4.52	5.00		5.00	2.67	4.68	5.00	5.00									10.00
KEWEENAW	0.00					0.27												
BENZIE/	0.56					1.79												
MANISTEE	2.04	2.81	3.00		3.00	3.22	5.97	6.00	6.00									9.00
CHEBOYGAN/	5.25	6.97	7.00		7.00	6.76	9.29	10.00	10.00		1.00							18.00
PRESQUE ISLE	1.21					1.05												
CHIPPEWA/	3.35	4.75	5.00		5.00	5.28	9.25	10.00	10.00									15.00
LUCE/	0.50					0.79												
MACKINAC	0.56					1.71												
CLARE/	1.78					3.51												
MISSAUKEE/	0.00																	
WEXFORD	4.19	6.43	7.00		7.00	10.39	16.53	17.00	17.00		1.00							25.00
CRAWFORD/	2.19					2.23					1.00							
OSCODA/	0.48					1.22												
OTSEGO	4.98	8.26	9.00		9.00	4.08	8.95	9.00	9.00									19.00
DELTA/	3.75	9.03	10.00		10.00	3.11	10.67	11.00	11.00		1.00			1.00				23.00
DICKINSON/	3.57					3.28												
MENOMINEE	1.05					2.58												
GOGEBIC/	2.53	3.95	4.00		4.00	2.03	6.64	7.00	7.00									11.00
IRON/	1.13					2.70												
ONTONAGON	0.00					0.84												
GRAND TRAVERSE/	6.02	7.63	8.00		8.00	11.01	17.20	18.00	18.00									26.00
KALKASKA/	1.05					3.45												
LEELANAU	0.00																	
IOSCO/	3.09					3.53												
OGEMAW/	4.50	11.13	12.00		12.00	3.75	14.04	15.00	15.00		1.00							28.00
ROSCOMMON	2.73					4.51												
TOTAL	**80.15**	**86.48**	**92.00**	**0.00**	**92.00**	**114.94**	**136.78**	**144.00**	**144.00**	**0.00**	**5.00**	**0.00**	**0.00**	**1.00**	**0.00**	**0.00**	**0.00**	**242.00**

FY2012 CHILDREN'S SERVICES ALLOCATION

	DIRECT CARE					CPS												
	Calculated Foster Care Wkrs.	Calculated FC Wkrs. @ 107.9%	Rounded Foster Care Workers	Health Liaisons	Total Diret Care Workers	Calculated CPS Workers	Calculated CPS Wkrs. @ 119.0%	Rounded CPS Workers	Total CPS Workers	Perm. Planning Conf. Coords.	IVE Wkrs.	Centralized Intake Wkrs.	Contingent DC Wkrs.	Ed. Plan.	Perm. Resource Staff	MYOI Staff	Private Agency Safety Monitors	Total FCS Positions
WESTERN AREA																		
ALLEGAN	13.56	14.64	15.00		15.00	15.01	17.86	18.00	18.00		1.00							34.00
BERRIEN	26.92	29.05	30.00	1.00	31.00	18.07	21.51	22.00	22.00	3.00	2.00							58.00
CALHOUN	18.54	20.00	20.00	1.00	21.00	19.20	22.85	23.00	23.00	2.00	2.00			1.00				49.00
JACKSON	12.06	13.01	14.00	1.00	15.00	19.64	23.37	24.00	24.00	1.00	1.00			1.00				42.00
KALAMAZOO	29.50	31.83	32.00	1.00	33.00	44.62	53.09	54.00	54.00	3.00	2.00							92.00
OTTAWA	8.23	8.88	9.00		9.00	14.56	17.33	18.00	18.00		1.00							28.00
VAN BUREN	12.29	13.26	14.00	1.00	15.00	13.44	15.99	16.00	16.00		1.00							32.00
BARRY/	3.61					8.88					1.00							
EATON	12.13	16.98	17.00	1.00	18.00	14.91	28.31	29.00	29.00					1.00				49.00
CASS/	8.01					5.12					1.00			1.00				
ST. JOSEPH	14.17	23.92	24.00	1.00	25.00	9.88	17.86	18.00	18.00									45.00
CLINTON/	8.80	13.46	14.00		14.00	4.67	10.70	11.00	11.00		1.00					1.00		27.00
GRATIOT	3.68					4.31												
IONIA/	7.62	12.80	13.00		13.00	12.40	27.58	28.00	28.00		1.00							42.00
MONTCALM	4.24					10.78												
LAKE/	2.33					3.39												
NEWAYGO	6.91	9.97	10.00		10.00	10.08	16.02	17.00	17.00		1.00							28.00
MASON/	1.56					5.96												
MUSKEGON/	30.08	35.17	36.00	1.00	37.00	32.53	51.53	52.00	52.00	3.00	3.00			1.00				96.00
OCEANA	0.96					4.81												
MECOSTA/	7.23	7.80	8.00		8.00	10.59	12.60	13.00	13.00		1.00							22.00
OSCEOLA						0.00												
TOTAL	**232.42**	**250.78**	**256.00**	**8.00**	**264.00**	**282.84**	**336.58**	**343.00**	**343.00**	**12.00**	**19.00**	**0.00**	**0.00**	**5.00**	**0.00**	**1.00**	**0.00**	**644.00**
EASTERN AREA																		
SAGINAW	22.87	24.68	25.00	1.00	26.00	36.19	43.07	44.00	44.00	3.00	2.00							75.00
WASHTENAW	10.28	11.09	12.00	1.00	13.00	22.08	26.27	27.00	27.00	1.00	1.00							42.00
ARENAC/	2.57					3.10					1.00							
BAY/	7.80	12.46	13.00		13.00	12.15	21.52	22.00	22.00					1.00				37.00
GLADWIN	1.18					2.83												
BRANCH/	6.36					11.30					1.00							
HILLSDALE	7.05	14.47	15.00		15.00	10.65	26.13	27.00	27.00									43.00
HURON/	1.64					2.97												
LAPEER/	2.66					9.49					1.00							
TUSCOLA	11.91	17.49	18.00		18.00	6.80	22.92	23.00	23.00									42.00
ISABELLA/	8.57					9.06					1.00							
MIDLAND	7.81	17.67	18.00		18.00	6.47	18.48	19.00	19.00									38.00
LENAWEE/	4.08					11.86					1.00							
MONROE	10.09	15.29	16.00		16.00	10.55	26.68	27.00	27.00		1.00							45.00
LIVINGSTON/	6.64					11.38					1.00							
SHIAWASSEE	9.65	17.58	18.00		18.00	11.10	26.76	27.00	27.00		0.00							46.00
ST. CLAIR/	25.11	30.00	30.00	1.00	31.00	24.64	36.98	37.00	37.00	2.00	2.00							72.00
SANILAC	2.69					6.44					0.00							
TOTAL	**148.96**	**160.73**	**165.00**	**3.00**	**168.00**	**209.08**	**248.81**	**253.00**	**253.00**	**6.00**	**12.00**	**0.00**	**0.00**	**1.00**	**0.00**	**0.00**	**0.00**	**440.00**
GENESEE	58.10	62.69	63.00	2.00	65.00	78.29	93.17	94.00	94.00	5.00	7.00			1.00				172.00
INGHAM	31.05	33.50	34.00	1.00	35.00	33.93	40.37	41.00	41.00	4.00	3.00					1.00		84.00
KENT	21.00	22.66	23.00	1.00	24.00	70.87	84.34	85.00	85.00	3.00	2.00			1.00				115.00
MACOMB	62.10	67.00	67.00	2.00	69.00	56.99	67.82	68.00	68.00	6.00	5.00			1.00				149.00
OAKLAND	45.18	48.74	49.00	1.00	50.00	69.47	82.67	83.00	83.00	4.00	6.00			1.00				144.00
WAYNE	187.86	202.70	203.00	7.00	210.00	188.61	224.45	225.00	225.00	15.00	22.00			4.00		2.00		478.00
TOTAL	**405.28**	**437.30**	**439.00**	**14.00**	**453.00**	**498.17**	**592.82**	**596.00**	**596.00**	**37.00**	**45.00**	**0.00**	**0.00**	**8.00**	**0.00**	**3.00**	**0.00**	**1142.00**
CSA					0.00	40.32	47.98	48.00	48.00			102.00	15.00		48.00	11.00	8.00	232.00
STATE TOTAL	**866.81**	**935.29**	**952.00**	**25.00**	**977.00**	**1145.36**	**1362.97**	**1384.00**	**1384.00**	**55.00**	**81.00**	**102.00**	**15.00**	**15.00**	**48.00**	**15.00**	**8.00**	**2700.00**

FY2012 DIRECT CARE WORKER ALLOCATION

	6 Month Average Direct Services Cases	@ 15	6 Month Average Private Agency Cases	@ 90	12 Month Average DHS Licensed Homes	@ 30	DHS Homes Licensed During Month	@ 30	Total Calculated Licensing Worker	Rounded Licensing Worker	Total Calculated Direct Care Workers	Additional Positions for vacancy rate of 10%	Calculated Workers plus Workers for vacancies	New DC Staff Hiring/Training (Alloc - On-Bd) @ 20%	FY2012 Direct Care Final Calculated Workers
STATE TOTAL	**9251.33**	**616.756**	**5859.83**	**65.109**	**2270.83**	**75.694**	**46.25**	**1.542**	**77.24**	**99.00**	**780.865**	**78.09**	**858.95**	**7.86**	**866.81**
NORTHERN AREA															
ALCONA/	1.00	0.067	0.00	0.000	2.50	0.083	0.00	0.000			0.067	0.01	0.07	0.01	0.09
ALPENA/	47.50	3.167	13.00	0.144	14.08	0.469	0.08	0.003	0.56	1.00	4.311	0.43	4.74	0.00	4.74
MONTMORENCY	4.00	0.267	6.33	0.070	0.00	0.000	0.00	0.000			0.337	0.03	0.37	0.07	0.44
ALGER/	6.83	0.456	1.00	0.011	0.00	0.000	0.00	0.000			0.467	0.05	0.51	0.00	0.51
MARQUETTE/	51.00	3.400	33.83	0.376	6.00	0.200	0.08	0.003	0.26	1.00	4.776	0.48	5.25	0.25	5.50
SCHOOLCRAFT	10.33	0.689	2.00	0.022	1.58	0.053	0.25	0.008			0.711	0.07	0.78	0.00	0.78
ANTRIM/	10.33	0.689	19.50	0.217	0.00	0.000	0.00	0.000			0.906	0.09	1.00	0.00	1.00
CHARLEVOIX/											0.000				
EMMET	65.17	4.344	23.33	0.259	18.00	0.600	0.75	0.025	0.63	1.00	5.604	0.56	6.16	0.23	6.40
BARAGA/	15.00	1.000	3.50	0.039	8.58	0.286	0.08	0.003			1.039	0.10	1.14	0.00	1.14
HOUGHTON/	23.33	1.556	5.17	0.057	7.17	0.239	0.08	0.003	0.53	1.00	2.613	0.26	2.87	0.17	3.05
KEWEENAW	0.00	0.000	0.00	0.000	0.00	0.000	0.00	0.000				0.00	0.00	0.00	0.00
BENZIE/	7.33	0.489	1.50	0.017	0.00	0.000	0.00	0.000			0.506	0.05	0.56	0.00	0.56
MANISTEE	9.67	0.644	5.00	0.056	1.00	0.033	0.00	0.000	0.03	1.00	1.700	0.17	1.87	0.17	2.04
CHEBOYGAN/	51.83	3.456	11.33	0.126	6.08	0.203	0.92	0.031	0.23	1.00	4.581	0.46	5.04	0.21	5.25
PRESQUE ISLE	16.00	1.067	0.00	0.000	0.00	0.000	0.00	0.000			1.067	0.11	1.17	0.03	1.21
CHIPPEWA/	25.00	1.667	29.00	0.322	12.42	0.414	0.25	0.008	0.79	1.00	2.989	0.30	3.29	0.06	3.35
LUCE/	6.50	0.433	2.00	0.022	6.75	0.225	0.25	0.008			0.456	0.05	0.50	0.00	0.50
MACKINAC	6.67	0.444	5.50	0.061	4.00	0.133	0.08	0.003			0.506	0.05	0.56	0.00	0.56
CLARE/	20.83	1.389	20.33	0.226	6.17	0.206	0.08	0.003			1.615	0.16	1.78	0.00	1.78
MISSAUKEE/															
WEXFORD	39.83	2.656	13.50	0.150	18.00	0.600	0.58	0.019	0.83	1.00	3.806	0.38	4.19	0.00	4.19
CRAWFORD/	27.67	1.844	13.17	0.146	0.00	0.000	0.00	0.000			1.991	0.20	2.19	0.00	2.19
OSCODA/	5.00	0.333	9.67	0.107	0.00	0.000	0.00	0.000			0.441	0.04	0.48	0.00	0.48
OTSEGO	33.67	2.244	11.83	0.131	38.50	1.283	1.42	0.047	1.33	2.00	4.376	0.44	4.81	0.16	4.98
DELTA/	15.83	1.056	7.83	0.087	23.50	0.783	0.17	0.006	1.55	2.00	3.143	0.31	3.46	0.29	3.75
DICKINSON/	48.17	3.211	3.00	0.033	17.83	0.594	0.33	0.011			3.244	0.32	3.57	0.00	3.57
MENOMINEE	10.17	0.678	25.00	0.278	4.50	0.150	0.08	0.003			0.956	0.10	1.05	0.00	1.05
GOGEBIC/	18.50	1.233	5.67	0.063	18.08	0.603	0.25	0.008	0.77	1.00	2.296	0.23	2.53	0.00	2.53
IRON/	15.17	1.011	0.00	0.000	4.58	0.153	0.08	0.003			1.011	0.10	1.11	0.02	1.13
ONTONAGON	0.00	0.000	0.00	0.000	0.00	0.000	0.00	0.000			0.000	0.00	0.00	0.00	0.00
GR. TRAVERSE/	57.33	3.822	58.50	0.650	0.75	0.025	0.17	0.006	0.06	1.00	5.472	0.55	6.02	0.00	6.02
KALKASKA/	11.00	0.733	20.17	0.224	1.00	0.033	0.00	0.000			0.957	0.10	1.05	0.00	1.05
LEELANAU															
IOSCO/	39.33	2.622	1.83	0.020	8.42	0.281	0.17	0.006			2.643	0.26	2.91	0.18	3.09
OGEMAW/	27.50	1.833	2.83	0.031	19.83	0.661	0.33	0.011	1.33	2.00	3.865	0.39	4.25	0.25	4.50
ROSCOMMON	36.00	2.400	7.33	0.081	11.08	0.369	0.17	0.006			2.481	0.25	2.73	0.00	2.73
TOTAL	**763.50**	**50.900**	**362.67**	**4.030**	**260.42**	**8.681**	**6.667**	**0.222**	**8.903**	**16.00**	**70.930**	**7.09**	**78.02**	**2.13**	**80.15**

FY2012 DIRECT CARE WORKER ALLOCATION

	6 Month Average Direct Services Cases	@ 15	6 Month Average Private Agency Cases	@ 90	12 Month Average DHS Licensed Homes	@ 30	DHS Homes Licensed During Month	@ 30	Total Calculated Licensing Worker	Rounded Licensing Worker	Total Calculated Direct Care Workers	Additional Positions for vacancy rate of 10%	Calculated Workers plus Workers for vacancies	New DC Staff Hiring/Training (Alloc - On-Bd) @ 20%	FY2012 Direct Care Final Calculated Workers
WESTERN AREA															
ALLEGAN	144.67	9.644	26.83	0.298	38.42	1.281	1.25	0.042	1.32	2.00	11.943	1.19	13.14	0.43	13.56
BERRIEN	280.83	18.722	67.67	0.752	128.50	4.283	2.58	0.086	4.37	5.00	24.474	2.45	26.92	0.00	26.92
CALHOUN	187.00	12.467	34.67	0.385	106.83	3.561	1.17	0.039	3.60	4.00	16.852	1.69	18.54	0.00	18.54
JACKSON	120.00	8.000	86.33	0.959	30.75	1.025	0.92	0.031	1.06	2.00	10.959	1.10	12.06	0.00	12.06
KALAMAZOO	318.83	21.256	230.67	2.563	68.75	2.292	1.25	0.042	2.33	3.00	26.819	2.68	29.50	0.00	29.50
OTTAWA	67.50	4.500	88.33	0.981	35.75	1.192	0.67	0.022	1.21	2.00	7.481	0.75	8.23	0.00	8.23
VAN BUREN	135.00	9.000	15.50	0.172	54.83	1.828	1.17	0.039	1.87	2.00	11.172	1.12	12.29	0.00	12.29
BARRY/	48.50	3.233	4.67	0.052	6.83	0.228	0.50	0.017			3.285	0.33	3.61	0.00	3.61
EATON	123.50	8.233	69.50	0.772	48.58	1.619	0.67	0.022	1.89	2.00	11.006	1.10	12.11	0.02	12.13
CASS/	105.00	7.000	25.00	0.278	28.58	0.953	0.17	0.006			7.278	0.73	8.01	0.00	8.01
ST. JOSEPH	148.17	9.878	60.50	0.672	25.58	0.853	0.25	0.008	1.82	2.00	12.550	1.26	13.81	0.36	14.17
CLINTON/	89.00	5.933	5.83	0.065	26.25	0.875	0.83	0.028	1.85	2.00	7.998	0.80	8.80	0.00	8.80
GRATIOT	50.17	3.344	0.00	0.000	28.17	0.939	0.33	0.011			3.344	0.33	3.68	0.00	3.68
IONIA/	65.17	4.344	30.17	0.335	24.00	0.800	0.58	0.019	1.15	2.00	6.680	0.67	7.35	0.27	7.62
MONTCALM	52.83	3.522	30.17	0.335	9.67	0.322	0.17	0.006			3.857	0.39	4.24	0.00	4.24
LAKE/	28.50	1.900	1.67	0.019	9.75	0.325	0.25	0.008			1.919	0.19	2.11	0.22	2.33
NEWAYGO	57.00	3.800	3.83	0.043	25.67	0.856	0.75	0.025	1.21	2.00	5.843	0.58	6.43	0.49	6.91
MASON/	18.83	1.256	15.00	0.167	0.00	0.000	0.00	0.000			1.422	0.14	1.56	0.00	1.56
MUSKEGON/	327.67	21.844	134.83	1.498	79.92	2.664	1.58	0.053	3.18	4.00	27.343	2.73	30.08	0.00	30.08
OCEANA	11.67	0.778	8.33	0.093	13.75	0.458	0.08	0.003			0.870	0.09	0.96	0.00	0.96
MECOSTA/	78.00	5.200	16.50	0.183	24.50	0.817	0.42	0.014	0.83	1.00	6.383	0.64	7.02	0.20	7.23
OSCEOLA															
TOTAL	**2457.83**	**163.856**	**956.00**	**10.622**	**815.08**	**27.169**	**15.58**	**0.519**	**27.69**	**35.00**	**209.478**	**20.95**	**230.43**	**1.99**	**232.42**
EASTERN AREA															
SAGINAW	210.00	14.000	71.50	0.794	130.83	4.361	3.08	0.103	5.53	6.00	20.794	2.08	22.87	0.00	22.87
WASHTENAW	126.67	8.444	80.83	0.898	31.17	1.039	0.75	0.025			9.343	0.93	10.28	0.00	10.28
ARENAC/	34.83	2.322	1.50	0.017	6.58	0.219	0.08	0.003			2.339	0.23	2.57	0.00	2.57
BAY/	73.00	4.867	19.83	0.220	24.17	0.806	0.17	0.006	1.35	2.00	7.087	0.71	7.80	0.00	7.80
GLADWIN	15.67	1.044	0.00	0.000	9.50	0.317	0.00	0.000			1.044	0.10	1.15	0.03	1.18
BRANCH/	84.50	5.633	13.17	0.146	24.17	0.806	0.58	0.019			5.780	0.58	6.36	0.00	6.36
HILLSDALE	56.33	3.756	3.50	0.039	16.83	0.561	0.50	0.017	1.40	2.00	5.794	0.58	6.37	0.67	7.05
HURON/	21.00	1.400	8.00	0.089	5.83	0.194	0.08	0.003			1.489	0.15	1.64	0.00	1.64
LAPEER/	35.83	2.389	2.83	0.031	12.58	0.419	0.50	0.017			2.420	0.24	2.66	0.00	2.66
TUSCOLA	94.67	6.311	1.00	0.011	49.42	1.647	0.92	0.031	2.31	3.00	9.322	0.93	10.25	1.65	11.91
ISABELLA/	101.33	6.756	17.17	0.191	29.08	0.969	1.25	0.042			6.946	0.69	7.64	0.93	8.57
MIDLAND	61.33	4.089	1.00	0.011	38.58	1.286	1.08	0.036	2.33	3.00	7.100	0.71	7.81	0.00	7.81
LENAWEE/	52.17	3.478	20.83	0.231	27.92	0.931	0.25	0.008			3.709	0.37	4.08	0.00	4.08
MONROE	103.00	6.867	26.50	0.294	25.92	0.864	0.83	0.028	1.83	2.00	9.161	0.92	10.08	0.02	10.09
LIVINGSTON/	89.33	5.956	7.50	0.083	27.83	0.928	0.50	0.017			6.039	0.60	6.64	0.00	6.64
SHIAWASSEE	93.67	6.244	11.50	0.128	29.75	0.992	0.42	0.014	1.95	2.00	8.372	0.84	9.21	0.44	9.65
ST. CLAIR/	257.50	17.167	59.83	0.665	108.58	3.619	2.17	0.072	4.03	5.00	22.831	2.28	25.11	0.00	25.11
SANILAC	36.00	2.400	4.33	0.048	9.92	0.331	0.25	0.008			2.448	0.24	2.69	0.00	2.69
TOTAL	**1546.83**	**103.122**	**350.83**	**3.898**	**608.67**	**20.289**	**13.42**	**0.447**	**20.74**	**25.00**	**132.020**	**13.20**	**145.22**	**3.74**	**148.96**
GENESEE	660.00	44.000	433.33	4.815	99.33	3.311	1.83	0.061	3.37	4.00	52.815	5.28	58.10	0.00	58.10
INGHAM	338.17	22.544	241.17	2.680	62.67	2.089	1.08	0.036	2.13	3.00	28.224	2.82	31.05	0.00	31.05
KENT	141.67	9.444	778.33	8.648	11.58	0.386	0.67	0.022	0.41	1.00	19.093	1.91	21.00	0.00	21.00
MACOMB	717.00	47.800	328.67	3.652	140.08	4.669	2.83	0.094	4.76	5.00	56.452	5.65	62.10	0.00	62.10
OAKLAND	537.83	35.856	289.17	3.213	36.58	1.219	2.33	0.078	1.30	2.00	41.069	4.11	45.18	0.00	45.18
WAYNE	2088.50	139.233	2119.67	23.552	236.42	7.881	1.83	0.061	7.94	8.00	170.785	17.08	187.86	0.00	187.86
STATEWIDE	**9251.33**	**616.756**	**5859.83**	**65.109**	**2270.83**	**75.694**	**46.25**	**1.542**	**77.24**	**99.00**	**780.865**	**78.09**	**858.95**	**7.86**	**866.81**

FY2012 CPS ALLOCATION

	Intake			Ongoing		Investigation		Guardianship										
	Total CPS Intake	Relative % of CPS Intake	Rel % times 83	Average Ongoing CPS Caseload	@ 17	Average CPS Assigned Cases	@ 12	Home Study Caseload	@ 50	Annual Review Caseload	@ 200	Wayne PS 24 Hour Coverage	MIC	FY2012 CPS Initial Calculated Workers	Additional Positions for vacancy rate of 10%	Calculated Workers plus Workers for vacancies	New CPS Staff Hiring/Training (Alloc - On-Bd) @ 20%	FY2012 CPS Final Calculated Workers
STATE TOTAL	**10321**	**100.000%**	**83.00**	**5593**	**328.98**	**6770**	**564.17**	**359**	**7.18**	**527**	**2.63**	**16.00**	**36.00**	**1037.96**	**103.80**	**1141.76**	**3.60**	**1145.36**
NORTHERN AREA																		
ALCONA/	**8**	**0.073%**	**0.06**	6	0.33	4	0.33	0	0.00	0	0.00			0.73	0.07	0.80	0.16	0.96
ALPENA/	**43**	**0.417%**	**0.35**	21	1.23	24	2.00	9	0.18	9	0.05			3.80	0.38	4.18	0.00	4.18
MONTMORENCY	**9**	**0.085%**	**0.07**	7	0.39	6	0.49	0	0.01	7	0.04			0.99	0.10	1.09	0.02	1.11
ALGER/	**10**	**0.099%**	**0.08**	4	0.22	6	0.46	0	0.00	0	0.00			0.76	0.08	0.83	0.00	0.83
MARQUETTE/	**82**	**0.790%**	**0.66**	50	2.91	34	2.80	0	0.00	0	0.00			6.37	0.64	7.00	0.00	7.00
SCHOOLCRAFT	**15**	**0.145%**	**0.12**	7	0.41	9	0.72	0	0.00	0	0.00			1.25	0.13	1.38	0.08	1.45
ANTRIM/	**44**	**0.424%**	**0.35**	26	1.56	23	1.92	1	0.01	4	0.02			3.85	0.39	4.24	0.00	4.24
CHARLEVOIX/ EMMET	**84**	**0.809%**	**0.67**	51	3.00	46	3.86	4	0.07	11	0.05			7.66	0.77	8.43	0.00	8.43
BARAGA/	**9**	**0.086%**	**0.07**	5	0.27	6	0.53	1	0.02	0	0.00			0.90	0.09	0.99	0.00	0.99
HOUGHTON/	**21**	**0.207%**	**0.17**	17	0.99	15	1.27	0	0.00	0	0.00			2.43	0.24	2.67	0.00	2.67
KEWEENAW	**2**	**0.016%**	**0.01**	1	0.06	2	0.13	0	0.00	0	0.00			0.21	0.02	0.23	0.05	0.27
BENZIE/	**22**	**0.210%**	**0.17**	7	0.43	12	0.98	2	0.04	3	0.02			1.63	0.16	1.79	0.00	1.79
MANISTEE	**36**	**0.349%**	**0.29**	15	0.88	21	1.76	0	0.00	0	0.00			2.93	0.29	3.22	0.00	3.22
CHEBOYGAN/	**57**	**0.551%**	**0.46**	39	2.30	41	3.38	0	0.00	1	0.00			6.14	0.61	6.76	0.00	6.76
PRESQUE ISLE	**12**	**0.111%**	**0.09**	4	0.23	8	0.63	0	0.00	0	0.00			0.95	0.10	1.05	0.00	1.05
CHIPPEWA/	**69**	**0.673%**	**0.56**	23	1.34	34	2.85	2	0.04	1	0.01			4.80	0.48	5.28	0.00	5.28
LUCE/	**12**	**0.118%**	**0.10**	3	0.16	5	0.45	0	0.00	0	0.00			0.72	0.07	0.79	0.00	0.79
MACKINAC	**13**	**0.121%**	**0.10**	10	0.62	9	0.73	0	0.00	0	0.00			1.45	0.14	1.59	0.12	1.71
CLARE/	**50**	**0.486%**	**0.40**	20	1.17	19	1.62	0	0.00	0	0.00			3.19	0.32	3.51	0.00	3.51
MISSAUKEE/ WEXFORD	**90**	**0.874%**	**0.73**	63	3.70	59	4.91	5	0.09	4	0.02			9.44	0.94	10.39	0.00	10.39
CRAWFORD/	**28**	**0.273%**	**0.23**	5	0.32	17	1.42	1	0.02	1	0.00			1.99	0.20	2.19	0.04	2.23
OSCODA/	**13**	**0.124%**	**0.10**	7	0.42	7	0.58	0	0.00	0	0.00			1.10	0.11	1.22	0.00	1.22
OTSEGO	**44**	**0.430%**	**0.36**	20	1.20	23	1.92	4	0.07	0	0.00			3.54	0.35	3.90	0.18	4.08
DELTA/	**40**	**0.391%**	**0.32**	9	0.52	23	1.92	3	0.06	1	0.00			2.83	0.28	3.11	0.00	3.11
DICKINSON/	**34**	**0.328%**	**0.27**	18	1.07	19	1.59	0	0.01	0	0.00			2.94	0.29	3.23	0.05	3.28
MENOMINEE	**33**	**0.321%**	**0.27**	10	0.60	17	1.39	0	0.00	0	0.00			2.25	0.23	2.48	0.10	2.58
GOGEBIC/	**27**	**0.260%**	**0.22**	9	0.53	13	1.10	0	0.00	1	0.00			1.85	0.18	2.03	0.00	2.03
IRON/	**19**	**0.182%**	**0.15**	20	1.19	12	0.97	2	0.04	1	0.00			2.35	0.23	2.58	0.12	2.70
ONTONAGON	**9**	**0.084%**	**0.07**	6	0.35	4	0.34	0	0.00	1	0.00			0.77	0.08	0.84	0.00	0.84
GRAND TRAVERSE/	**118**	**1.143%**	**0.95**	55	3.26	69	5.76	2	0.04	0	0.00			10.01	1.00	11.01	0.00	11.01
KALKASKA/ LEELANAU	**31**	**0.301%**	**0.25**	23	1.34	18	1.47	0	0.01	2	0.01			3.07	0.31	3.37	0.07	3.45
IOSCO/	**35**	**0.341%**	**0.28**	22	1.30	20	1.63	0	0.00	0	0.00			3.21	0.32	3.53	0.00	3.53
OGEMAW/	**44**	**0.424%**	**0.35**	23	1.32	21	1.72	1	0.01	1	0.00			3.41	0.34	3.75	0.00	3.75
ROSCOMMON	**47**	**0.459%**	**0.38**	35	2.04	20	1.68	0	0.00	0	0.00			4.10	0.41	4.51	0.00	4.51
TOTAL	**1208**	**11.703%**	**9.71**	**640**	**37.66**	**664**	**55.33**	**34**	**0.69**	**46**	**0.23**	**0.00**	**0.00**	**103.61**	**10.36**	**113.97**	**0.97**	**114.94**

FY2012 CPS ALLOCATION

	Intake			Ongoing		Investigation		Guardianship										
	Total CPS Intake	Relative % of CPS Intake	Rel % times 83	Average Ongoing CPS Caseload	@ 17	Average CPS Assigned Cases	@ 12	Home Study Caseload	@ 50	Annual Review Caseload	@ 200	Wayne PS 24 Hour Coverage	MIC	FY2012 CPS Initial Calculated Workers	Additional Positions for vacancy rate of 10%	Calculated Workers plus Workers for vacancies	New CPS Staff Hiring/Training (Alloc - On-Bd) @ 20%	FY2012 CPS Final Calculated Workers
WESTERN AREA																		
ALLEGAN	**143**	**1.382%**	**1.15**	117	6.86	66	5.51	4	0.07	10	0.05			13.64	1.36	15.01	0.00	15.01
BERRIEN	**200**	**1.939%**	**1.61**	83	4.87	119	9.90	2	0.04	1	0.00			16.42	1.64	18.06	0.01	18.07
CALHOUN	**239**	**2.317%**	**1.92**	100	5.90	113	9.39	10	0.21	8	0.04			17.45	1.75	19.20	0.00	19.20
JACKSON	**214**	**2.071%**	**1.72**	88	5.17	123	10.22	37	0.75	1	0.00			17.86	1.79	19.64	0.00	19.64
KALAMAZOO	**380**	**3.683%**	**3.06**	277	16.30	248	20.66	0	0.00	0	0.00			40.01	4.00	44.01	0.60	44.62
OTTAWA	**208**	**2.012%**	**1.67**	63	3.71	94	7.85	0	0.00	0	0.00			13.24	1.32	14.56	0.00	14.56
VAN BUREN	**110**	**1.065%**	**0.88**	61	3.60	70	5.84	76	1.52	74	0.37			12.21	1.22	13.44	0.00	13.44
BARRY/	**74**	**0.717%**	**0.60**	55	3.21	51	4.27	0	0.00	0	0.00			8.07	0.81	8.88	0.00	8.88
EATON	**137**	**1.327%**	**1.10**	95	5.59	82	6.86	0	0.00	0	0.00			13.55	1.36	14.91	0.00	14.91
CASS/	**57**	**0.553%**	**0.46**	23	1.35	34	2.83	1	0.02	0	0.00			4.66	0.47	5.12	0.00	5.12
ST. JOSEPH	**101**	**0.980%**	**0.81**	56	3.30	59	4.88	0	0.00	0	0.00			8.98	0.90	9.88	0.00	9.88
CLINTON/	**54**	**0.524%**	**0.43**	26	1.55	27	2.26	0	0.00	0	0.00			4.25	0.42	4.67	0.00	4.67
GRATIOT	**59**	**0.576%**	**0.48**	20	1.18	27	2.26	0	0.01	0	0.00			3.92	0.39	4.31	0.00	4.31
IONIA/	**137**	**1.325%**	**1.10**	73	4.30	71	5.88	0	0.00	0	0.00			11.27	1.13	12.40	0.00	12.40
MONTCALM	**115**	**1.113%**	**0.92**	38	2.23	77	6.40	5	0.09	7	0.03			9.68	0.97	10.65	0.13	10.78
LAKE/	**27**	**0.263%**	**0.22**	24	1.42	17	1.44	0	0.00	0	0.00			3.08	0.31	3.39	0.00	3.39
NEWAYGO	**89**	**0.859%**	**0.71**	64	3.74	54	4.51	10	0.20	0	0.00			9.16	0.92	10.08	0.00	10.08
MASON/	**48**	**0.466%**	**0.39**	37	2.16	35	2.88	0	0.00	0	0.00			5.42	0.54	5.96	0.00	5.96
MUSKEGON/	**269**	**2.605%**	**2.16**	247	14.55	152	12.70	7	0.14	3	0.02			29.57	2.96	32.53	0.00	32.53
OCEANA	**40**	**0.388%**	**0.32**	34	2.02	24	2.03	0	0.00	0	0.00			4.38	0.44	4.81	0.00	4.81
MECOSTA/	**113**	**1.092%**	**0.91**	51	3.03	66	5.52	4	0.08	1	0.00			9.54	0.95	10.49	0.10	10.59
OSCEOLA																		
TOTAL	**2813**	**27.258%**	**22.62**	**1632**	**96.03**	**1609**	**134.09**	**155**	**3.11**	**104**	**0.52**	**0.00**	**0.00**	**256.37**	**25.64**	**282.00**	**0.84**	**282.84**
EASTERN AREA																		
SAGINAW	**249**	**2.410%**	**2.00**	245	14.42	197	16.44	0	0.00	8	0.04			32.90	3.29	36.19	0.00	36.19
WASHTENAW	**201**	**1.950%**	**1.62**	114	6.70	140	11.65	5	0.11	0	0.00			20.07	2.01	22.08	0.00	22.08
ARENAC/	**27**	**0.264%**	**0.22**	19	1.10	18	1.49	0	0.01	1	0.01			2.82	0.28	3.10	0.00	3.10
BAY/	**138**	**1.334%**	**1.11**	31	1.85	97	8.07	1	0.01	2	0.01			11.04	1.10	12.15	0.00	12.15
GLADWIN	**35**	**0.339%**	**0.28**	13	0.74	19	1.56	0	0.00	0	0.00			2.58	0.26	2.83	0.00	2.83
BRANCH/	**70**	**0.676%**	**0.56**	83	4.90	58	4.82	0	0.00	0	0.00			10.28	1.03	11.30	0.00	11.30
HILLSDALE	**85**	**0.827%**	**0.69**	70	4.15	58	4.85	0	0.00	0	0.00			9.69	0.97	10.65	0.00	10.65
HURON/	**41**	**0.400%**	**0.33**	15	0.85	18	1.51	0	0.00	0	0.00			2.70	0.27	2.97	0.00	2.97
LAPEER/	**102**	**0.987%**	**0.82**	42	2.48	59	4.94	1	0.01	0	0.00			8.25	0.83	9.08	0.42	9.49
TUSCOLA	**85**	**0.821%**	**0.68**	35	2.08	41	3.42	0	0.00	0	0.00			6.18	0.62	6.80	0.00	6.80
ISABELLA/	**95**	**0.923%**	**0.77**	40	2.34	62	5.13	0	0.00	0	0.00			8.23	0.82	9.05	0.01	9.06
MIDLAND	**89**	**0.866%**	**0.72**	24	1.42	45	3.73	1	0.02	0	0.00			5.88	0.59	6.47	0.00	6.47
LENAWEE/	**108**	**1.045%**	**0.87**	79	4.64	60	5.03	0	0.00	49	0.25			10.78	1.08	11.86	0.00	11.86
MONROE	**131**	**1.266%**	**1.05**	48	2.85	68	5.67	1	0.03	1	0.01			9.59	0.96	10.55	0.00	10.55
LIVINGSTON/	**120**	**1.159%**	**0.96**	51	3.03	75	6.24	5	0.10	5	0.03			10.35	1.03	11.38	0.00	11.38
SHIAWASSEE	**107**	**1.032%**	**0.86**	52	3.08	74	6.15	0	0.00	0	0.00			10.09	1.01	11.10	0.00	11.10
ST. CLAIR/	**264**	**2.555%**	**2.12**	95	5.60	176	14.65	2	0.03	1	0.00			22.40	2.24	24.64	0.00	24.64
SANILAC	**63**	**0.608%**	**0.50**	29	1.68	44	3.67	0	0.00	0	0.00			5.85	0.59	6.44	0.00	6.44
TOTAL	**2009**	**19.460%**	**16.15**	**1086**	**63.88**	**1308**	**109.02**	**15**	**0.31**	**67**	**0.34**	**0.00**	**0.00**	**189.69**	**18.97**	**208.66**	**0.43**	**209.08**
GENESEE	**597**	**5.787%**	**4.80**	456	26.81	462	38.53	47	0.93	20	0.10			71.18	7.12	78.29	0.00	78.29
INGHAM	**336**	**3.253%**	**2.70**	153	8.99	228	19.01	7	0.14	0	0.00			30.84	3.08	33.93	0.00	33.93
KENT	**729**	**7.058%**	**5.86**	368	21.66	436	36.32	0	0.00	0	0.00			63.84	6.38	70.23	0.65	70.87
MACOMB	**540**	**5.229%**	**4.34**	215	12.65	417	34.73	5	0.09	1	0.00			51.81	5.18	56.99	0.00	56.99
OAKLAND	**673**	**6.520%**	**5.41**	330	19.43	455	37.94	19	0.38	0	0.00			63.15	6.32	69.47	0.00	69.47
WAYNE	**1417**	**13.732%**	**11.40**	712	41.88	1190	99.19	77	1.55	290	1.45	16.00		171.47	17.15	188.61	0.00	188.61
CSA													36.00	36.00	3.60	39.60	0.72	40.32
STATE TOTAL	**10321**	**100.000%**	**83.00**	**5593**	**328.98**	**6770**	**564.17**	**359**	**7.18**	**527**	**2.63**	**16.00**	**36.00**	**1037.96**	**103.80**	**1141.76**	**3.60**	**1145.36**

TRIBAL CONSULTATION PLAN UPDATE

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
Notification of Indian parents and Tribes of State proceedings involving Indian children and their right to intervene.	**1) Training:** a.) All Children's Services Supervisors and staff will attend mandatory ICWA Training by fourth quarter FY 2013**.** b.) Mandatory pre-service ICWA Training will be minimally 2.45 hours or 3.45 hours respectively for new staff and new supervisors. Additional ICWA training may be obtained under the auspices of professional development training. **Updated.** c.) ICWA Training will be approved by the Tribal State Partnership (TSP) Training Subcommittee by 1st quarter FY 2012**. Completed.** d.) Long-term or tenured worker ICWA training will be addressed by PIP, IV-E, BCAL, CQI, and CFSR case read audits annually starting fourth quarter FY2012 **Updated.** **2) Data Management:** a.) ICWA Notification standard of promptness (SOP) reports will be generated through case reads and MiSACWIS by fourth quarter 2013**. Updated**. b.) By fourth quarter FY 2013, there will be a process to extract American Indian ICWA case totals and ICWA data measures reports electronically from MiSACWIS (reports will be per county and reflect gender, age and tribal affiliation). **Updated**. c.) Race code corrections will be made to code a tribal child by fourth quarter FY 2011. d.) Centralized Intake Unit (CI) protocol ICWA reports will assist with identifying families and ask	**1) Training** a.) i) **Completed. Ongoing.** a.) ii) The Office of Workforce Professional Development and Training (OWPDT) provided 2.45 hour ICWA training to 1,108 new caseworkers and 3.45 hour ICWA training to 318 new caseworker supervisors from 2011. b.) i) DHS leadership determined that ICWA training for new caseworkers would be conducted via automated online training; new Supervisor training will remain facilitator led in-person training (FY 2012). b.) ii) Tribes, private agency foster care (PAFC), and DHS county offices were encouraged to share ICWA training for professional development hours with OWPDT for posting on JJOLT: **Ongoing**. b. iii) Tribes were invited to co-facilitate ICWA Training with OWPDT or NAA staff; reimbursement for tribal participation is available through OWPDT training funds: **Ongoing**. b.) iv) New worker tools/desk aides/flow charts were developed for the Native American Affairs (NAA) policy manual (PIP Item 14. 3.3): **Ongoing**. **c) Completed**. d) Recommendation was made by tribes to address long-term or tenured worker ICWA training through audits from PIP,

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	about heritage at complaint. **New.** **3) Continuous Quality Improvement:** a.) i) Continuous Quality Improvement Plan development and implementation will occur by fourth quarter FY 2012 (includes standards, case reads, self-assessment and reporting). **Updated.** a.) ii) Attention will be given to political status in the MiSACWIS project by fourth quarter FY 2012**.** a.) iii) Add a question regarding Indian child inquiry to the MCI adoption form by 1st quarter FY 2012. a.) iv) Add inquiry to Permanency Planning Conference form regarding tribal affiliation by 1st quarter FY 2012. a.) v) Add a separate color folder for ICWA cases to flag them by 1st quarter FY 2012. b.) i) DHS and tribes will define tribal consultation by FY 2010. **Completed for six tribes.** b.) ii) Collaboration with the Tribal Coalition will occur as defined by Tribal Consultation Agreement(s). b.) iii) Tribal recommendations for the Child Welfare Improvement Task Force will be monitored through the tribal consultation process regarding improving Indian child welfare in Michigan: 1) Tribes are not involved as critical decision-makers, although that is the legal requirement. 2) Timely assessments. 3) Need to enact a Michigan Indian Child Welfare Act. 4) Designate competent ICWA staff. 5) Fully utilize the Bureau of Indian Affairs funding.	IV-E, BCAL, CQI, and CSFR case reads; attending approved OWPDT ICWA training for audits with a rating of Area Needing Improvement (ANI). **2) Data Management** a.) i) Native American Affairs in collaboration with tribes and urban Indian organizations developed MiSACWIS ICWA tab with ICWA components during FY 2011 to assist with tribal notification standard. a.) ii) DHS data warehouse American Indian Child Welfare reports were presented to Michigan Tribes quarterly at the TSP meetings FY 2011 and distributed via email. **Ongoing** b) MiSACWIS development from Tribal Social Service Directors and Native American Affairs (NAA) included ICWA data measures per the National Indian Child Welfare (ICW) Data Project and adding Indian Outreach Services (IOS) to ensure proper data management and extraction. **Ongoing.** c) **Completed** - Race code review during case management meetings was added to Supervisor Training to assist with tribal notification standard of promptness. d) Centralized Intake Unit (CI) developed American Indian protocol for CI policy in collaboration with tribes and Native American Affairs (NAA) in FY 2011. **3) Continuous Quality Improvement** a.) i) The Continuous Quality

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	6) Report number of Native individuals on central registry. 7) Include issues related to sovereignty in training curriculum. 8) Use Gogebic County as an example of best practice; partnerships between DHS and the tribes are very positive in this region (http://www.michigan.gov/cwitf). **4) Identification.** a.) Race code utilization reviews b.) Centralized Intake Unit Policy for Tribal cases. c.) Absent Parent Protocol additions for Tribal cases (SCAO). d.) Mandatory run of client names through three screening systems (LEIN, etc.).	Improvement division was created and collaborated with tribes, urban Indian organizations, and Native American Affairs (NAA) in the development of a case review tool for American Indian cases in FY 2011. a.) ii) Recommendations were made identifying that the continuous quality improvement process and other case reads will assess correct coding of a tribal child (race code) by fourth quarter FY 2013**.** a.) iii) The Children's Bureau is assessing MCI forms for adding an Indian ancestry question to enhance ICWA compliance. a.) iv) **Completed** - Political status of American Indians was added to MiSACWIS ICWA tab**.** a.) vi) **Completed** – Tribal affiliation was added to the Permanency Planning Conference (PPC) form. viii. Separate ICWA tab was created in MiSACWIS for Indian child welfare cases in FY 2011. Hard file color-coding is pending (TBD). **Ongoing.** b.) i) The TSP developed new subcommittees to review policy initiatives for Indian children in care through recommendations from the new Tribal coalition in April 2011. b.) ii) An agreement defining Tribal consultation with the department in Michigan was developed from July - November 2010 in collaboration with the tribal community of Michigan. Seven

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
		agreements were signed April 2011 (Hannahville, Lac Vieux Desert Band, Little Traverse Bay Band, Little River Band, Nottawaseppi Band, Pokagon and Sault Ste. Marie Tribe of Chippewa Indians); Agreements with remaining tribes will be ongoing as requested. b.) iii) Collaboration with the Michigan Tribal Social Service Director Coalition occurred. **Ongoing.** b.) iv) Tribal recommendations for the Child Welfare Improvement Task Force were monitored through the tribal consultation process. **Ongoing** **4) Identification** a.) New Supervisors were trained to review client race code during supervisor case management meetings with caseworkers (OWPDT FY2011). b.) Centralized Intake Unit created specific tribal protocol pertaining to tribal cases in collaboration with tribes and Native American Affairs (NAA). c.) SCAO added tribal identification information to the Absent Parent Protocol FY2011. d.) Recommendation to have American Indian clients run through the three screening systems is under review. e.) The Children's Bureau created Supervisory Tools and Guides in collaboration with MiTEAM, tribes and Native American Affairs (NAA) for new performance evaluation methods regarding ICWA implementation in FY

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
		2011. f.) Contract division added ICWA law to contract language and will review all ICWA cases for placement agency foster care. **Completed** g.) NAA has collaborated with the tribes and urban Indian organizations to develop new policy listed in the CFSR PIP. Goal: To ensure American Indian Children maintain connections to their community and heritage for Item 14. Development of tools/desk aides/flow charts are in the formative stages. **Completed.** h.) The Centralized Intake Unit (CIU) American Indian Coordination Committee met monthly in 2011 to assist with the implementation of CIU pilot by October 2011. Projects include data compilation and county/Tribal surveys to seek best-practice models. **Ongoing.**
Placement preferences of Indian children in foster care, pre-adoptive, and adoptive homes.	**1) Continuous quality improvement:** a.) Twenty-five percent of all ICWA cases will be reviewed for compliance annually by fourth quarter FY 2012. b) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.** **2) Data management:** a.) Reports tabulating 1), Placement via ICWA, 2) Placement outside of ICWA with tribal approval and 3) Placement outside of ICWA without tribal approval will be created by fourth quarter FY 2013.	**1) Continuous quality improvement** a.) i) Family engagement model and ICWA case review tools were created in partnership with MiTEAM, Federal Compliance, BCAL, Continuous Quality Improvement, tribes, urban Indian organizations, and Native American Affairs. a.) ii) Director of Native American Affairs (NAA) was a case reviewer PIP/CFSR in FY 2011. a.) iii) Tribal Social Service Directors,

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	Updated. b.) By FY 2012, there will be a process to extract Indian Placement Priority Reports electronically to reflect gender, age and tribal affiliation.	urban Indian organizations and Native American Affairs were invited to participate in CQI case review tool development and as reviewers during the case review process. a.) iv) Ongoing monitoring of recommendations for the Child Welfare Improvement Task Force will continue http://www.michigan.gov/cwitf). a.) v) NAA CFSR PIP Goal: To ensure American Indian children maintain connections to their community and heritage. Strategy: To preserve the child's connections to neighborhood, community, heritage, extended family, faith and friends while in foster care) is ongoing. b) Tribal Consultation defined November 2010 and agreements were finalized April 2011 with seven tribes; remaining tribal agreements will occur as requested. **2) Data management** a.) i) DHS data warehouse began quarterly tribe specific data reports for CPS/FC/JJ/Adoption/YIT in June 2009. **Ongoing**. a.) ii) MiSACWIS ICWA tab was created to assist with ICWA compliance and reporting (FY 2011). b) MiSACWIS recommendations from TSS Directors and NAA include ICWA data measures and adding Indian Outreach Services to SWSS to ensure proper data management and extraction. **Ongoing.**

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
Active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption.	**1) Policy:** a) Reinstatement and implementation of an acceptable active efforts rate for tribal contract agencies and private agencies for active efforts by FY 2010. **Completed.** b.) By fourth quarter FY 2011, "Active Efforts" will be defined by tribes. c.) DHS will dedicate leadership staff to quarterly TSP meetings to ensure coordination and collaboration with tribes and honor tribal sovereignty. d.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Policy** a.) The reinstatement and implementation of "active efforts" for Binogii Placement Agency was requested June 2009 and was approved April 2011. **Completed.** b.) DHS and Saginaw Chippewa Indian tribe signed an ICWA agreement that defined active efforts for their tribe, and language was drafted for the Michigan Indian Family Preservation Act (MIFPA) that included definition of active efforts. **Ongoing.** c.) **Ongoing.** d.) See Placement 1) Continuous quality improvement b.
Tribal right to intervene in state proceedings, or transfer proceedings to the jurisdiction of the tribe.	**1) Data management:** a.) Reports tabulating 1) Tribal intervention and 2) Transfer to tribal court will be created by fourth quarter FY 2013. **Updated**. b.) By fourth quarter FY 2013, there will be a process to extract tribal intervention and transfer to tribal court reports electronically by county to reflect gender, age and tribal affiliation. **Updated.** c.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Data management** a.) See Placement 2) Data Management a. b.) MiSACWIS ICWA tab and case process recommendations were made including tribal intervention and transfer to tribal court. c.) See Placement 1) Continuous Quality Improvement b.
Overall Child and Family Services Plan Topics *(Optional for Native American Affairs)*	**Tribal Consultation and Implementation for Future Five-Year Plan**	
Stephanie Tubbs	**1) Policy:**	**1) Policy**

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services).	a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be consulted regarding contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**a.) Ongoing.** **b.) i) Ongoing.** b.) ii) NAA and CPS division collaborated on tribal grant opportunities and contracts for FY 2012-14. c.) i) Tribal representation in DHS Committees includes the Centralized Intake Unit (CIU) Core Workgroup and CIU American Indian Coordination Subcommittee; Foster Care Recruitment; Continuous Quality Improvement; and MiTEAM. c.) ii) Urban Indian center and state historic tribes provide consultation via the Urban Indian State Partnership meetings annually and monthly site visits from the NAA Director. **d.) i) Ongoing.** d.) ii) The tribes and NAA are currently consulting with Casey Family Programs 2020 initiative to target Indian child welfare specific improvements and disparity projects. e.) See Placement 1) Continuous Quality Improvement b.
Family Preservation; includes Families First of Michigan (FFM), and Family Reunification Program (FRP)	**1) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be	**1) Policy** **a.) Ongoing.** **b.)** Families first tribal contracting options were established in FY 2011. **Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing.**

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	
Adoption Promotion and Support Services.	**1) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Policy** **a.) Ongoing.** **b.)** Tribes were offered Foster Care Reunification Plan contracts in FY2011. At this time, tribes prefer to access funding through their local county DHS plan/activities. **Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.)** Tribal recruitment funding availability was shared at the Tribal State Partnership meetings in FY 2011. **Ongoing.** **e.) Ongoing.**
Caseworker Visit Funds	**1) Policy:** a.) Minimum of one county with a tribe should be selected for future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Policy** **a.) Ongoing.** **b.)** Tribes were notified they are eligible for caseworker visit funding. **Ongoing** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing**. **e.) Ongoing**.
Training activities	**1) Policy:**	**1) Policy**

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
and costs to be funded through titles IV-B and IV-E of the Social Security Act.	a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**a.) Ongoing.** **b.)** – Tribes were informed of OWPDT, PAM, and GTF funded trainings. **Ongoing** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing.** **e.) Ongoing.**
Child Abuse Prevention and Treatment Act (CAPTA)/Child Protective Services.	**1) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and tribes will define tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Policy** **a.) Ongoing.** **b.) Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing**. **e.) Ongoing.**
Chafee Foster Care Independence Program (CFCIP).	**1) Continuous quality improvement:** a.) DHS will survey tribes regarding their process for informing tribal youth of Education and Training Voucher Program (ETV) eligibility and how to access services by FY 2010. b.) Tribes will be provided technical assistance regarding ETV annually starting FY 2010. c.) DHS and tribes will define tribal consultation by	**1) Continuous quality improvement** a.) i) YIT participated in TSP Meetings and developed a YIT memorandum of understanding for tribal children in FY 2011. **Ongoing.** a.) ii) NAA monitors the CFSR PIP goal: To ensure American Indian children maintain connections to their community and

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	FY 2010. **2) Data management:** a.) Data reports of American Indian cases will be created by the DHS data warehouse (FY10) and MiSACWIS (FY 2013 fourth quarter) and disseminated to the tribes in Michigan on a quarterly basis. **Updated**. b.) By FY 2012, there will be a process to extract ICWA case totals and data measures reports electronically (reports will be by county and reflect gender, age and tribal affiliation). **3) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010.	heritage. b.) **Ongoing.** c.) **Ongoing.** **2) Data Management** a.) See Placement 2) Data a. b.) See Placement 2) Data b. 3) Policy a) See Stephanie Tubbs **3) Policy** **a.) Ongoing.** **b.)** Tribal youth are eligible for the Voluntary Foster Care program. **Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.)** Tribal YIT memorandum of understanding funding totaling $25,000 was established in FY 2011. **Ongoing.**
Education and Training Voucher Program (ETV).	**1) Continuous quality improvement:** a.) DHS will survey tribes regarding their process for informing tribal youth of Education and Training Voucher Program (ETV) eligibility and how to access services by FY 2010. b.) Tribes will be provided technical assistance regarding Education and Training Voucher Program (ETV) on an annual basis starting FY 2010. c.) DHS and Tribes will define Tribal consultation by FY 2010. **Completed for seven tribes.**	**1) Continuous quality improvement** a.) YIT participated in TSP meetings and developed a YIT memorandum of understanding for tribal children and provided information on ETV access in FY 2011. **Ongoing.** b.) See 1) Continuous quality improvement c.) See Placement 1) Continuous quality improvement b.

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	2) Data management: a.) Data reports of American Indian cases will be created by the DHS data warehouse (FY 2010) and MiSACWIS (FY 2013 fourth quarter) and disseminated with the tribes in Michigan quarterly **Updated**. b.) By FY 2012, there will be a process to extract American Indian ICWA case totals and ICWA data measures reports electronically (reports will be by county and reflect gender, age, and Tribal affiliation). **3) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010.	**2) Data Management** a.) See Placement 2) Data Management b.) See Placement 2) Data Management **3) Policy** **a.) Ongoing.** **b.) Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing.** e.) See Placement 1) Quality Assurance b.
Child Welfare Waiver Demonstrations approved under section 1130 of the Act, as appropriate.	**1) Policy:** a.) Minimum of one county with a tribe should be selected for any future pilot programs occurring from FY 2010-2014. b.) Tribes will be informed of contract opportunities by FY 2010. c.) Tribal representatives will be invited to participate in DHS policy committees that affect ICWA and tribal sovereignty by FY 2010. d.) Tribal set-asides for programming will be researched by FY 2010. e.) DHS and Tribes will define Tribal consultation by	**1) Policy** **a.)** i) **Ongoing.** a.) ii) See Stephanie Tubbs 1) Policy **b.) Ongoing.** **c.)** See Stephanie Tubbs Jones Child Welfare Services Program (title IV-B subpart 1 – DHS Foster Care Services). 1) Policy c.) i.-ii. **Ongoing.** **d.) Ongoing**.

Child and Family Services Plan ICWA Specific Topics *(Mandatory for Native American Affairs)*	**Tribal Consultation and Implementation for FY 2010-2014**	**FY2011 Benchmarks and Progress**
	FY 2010.	

Michigan Indian Tribes
Updated 11/8/2011

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STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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APPENDIX A: GLOSSARY

I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

The Indian Child Welfare Act (ICWA) is a federal law which defines the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. 'The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-

to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, the following individuals or their designees:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
- Grand Traverse Band of Ottawa and Chippewa Indians
- Little Traverse Bay Band of Odawa Indians
- Lac Vieux Desert Band of Lake Superior Chippewa Indians
- Match-E-Be-Nash-She-Wish Band of Pottawatomi
- Sault Ste. Marie Tribe of Chippewa Indians
- Bay Mills Indian Community
- Nottawaseppi Huron Band of the Potawatomi
- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal Representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal Leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved. no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal Representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

Child Welfare means the system of services and programs for children and families who may have issues related to safety, special care and treatment, or other assistance designed to assure the well-being of children.

Cultural awareness and sensitivity means having due knowledge of and regard for the behavior patterns, civilization, customs, arts, beliefs, institutions, and all other achievements and manifestations of human work and thought as expressed in a particular community.

Consultation means a process used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan.

Department means the Michigan Department of Human Services.

Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

Sovereign means independent of the control of another government or governments.

Tribe or Tribal Government means a sovereign government of an Indian citizens, embracing and occupying lands and territory, and having jurisdiction over same, lying within the geographical boundaries of the State of Michigan, which sovereignty is recognized by the Government of the United States and subject to the Constitution, laws, and treaties of the United States, which also may be known as a federally-recognized Indian Tribe.

Affirmed:

Homer A. Mandoka, Tribal Chairperson
Nottawaseppi Band of Potawatomi Indians

Jan 20, 2011
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mt. Pleasant, Michigan

This 20 day of April, 2010

Michigan Department of Human Services

By: Monica D. Carlson

Witness: _____

#67

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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APPENDIX A: GLOSSARY

I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

Actions undertaken by the state of Michigan in relation to the tribes must be implemented in an informed and sensitive manner, respectful of Tribal sovereignty and the traditional and cultural values, beliefs and principles of Tribal members and governments.

The Indian Child Welfare Act (ICWA) is a federal law which provides a definition, for certain purposes, of the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. 'The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual

relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the

satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with Tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, representatives for the following individual Tribes:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
- Grand Traverse Band of Ottawa and Chippewa Indians
- Little Traverse Bay Band of Odawa Indians
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- Sault Ste. Marie Tribe of Chippewa Indians
- Bay Mills Indian Community
- Nottawaseppi Huron Band of the Potawatomi
- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda date and location of the consultation session shall be determined jointly by the Department and Tribal leaders.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for

resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting' the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department, provided that nothing in this section shall be construed as limiting the right of any Tribe to communicate directly with other Tribes regarding such issues.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with

appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

Child Welfare means the system of services and programs for children and families who may have issues related to safety, special care and treatment, or other assistance designed to assure the well-being of children.

Cultural awareness and sensitivity means having due knowledge of and regard for the behavior patterns, civilization, customs, arts, beliefs, institutions, and all other achievements and manifestations of human work and thought as expressed in a particular community.

Consultation and consult mean a process of government-to-government dialogue used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan regarding actions or proposed actions that significantly affect or may significantly affect the governmental interests of the other. Consultation includes (1) timely notification of the action or proposed action, (2) informing the other government of the potential impact of the action or proposed action on the interests of that government, (3) the opportunity for the other government to provide input and recommendations on proposed actions to the governmental officials responsible for the final decision, and (4) the right to be advised of the rejections (and basis for any such rejections) of recommendations on proposed actions by the governmental officials responsible for the final decision.

Department means the Michigan Department of Human Services.

Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

Sovereign means independent of the control of another government or governments.

Tribe or Tribal Government means a sovereign government of an Indian tribe, band, or group, embracing and occupying lands and territory, and having jurisdiction over same, lying within the geographical boundaries of the State of Michigan, which sovereignty is recognized by the Government of the United States and subject to the Constitution, laws, and treaties of the United States, which also may be known as a federally-recognized Indian Tribe.

Affirmed:

Matthew Wesaw, Tribal Chairman
Pokagon Band of Potawatomi Indians

5-16-11
Date

Faye Wesaw, Tribal Secretary
Pokagon Band of Potawatomi Indians

5-16-11
Date

Witness: Kelly Curran
Executive Secretary to Tribal Council
Pokagon Band of Potawatomi Indians

5/16/11
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Lansing, Michigan
This 26 day of July, 2011

Michigan Department of Human Services
By: Maura D. Corrigan

Witness: Ginger Zubek

original

INDIAN CHILD WELFARE ACT AGREEMENT BETWEEN THE SAGINAW CHIPPEWA INDIAN TRIBE OF MICHIGAN AND THE MICHIGAN DEPARTMENT OF HUMAN SERVICES

This Indian Child Welfare Act Agreement (the "Agreement") is made by and between the Saginaw Chippewa Indian Tribe of Michigan ("SCIT" or the "Tribe"), a federally recognized Indian Tribe, and the Michigan Department of Human Services ("DHS" or the "Department"), collectively, the "Parties."

The Department and SCIT enter into this Agreement to further the national policy declared in 25 U.S.C. § 1902 to protect the best interests of Indian Children and promote the stability and security of Indian Tribes and families. The Act expressly authorizes the states and Indian Tribes to enter into agreements concerning the care and custody of Indian Children (defined below) and jurisdiction over Child-Custody Proceedings (defined below) involving Indian Children. *See* 25 U.S.C. § 1919.

The Tribe is further authorized under Tribal law to enter into this Agreement pursuant to Articles VI(1)(a), (i), (j), (n), and (o) of its Amended Constitution and By-laws (approved Nov. 4, 1986).

Under the laws of the State of Michigan, DHS has the authority and responsibility to support and strengthen the integrity of families and to protect and contribute to the welfare of children of the State through a comprehensive and coordinated program of public child welfare services. *See* Mich. Comp. Laws §§ 722.621, *et seq.*; 722.1104; *In re Morgan*, 140 Mich. App. 594, 601-05, 364 N.W.2d 754, 757-59 (1985) (the Indian Child Welfare Act trumps state law in child protection proceedings).

Part I. Introduction

A. History

Public Law 95-608, the federal Indian Child Welfare Act of 1978, codified at 25 U.S.C. §§ 1901 *et seq.* (the "Act"), was passed to remedy the problem of disproportionately large numbers of Indian Children being placed out of their homes. The law recognized "that there is no resource . . . more vital to the continued existence and integrity of Indian Tribes than their children" and that there had been a failure by non-Indian agencies "to recognize the essential tribal relations of Indian people and the culture and social standards prevailing in Indian communities and families." 25 U.S.C. § 1901. In passing the Act, Congress stated:

> It is the policy of this Nation to protect the best interest of Indian children and to promote the stability and security of Indian Tribes and families by the establishment of minimum Federal standards for the removal of Indian children from their families and the placement of such children in

SIGNATURE COPY

foster or adoptive homes which will reflect the unique values of Indian culture, and by providing for assistance to Indian tribes in the operations of child and family service programs.

25 U.S.C. § 1902.

The Act applies specifically to the provision of child-welfare services to Indian Children. Indian Children are also entitled to all rights granted other children under any other federal or state law when those rights are not in conflict with federal law. The Act takes precedence over all state laws and other federal laws that may conflict regarding Indian Child welfare cases, but state or other federal law that provides a higher standard of protection for the rights of the Parent(s) or Indian Custodian(s) (defined below) is permissible under the Act. *See* 25 U.S.C. § 1921; *see also* Mich. Comp. Laws § 722.1104 (recognizing supremacy of the Act). The goal of the Act is to ensure that Indian Children remain with their Parents whenever possible. If that is not possible, then a placement must still fall within the Act's placement preferences, which are designed to keep Indian Children within their extended families and tribes.

The Act is in line with overall federal Indian policy. The United States Supreme Court has determined that distinct congressional treatment of Indians is not a prohibited racial classification. Differential treatment of Indians under congressional acts is allowed by the "special relationship" that the federal government has established with Indian Tribes. This special relationship derives from the separate constitutional status of Indian Tribes under the United States Constitution. *See Morton v. Mancari*, 417 U.S. 535, 551-554 (1974). *See also Mississippi Band of Choctaw Indians v. Holyfield*, 490 U.S. 30 (1989).

B. Purpose

The purpose of this Agreement is to protect the long-term best interests of Indian Children and their families by maintaining the integrity of the tribal family, Extended Family (defined below), and an Indian Child's tribal relationship. The Parties' intent in entering into this Agreement is to strengthen implementation of the letter, spirit, and intent of the Act. The Parties further intend to ensure that any Departmental regulations, directives, policies, manuals, or instructions are applied consistently with the terms of this Agreement and the Act. This Agreement must be construed to achieve a result consistent with the policy and intent of the Act and the following policies:

1. Indian Children should be kept with their families;

2. Indian Children who must be removed from their homes should be placed within their own Extended Families and tribe(s); and

3. The Department will follow the tribal order of placement preferences consistent with 25 U.S.C. § 1915.

Any ambiguity in this Agreement must be resolved in favor of a result that is most consistent with these policies.

C. No Alteration of the Act; Relationship to Michigan Court Rules

This Agreement does not alter the Act. To the extent that any aspect of this Agreement is ever construed to limit the protections of the Act, the Act controls. To the extent that this Agreement affords greater protection than the Act, this Agreement controls: "[i]n any case where State or Federal law applicable to a Child-Custody Proceeding under State or Federal law provides a higher standard of protection to the rights of the parent or Indian Custodian of an Indian child than the rights provided under this subchapter, the State or Federal court shall apply the State or Federal standard." 25 U.S.C. §1921.

If the applicable Michigan Court Rules regarding the Act change at any time after the Parties enter in to this Agreement, the Rules are incorporated into this Agreement only to the extent that they do not conflict with this Agreement. If any conflict arises between the Rules and this Agreement, this Agreement controls.

Part II. Definitions

All terms used in this Agreement should be used in this Agreement as they are defined in the Act unless this Agreement states otherwise. The following definitions will apply to this Agreement unless the definition in this Agreement is inconsistent with the Act:

A. "Acknowledge" means any action on the part of an unwed father to hold himself out as the biological father of an Indian Child (defined below). "Acknowledged father" also means a father as defined by tribal law or custom. The Act and this definition do *not* require acknowledgement of paternity as defined under State law, including under Mich. Comp. Laws §§ 722.1001 *et seq.*

B. "Active Efforts" means a rigorous and concerted level of case work that uses the prevailing social and cultural values, conditions, and way of life of the Indian Child's Tribe (defined below) to preserve the child's family and to prevent an out-of-home placement of an Indian Child wherever possible, and if out-of-home placement occurs, to return the child to the child's family at the earliest time possible.

Active Efforts requires a higher, more intensive, and prolonged standard of effort than the "reasonable efforts" standard found in Mich. Ct. R. 3.965(D). "Reasonable efforts" are those rationally calculated to attempt to prevent removal, and are not required in all cases. All Indian Child-Custody Proceedings require Active Efforts to be made.

Active Efforts require acknowledging traditional helping and healing systems of an Indian Child's Tribe and using these systems as the core to help and to heal the

Indian Child and family. *See* 25 U.S.C. § 1912(d); Bureau of Indian Affairs ("BIA") Guidelines, 44 Fed. Reg. 67,584, 67,595 at D.2 (Nov. 26, 1979).

Active efforts are required throughout the county DHS office's involvement with the family. Where a county DHS office is not involved in a particular Child-Custody Proceeding, and the proceeding is not a voluntary placement as defined in the Act, Active Efforts must be both made and funded by the party seeking to effect an out-of-home placement (such as in a third-party custody action).

The Parties identify the following examples of potential Active Efforts:

1. Notifying SCIT of a case, requesting SCIT's involvement to participate in the case at the earliest point possible, and actively soliciting SCIT's advice throughout the case.

2. Requesting that a Tribally designated representative with substantial knowledge of prevailing social and cultural standards and child-rearing practices within the Tribal community evaluate the family circumstances and assist in developing a Case Plan that uses SCIT and other Indian-community resources.

3. Providing the family with specific services and access to both SCIT and non-SCIT services including, but not limited to, financial assistance, food, housing, health care, and transportation when needed. DHS will provide these services in an ongoing manner throughout the case to directly assist the family.

4. Arranging visitation (including, whenever possible, transportation assistance such as providing bus passes or coordination with other low-income transportation assistance programs) that will take place, whenever possible, in the home of the Parent(s), Indian Custodian(s) (defined below), other family members, or other appropriate setting (using any institutional or DHS office setting only after consultation with SCIT and as a last resort or where necessary to accomplish court-ordered supervision) to keep the child in close contact with Parent(s), siblings, and other relatives, regardless of their age, and to allow the child and those with whom the child is visiting to have natural and unsupervised interaction whenever consistent with protecting the child's safety. When the child's safety requires supervised visitation, DHS will consult with a SCIT representative to determine and arrange the most natural setting that ensures the child's safety.

5. Consulting with SCIT about the availability of SCIT support for the family, including traditional and customary practices, as well as other existing tribal services, and using these tribally based family-preservation and reunification services whenever available. If no Tribally based

services are available, the Parent(s), Indian Custodians(s), and children will be referred to other Indian agencies for services.

6. Consulting with Extended Family Members (defined below) for help and guidance, and using them as a resource for the child. If there is difficulty working with the family, seeking assistance from an agency, including ACFS, with expertise in working with Indian families.

7. Using available SCIT, other Indian agency, and state resources that exist and that are appropriate for the child and family.

8. Providing services to Extended Family Members to allow them to be considered for placement of the child.

C. "Adoptive Placement" means "the permanent placement of an Indian Child for adoption, including any action resulting in a final decree of adoption." 25 U.S.C. § 1903.

D. "Agreement Compliance Contact" means either a person designated by SCIT or a person designated by the Department to represent each respective entity as a liaison between the Parties to implement this Agreement.

E. "Anishnaabeg Child and Family Services" or "ACFS" means SCIT's social services agency, SCIT's counterpart to DHS.

F. "Best Interests of an Indian Child" means compliance with and recognition of the importance and immediacy of family preservation and using tribal ways and strengths to preserve and maintain an Indian Child's family. The Best Interests of an Indian Child will support the child's sense of belonging to family, Extended Family, clan, and tribe. Best Interests of an Indian Child are interwoven with the best interests of the Indian Child's Tribe. Best Interests must be informed by an understanding of the damage that is suffered by Indian Children if a family and child's tribal identity is denied or if the child is not allowed contact with her or his family and tribe. Congress has not imposed a "best interest" test as a requirement for Indian Child-Custody Proceedings, state "best interests" standards that are applied in circumstances involving non-Indian Children are different than Best Interests of an Indian Child, and state "best interests" standards" do not control either this Agreement or Indian Child-Custody Proceedings. *See* BIA Guidelines, 44 Fed. 67,584, 67,592 at D.3. (Nov. 26, 1979); *Mississippi Band of Choctaw Indians*, 490 U.S. 30, 43-47 (1989).

G. "BIA" stands for the Bureau of Indian Affairs.

H. "Case Plan" means a written plan prepared by the county DHS office jointly with the Parent(s), Indian Custodian or guardian of the child, the Indian Child's Tribe, and, where appropriate, the Indian Child, and in consultation with the guardian ad litem and the child's foster-care providers or representative of the residential facility where the child is placed. If the child is in placement solely or in part due

to the child's emotional disturbance, the child's mental-health provider will also participate in preparing the Case Plan. The focus of the Case Plan will be on family preservation and elimination of the issues underlying the Child-Custody Proceeding (defined below).

I. "Child-Custody Proceeding" means any of the following:

1. "Foster-Care Placement," which means any action removing an Indian Child from her or his parent or Indian Custodian for temporary placement in a foster home or institution or the home of a guardian or conservator where the parent or Indian Custodian cannot have the child returned upon demand, but where parental rights have not been terminated;

2. "Termination of Parental Rights," which means any action resulting in the termination of the parent-child relationship;

3. "Preadoptive Placement," which means the temporary placement of an Indian Child in a foster home or institution after the termination of parental rights, but prior to or in lieu of adoptive placement; or

4. "Adoptive Placement," which means the permanent placement of an Indian Child for adoption, including any action resulting in a final decree of adoption.

Child-Custody Proceeding does not include a placement based upon an act which, if committed by an adult, would be deemed a crime or based upon a divorce-proceeding award of custody to one of the parents. 25 U.S.C. § 1903(1). *See also* Mich. Comp. Laws §§ 722.21 *et seq.*

Child-Custody Proceeding includes placement based upon juvenile status offenses. *See* Mich. Comp. Laws §§ 712A.2a(2)-(4). Child-Custody Proceeding also includes any third-party custody or *de facto* custody where custody of the Indian Child may be transferred to any individual other than the Indian Child's Parent.

J. "Data" means all records, files (including microfilm or computer files), case notes, and all other information regarding an Indian Child, regardless of whether such files containing the information are open or closed.

K. "Department of Human Services," "the Department," or "DHS" means the state agency with ultimate responsibility for the provision of state child-welfare services that has met the compliance requirements under P.L. 96-272 (the Adoption Assistance and Child Welfare Act of 1980) and received certification by the federal government.

L. "Descendant Child" means a child who has Indian ancestry but who is not eligible for enrollment in a tribe or whose eligibility for enrollment cannot be determined.

M. "Domicile" means a person's true, permanent home, or the place to which the person intends to return even though he or she actually resides elsewhere. For adults, Domicile is established by the adult's physical presence in a place and the adult's state of mind concerning her or his intent to remain in that place. Because most minors are legally incapable of forming the requisite intent to establish a domicile, their Domicile is determined by that of the custodial Parent. On occasion, a child's Domicile is in a place where the child has never been. "Domicile" is not necessarily the same as "residence," and a person can reside in one place but be domiciled in another. *See Mississippi Band of Choctaw Indians*, 490 U.S. 30, 48-53 (1989).

N. "Emergency" means a condition caused by the action or inaction by an Indian Child's Parent or Indian Custodian that puts the child at risk of imminent physical damage or harm as contemplated in 25 U.S.C. §1922. An Emergency ends after the immediate risk has passed: "[t]he State authority official, or agency involved shall insure that the emergency removal or placement terminates immediately when such removal or placement is no longer necessary to prevent imminent physical damage or harm to the child and shall expeditiously initiate a child custody proceeding subject to the provision of this subchapter transfer the child to the jurisdiction of the appropriate Indian tribe, or restore the child to the parent or Indian Custodian, as may be appropriate." 25 U.S.C. § 1922. The Parties must follow the BIA Guidelines regarding emergency removals and improper removals. *See* BIA Guidelines, 44 Fed. Reg. 67,584 at B.7-B.8.

O. "Extended Family Member" "shall be defined by the law or custom of the Indian child's tribe or, in the absence of such law or custom, shall be a person who has reached the age of eighteen and who is the Indian child's grandparent, aunt or uncle, brother or sister, brother-in-law or sister-in-law, niece or nephew, first or second cousin, or stepparent." 25 U.S.C. § 1903(2).

P. "Foster Care Placement" is defined above in Child-Custody Proceeding. *See* 25 U.S.C. § 1903(l)(i). Foster Care Placement includes all initial and subsequent actions surrounding such a removal. *See also* BIA Guidelines, 44 Fed. Reg. 67,584 at D.1-D.4.

Q. "Good Cause Not to Follow the Placement Preferences" means, for the purposes of Foster Care, Pre-adoptive, or Adoptive Placement, or other permanency placements, a court's determination that there is good cause not to follow the order of preference set out in the Act. Such determination should be limited to those cases where a court finds that one or more of the following considerations is present:

1. A competent biological parent(s) or child (when the child is 13 or older) requests that the court decline to follow the Placement Preferences, but if the sole basis for the preference of the parent or child is to avoid application of the Act, there is not Good Cause Not to Follow the Placement Preferences, and the court should reject the request;

2. Expert testimony establishes that the child's extraordinary physical or emotional needs require highly specialized treatment services; or

3. A diligent search, consistent with Active Efforts, for families meeting the preference criteria discloses no suitable families for placement that meet the Placement Preferences. If this circumstance occurs, SCIT will assist DHS to locate a suitable family for placement.

See generally BIA Guidelines, 44 Fed. Reg. 67,584, 67,595 at F.3.

Bonding or attachment to a foster family alone, without the existence of any of the above conditions, is generally not "good cause" to keep an Indian Child in a lower preference or non-preference home.

R. "Good Cause Not to Transfer Jurisdiction to Tribal Court" has the meaning set forth below in Part III.I titled "Transfer to Tribal Courts."

S. "ICWA" or "the Act" means the Indian Child Welfare Act, 25 U.S.C. §§ 1901-63.

T. "Imminent Physical Damage or Harm" means a threat of immediate physical injury.

U. "Indian" "means any person who is a member of an Indian tribe, or who is an Alaskan Native and a member of a Regional Corporation as defined in [the Alaska Native Claims Settlement Act, 43 U.S.C. § 1606]." 25 U.S.C. §1903(3); *see also* Mich. Ct. R. 3.002.

V. "Indian Child" "means any unmarried person who is under age eighteen and is either (a) a member of an Indian Tribe or (b) . . . eligible for membership in an Indian tribe and is the biological child of a member of an Indian tribe . . ." 25 U.S.C. § 1903(4). A termination of parental rights does not sever the child's membership or eligibility for membership in a tribe or the child's other rights as an Indian. This statutory definition of an Indian Child applies without exception in any Child-Custody Proceeding.
A tribe's determination that a child is a member or eligible for membership in the tribe is conclusive. *See* BIA Guidelines, 44 Fed. Reg. No. 228, 67,584, 67,586 (Nov. 26, 1979); *In re I.E.M.*, 233 Mich. App. 438, 445-48, 592 N.W.2d 751, 755-57 (1999); *In re S.N.R.*, 617 N.W.2d 77, 84 (Minn. Ct. App. 2000).

The applicability of the Act to a Child-Custody Proceeding in no way depends upon whether an Indian Child is part of an "existing" Indian family or upon the

level of contact a child has with the child's Indian Tribe, reservation, society, or off-reservation community. The Parties expressly reject any application of the minority judicial rule recognized as the "Existing Indian Family Exception." *Accord In re Elliott*, 218 Mich. App. 196, 201-08, 554 N.W.2d 32, 34-37 (1996).

W. "Indian Child's Tribe" "means (a) the Indian tribe in which an Indian child is a member or eligible for membership or (b), in the case of an Indian child who is a member of or eligible for membership in more than one tribe, the Indian tribe with which the Indian child has the more significant contacts . . ." 25 U.S.C. § 1903(5). If an Indian Child is a member of or is eligible for membership in more than one tribe, the determination of the child's tribe must be made by the respective tribes with whom the child is a member or eligible for membership. A court may only designate the child's tribe if the respective tribes cannot timely make the determination in the context of the Child-Custody Proceeding or if a dispute exists between the tribes. In such a circumstance, the Court should designate the tribe with which the child has more significant contacts as the child's tribe. A state court has no authority to bind a tribe to an enrollment determination, or to compel a tribe to enroll any child. Such a determination does not prohibit any other interested tribes from participating in a Child-Custody Proceeding. Any such participating tribes must be served with all notices and filings in the Child-Custody Proceeding.

X. "Indian Child Welfare Act Contact Person" means the person designated by SCIT to receive formal notices regarding Child-Custody Proceedings involving SCIT Children or SCIT Descendent Children. Unless SCIT provides different contact information, all inquiries to SCIT in connection with any Indian Child-Custody Proceeding should be directed to: Director of Anishnaabeg Child and Family Services, 7070 E. Broadway, Mt. Pleasant, Michigan 48858.

Y. "Indian Custodian" "means any Indian person who has legal custody of an Indian Child under tribal law or custom or under State law or to whom temporary physical care, custody, and control has been transferred by the parent of such child." 25 U.S.C. § 1903(6).

Z. "Indian Tribe" means "any Indian tribe, band, nation, or other organized group or community of Indians recognized as eligible for the services provided to Indians by the Secretary because of their status as Indians, including any Alaska Native village as defined in [43 U.S.C. § 1602(c)]." 25 U.S.C. § 1903(8).

AA. "Isabella Indian Reservation" or "Isabella Reservation" has the meaning specified in the Order for Judgment entered by the United States District Court for the Eastern District of Michigan in *Saginaw Chippewa Indian Tribe of Michigan v. Granholm, et al.*, Case No. 05-10296-BC.

BB. "Legal Custody" means the legally enforceable duty, responsibility, and authority to provide care and control of a child as interpreted by the State Court (defined below) or Tribal Court (defined below) when transferring legal responsibility for

care from a Parent, Indian Custodian, or legal guardian to DHS, a court services agency, or individual pursuant to a court order.

CC. "Parent" "means a biological parent or parents of an Indian child or any Indian person who has lawfully adopted an Indian child, including adoptions under tribal law or custom. It does not include an unmarried father where paternity has not been acknowledged or established . . ." 25 U.S.C. § 1903(9). An Indian Child may have a Parent who is not him- or herself Indian, but the Act nevertheless applies to the family.

DD. "Permanency Planning for Indian Children" means a process designated to help Indian Children live in their own families as defined by the Act. This process should offer continuity of relationships with nurturing parents, Extended Family regardless of age, and tribal caregivers. This process is designed to provide the child an opportunity to develop and maintain lifetime familial relationships. When an Indian Child is unable to live with her or his own parents or Indian Custodians, permanency planning may include transfer of permanent legal and physical custody to a relative, long-term foster care, customary/cultural adoptions, or adoptions in State Court. Customary/cultural adoptions include traditional adoptions recognized by tribal practice, custom, or tradition. Nevertheless, the Parties acknowledge that the traditions, customs, and values of many tribes do not accept actions intended to terminate parental rights or other actions that can effect a severing of the parent/child relationship. The Parties acknowledge that all permanency options have the potential to extinguish the relationship between the parent and the child.

EE. "Placement Preferences" means an Indian Child's Tribe's order of out-of-home placement preferences:

(a) Adoptive placements; preferences

In any adoptive placement of an Indian child under State law, a preference shall be given, in the absence of good cause to the contrary, to a placement with (1) a member of the child's extended family; (2) other members of the Indian child's tribe; or (3) other Indian families.

(b) Foster care or preadoptive placements; criteria; preferences

Any child accepted for Foster Care or Pre-Adoptive Placement shall be placed in the least restrictive setting which most approximates a family and in which her or his special needs, if any, may be met. The child shall also be placed within reasonable proximity to her or his home, taking into account any special needs of child. In any foster care or preadoptive placement, a preference shall be given, in the absence of good cause to the contrary, to a placement with--

(i) a member of the Indian child's extended family;

(ii) a foster home licensed, approved, or specific by the Indian child's tribe;

(iii) an Indian foster home licensed or approved by an authorized non-Indian licensing authority; and

(iv) an institution for children approved by an Indian tribe or operated by an Indian organization which has a program suitable to meet the Indian Child's needs.

25 U.S.C. § 1915.

SCIT follows the Act's Placement Preferences. An out-of-home placement of an Indian Child with her or his siblings or half siblings in a non-relative, non-Indian home does not meet the Act's placement-preference requirements. This type of placement does not constitute a placement with "family" or with "relatives." The child's family, relatives, or kinship relationships must be determined with reference to the Parent (s) and/or Indian Custodian(s), and not with reference to other children in the placement home.

FF. "Preadoptive Placement" is defined above in Child-Custody Proceeding. *See* 25 U.S.C. § 1903(l)(iii).

GG. "Qualified Expert Witness" refers to the witness required by the Act at 25 U.S.C. §§ 1912(e) and (f). The Act states that "[n]o Foster Care Placement may be ordered" without "a determination, supported by clear and convincing evidence, including testimony of qualified expert witnesses, that the continued custody of the child by the Parent or Indian Custodian is likely to result in serious emotional or physical damage to the child." 25 U.S.C. § 1912(e). *See also* BIA Guidelines, 44 Fed. Reg. 67,584 at D.3 (definition of "clear and convincing evidence"). Likewise, "[n]o termination of parental rights may be ordered" without "a determination, supported by evidence beyond a reasonable doubt, including testimony of qualified expert witnesses, that the continued custody of the child by the parent or Indian Custodian is likely to result in serious emotional or physical damage to the child." 25 U.S.C. § 1912(f).

No court may hold a hearing for which the Act requires the testimony of a Qualified Expert Witness without such testimony.

HH. "Reservation" "means Indian country as defined in [18 U.S.C. § 1151] and any lands, not covered under such section, title to which is either held by the United States in trust for the benefit of any Indian tribe or individual subject to a restriction by the United States against alienation." 25 U.S.C. §1903 (10).

II. "Residence" means the place where a person currently lives or has established a place of abode; provided that, if the law or custom of the Indian Child's Tribe defines this term differently, then the tribal definition controls.

JJ. "SCIT Child" means a child who is either enrolled in or eligible for enrollment in SCIT.

KK. "SCIT Descendant Child" means a child who has SCIT ancestry but who is not eligible for enrollment in SCIT or whose eligibility cannot be determined.

LL. "SCIT Tribal Court" means SCIT's Tribal Court, including trial and appellate levels.

MM. "Secretary" means "the Secretary of the Interior." 25 U.S.C. § 1903(11).

NN. "State" means the State of Michigan.

OO. "State Court" means any juvenile or family court of the State of Michigan that has jurisdiction over a Child-Custody Proceeding.

PP. "Termination of Parental Rights" or "TPR" is defined above in Child-Custody Proceeding. *See* 25 U.S.C. § 1903(1)(9)(ii). "No termination of parental rights may be ordered in such proceeding in the absence of a determination, supported by evidence beyond a reasonable doubt, including testimony of qualified expert witnesses, that the continued custody of the child by the parent or Indian Custodian is likely to result in serious emotional or physical damage to the child." 25 U.S.C. § 1912(f). *See also* BIA Guidelines, 44 Fed. Reg. 67,584 at D.1-D.4. In addition, the petitioner must prove beyond a reasonable doubt one or more grounds for termination of parental rights pursuant to state statute. *See* Mich. Ct. R. 3.977. Termination of parental rights includes any voluntary or involuntary actions as part of a stepparent adoption and an adoption consent. *See* 25 U.S.C. § 1913; Mich. Comp. Laws §§ 710.21 et seq. (state adoption code).

QQ. "Tribal Court" means "a court with jurisdiction over child custody proceeding and which is either a Court of Indian Offense, a court established and operated under the code or custom of an Indian Tribe, or any other administrative body of a tribe which is vested with authority over child custody proceedings." 25 U.S.C. § 1903(12).

RR. "Tribal Representative" means a tribe's designated representative in connection with a Child-Custody Proceeding or investigation. A tribe may designate a single person as both a Tribal Representative and a tribal Qualified Expert Witness, and that person may participate in a Child-Custody Proceeding in either or both capacities.

SS. "Tribal Social Services Agency" means a tribal program or a tribe's agent, however named, with responsibility for provision of social services to Indian families and children.

TT. "Voluntary Foster-Care Placement" means Foster Care Placement away from the home of the Parent, Indian Custodian, or legal guardian, but where a Parent may have the child returned upon demand. The following requirements apply to Voluntary Foster Care Placements:

> Where any parent or Indian Custodian voluntarily consents to a Foster-Care Placement or to termination of parental rights, such consent shall not be valid unless executed in writing and recorded before a judge of a court of competent jurisdiction and accompanied by the presiding judge's certificate that the terms and consequences of the consent were fully explained in detail and were fully understood by the parent or Indian Custodian. The court shall also certify that either the parent or Indian Custodian fully understood the explanation in English or that it was interpreted into a language that the parent or Indian Custodian understood. Any consent given prior to, or within ten days after, birth of the Indian child shall not be valid.

25 U.S.C. § 1913(a).

Voluntary Foster-Care Placement also requires a written, voluntary-placement agreement that specifies the Indian Child's legal status and details the rights and obligations of the Indian Child, Parent(s) or Indian Custodian and a child-placement agency (if involved), including the duty of the foster parent or agency to return the child upon demand, and the agreement must be executed by all those with obligations under the agreement. *See also* BIA Guidelines, 44 Fed. Reg. 67,584 at E.1-E.3.

UU. "Voluntary Termination of Parental Rights or Adoptive Placement" means the freely given, non-coerced consent of a Parent or Indian Custodian to permanently give up custody of a child, to have parental rights terminated, and then to have the child placed for adoption. The requirements of 25 U.S.C. § 1913(a) apply to all Voluntary Termination of Parental Rights or Adoptive Placements without exception. See BIA Guidelines, 44 Fed. Reg. 67,584 at E.1-E.4.

VV. "Ward of Tribal Court" means an Indian Child who is considered by a Tribal Court to be a ward of that Tribal Court. A Ward of Tribal Court is not necessarily the same as a "state ward" who is available for adoption. An Indian Child may be a Ward of Tribal Court without having parental rights terminated.

Part III. Indian Child-Custody Proceedings

A. Cooperation between the Tribe and DHS

The fundamental purpose of the Act and of this Agreement is to secure and to preserve an Indian Child's sense of belonging to her or his family and tribe. The Parties agree that cooperating to combine their abilities and resources to provide effective assistance to Indian Children and their families is the best means to reach this shared goal.

The necessary understanding of SCIT's history, religion, values, mores, and child-rearing practices is best obtained from SCIT. DHS will cooperate and collaborate to obtain guidance from SCIT before taking actions that could disrupt a SCIT Child's relationship to her or his family and tribe. The Parties must work together to provide services that comply with the Act to each SCIT Child involved in a state Child-Custody Proceeding.

The State DHS must work with the county DHS offices to ensure that county DHS offices utilize ACFS services that are available for SCIT Children, Parents of SCIT Children, and SCIT Descendant Children. The DHS recognizes that collaboration between county DHS offices and tribes is crucial in obtaining the best results for a SCIT Child.

B. Services and Placement Protocol for SCIT Children

County DHS offices must immediately notify designated SCIT authorities when a SCIT Child, or a child whose SCIT Indian identity is not yet confirmed but for whom there are indicators of SCIT Indian heritage, is involved in either a child-welfare investigation or proceeding, including as soon as possible in emergency situations, regardless of where the child Resides or is Domiciled. To achieve the best protection for a SCIT Child and family, county DHS offices must work with SCIT authorities to conduct joint investigations and assessments of allegations of maltreatment and neglect of SCIT Children. County DHS offices, both at initial and subsequent case-planning stages and must give SCIT full cooperation including, upon request, access to all files concerning the child that the County DHS office is permitted by law to share to SCIT. At a minimum, this includes the disclosures mandated by 25 U.S.C. Section 1912(c): "[e]ach party to a foster care placement or termination of parental rights proceeding under State law involving an Indian child shall have the right to examine all reports or other documents filed with the court upon which any decision with respect to such action may be based."

C. Services and Placement Protocol for SCIT Descendant Children

Both Parties recognize that a collaborative approach may allow the county DHS and SCIT authorities to offer more services to SCIT Descendent Children and their families, even if it is determined that ICWA does not apply. For SCIT Descendant Children, the DHS must consult with SCIT and carefully consider SCIT comments for

issues including, but not limited to, appropriate potential placements, sibling visits, and Extended Family visits. Where allowed by law, county DHS must also coordinate with SCIT authorities in order to investigate and assess allegations of maltreatment and neglect of SCIT Descendent Children domiciled on the Reservation. DHS must also consider using joint investigations for SCIT Descendent Children Domiciled outside the Reservation.

D. Emergencies

This Agreement does not limit the ability of either SCIT or any county DHS office to take immediate action to protect any Indian Child in an Emergency situation, including temporarily removing any Indian Child from an unsafe or abusive home.

E. DHS Central Registry and ACFS History Mutual-Information-Sharing

The DHS will continue to share information from its Central Registry of Child Abuse and Neglect upon request of ACFS. SCIT agrees to share its case-history information through a two-part request system:

1. If DHS personnel have reason to believe a person they have contact with as part of an active investigation also may have been involved in an ACFS child protection investigation, DHS personnel may verbally ask ACFS personnel to confirm whether the person was ever involved in such an investigation. ACFS personnel must promptly research the request for confirmation and give DHS a yes-or-no verbal response.

2. If ACFS confirms that the person has been involved in an ACFS child protection investigation, DHS may submit a written request for the case/contact history involving the person. ACFS must then use its best efforts to promptly locate and produce a copy of the case/contact history for DHS.

F. Borrowed-Bed Agreements

State DHS will work with the county DHS offices to increase awareness of the acceptability of Borrowed-Bed Agreements, which continue a longstanding tradition of allowing State Court wards to be housed in SCIT-licensed foster-care homes that comply with SCIT licensing requirements, but not necessarily DHS licensing requirements. Borrowed-Bed Agreements are favored in cases where both the DHS and SCIT agree to the placement. Borrowed-Bed Agreements do not change ICWA placement preferences, but enable the placement together of non-Indian children with their Indian siblings, or a minor Parent and Indian Child together in a Tribally licensed foster home.

G. Notices of Child-Custody Proceedings and Emergency Placements

1. Child-Custody Proceedings

County DHS offices must timely notify SCIT by mail of every Child-Custody Proceeding either by sending a notice of proceeding, if one is issued, or by sending a writing with enough information to determine the nature of the action and the status of the SCIT Child (or SCIT Descendent Child, where allowed by law) so that SCIT may participate in a Child-Custody Proceeding or may choose to exert tribal jurisdiction over a SCIT Child in the circumstances prescribed by ICWA. 25 U.S.C. §§ 1911(b) and 1912(a). SCIT must make good-faith efforts to respond to any such notice it receives.

If the identity or location of a Parent or Indian Custodian or an Indian Child's tribe cannot be determined, county DHS offices must give notice to the Secretary of the Interior in like manner. *Id. See also* Mich. Ct. R. 3.905(c) and 3.920(c) (Proceedings Involving Juveniles, American Indian Children), 3.921(B)(2)(j) (requiring tribal notice in protective proceedings).

2. Emergency Placements

If the State takes any child that it knows or has reason to know is a SCIT Child into emergency-protective care, then as soon as possible and before any hearing takes place, the County DHS office must inform SCIT by telephone or facsimile of the date, time, and place of the emergency protective care hearing. This is in addition to all other notices required under this Agreement or Michigan Court Rules. *Id.*

H. Inquiries to SCIT

Unless otherwise notified, all inquiries to SCIT in connection with any Indian Child-Custody Proceeding should be directed to: Director of Anishnaabeg Child and Family Services, 7070 E. Broadway, Mt. Pleasant, Michigan 48858. SCIT must respond to all inquiries regarding enrollment or eligibility status with a determination regarding that status as soon as possible. If SCIT cannot initially determine eligibility, but a child has SCIT heritage, SCIT must provide the State with confirmation of SCIT Descendant status for purposes of permitting ICWA case planning at the earliest possible time, pending further review by SCIT.

I. Transfer to SCIT Tribal Court

Except in Emergencies, the following Child-Custody Proceedings *must* be transferred to SCIT Tribal Court:

1. all proceedings involving a Ward of SCIT Tribal Court; and

2. all proceedings involving a SCIT Child who Resides or is Domiciled within the Isabella Reservation. *See* 25 U.S.C. § 1911(a); Mich. Ct. R. 3.905.

Upon petition of a Parent, an Indian Custodian, or SCIT, any Child-Custody Proceeding involving a SCIT Child who does not Reside in and is not Domiciled in the Isabella Reservation *must* be transferred to SCIT Tribal Court *unless* there is good cause not to do so. A court may not consider socioeconomic conditions or the perceived adequacy of ACFS services or of SCIT Tribal Court to determine whether Good Cause Not to Transfer Jurisdiction to Tribal Court exists. Any party opposing transfer to SCIT Tribal Court based on a claim of good cause has the burden of proof. If a County DHS opposes transfer, it must provide to SCIT a copy of materials filed with the Court in support of any opposition to a transfer of jurisdiction. If SCIT or anyone else supports the transfer, there must be an opportunity for a full court hearing on the issue. *See* BIA Guidelines, 44 Fed. Reg. 67,584, 67,595 at C.3(b)(i)-(iv), (c),(d) (Nov. 26, 1979) (as modified); Mich. Ct. R. 3.905.

J. Tribal Intervention in State-Court Proceedings

In any state-court proceeding for the Foster Care Placement of or Termination of Parental Rights to any Indian Child, the Indian Custodian of the child and the Indian Child's Tribe have the right to intervene at any point in the proceeding. *See* 25 U.S.C. § 1911(c).

K. Full Faith and Credit for Public Acts, Records, and Judicial Proceedings of Tribes

Under the Act, "[t]he United States, every state, every territory or possession of the United States, and every Indian Tribe, shall give full faith and credit to the public acts, records, and judicial proceedings of any Indian Tribe applicable to Indian Child-Custody Proceedings to the same extent that such entities give full faith and credit to the public acts, records, and judicial proceedings of any other entity." 25 U.S.C. § 1911(d). The Department must adhere to this mandate.

Part IV. Agreement Implementation, Training, and Related Terms

A. Continuing Department Responsibilities for Services

In addition to services specifically established for Indian families in this Agreement or elsewhere, the Department recognizes the responsibility of the State and county DHS offices to make available to the families of all Indian Children all of the other services available to any family. Existing services must not be reduced because of the availability of services through this Agreement. Moreover, the exercise of SCIT Tribal Court jurisdiction does not justify a withdrawal, decrease, or denial of county social services to any family or SCIT Indian Child. County DHS offices also must honor SCIT Tribal Court orders for placement and provisions of services in compliance with 25 U.S.C. § 1911(d), which requires every state to give full faith and credit to the public acts, records, and judicial proceedings of any Indian Tribe applicable to Indian Child-Custody Proceedings.

B. Agreement Compliance Contact

When the Parties sign this Agreement, each must designate an Agreement Compliance Contact for purposes of implementing this Agreement (below). Both parties must update their respective contact information if it changes.

C. Department's Social-Service Manual

To the extent the DHS Child Welfare Manual or other policy, or procedure is or may be in conflict with this Agreement, solely to the extent needed to resolve the conflict, this Agreement controls.

D. Application to Private State-Licensed Child-Placing Agencies

This Agreement applies not only to DHS directly, but also covers the work that DHS subcontracts or otherwise designates private, state licensed child placing agencies to do on its behalf in providing services to children and their families.

E. Training

1. Department, County DHS Office, and Private-Agency Staff Training

The Department must continue to provide training on the Act and must also provide training regarding this Agreement in its regular child-protection training. The Department must also provide training regarding the Department's Child Welfare Program Manuals and other relevant training to strengthen services to all Indian Children and families. The Department must continue to invite SCIT participation to jointly develop an annual plan for ongoing training. The Department further agrees to notify SCIT of child-welfare services training provided by the Department or others for staff of county DHS offices, private-child-placement agencies, and SCIT child-welfare services.

a. Indian Child welfare service training must include but is not limited to the following areas:

i. The purposes of the Act and this Agreement;

ii. Child-welfare investigations and assessments;

iii. Procedures to be followed to implement this Agreement, the Act, and relevant Michigan law;

iv. Notice requirements;

v. Provision of protective services;

vi. Provision of Emergency Foster Care Placement services;

vii. Legal requirements to effect involuntary Foster Care Placement or termination of parental rights;

viii. Voluntary Foster Care Placement and termination of parental rights;

ix. Indian Child Placement Preference requirements under the Act;

x. Active Efforts requirements under the Act;

xi. Qualified Expert Witness requirements under the Act;

xii. Record maintenance;

xiii. Adoption of Indian Children;

xiv. Indian Tribes in Michigan, including SCIT ; and

xv. Principles of tribal sovereignty and the government-to-government relationship between SCIT and the DHS.

b. At a minimum, the knowledge and understanding required to accurately assess the welfare risk to an Indian Child should include, but not be limited to, evaluation of the following factors:

i. The tribal values, belief, religion, customs, ways of being, and family recognition system of the child's tribe;

ii. Behaviors and responses stemming from traditional ways of life through assimilated ways of life;

iii. Socioeconomic context of the care and condition of the family's home and children;

iv. Importance of sharing resources with Extended Family;

v. Reality of negative historical experience of Indian people toward non-Indian governmental systems;

vi. Different cultural requirements of social interaction including reticence and passivity indicating respect;

vii. Recognizing tribal-family retention of traditional disciplinary methods and Extended Family clan support; and

viii. Condition of parenting skills due to historic isolation and abuse.

2. Judicial-System and Law-Enforcement Training

To the extent practicable, the Department and SCIT agree to offer cooperative ongoing training programs to educate judges, lawyers, law-enforcement personnel, advocates, guardians ad litem, and probation officers who are involved in Indian Child-Custody Proceedings about the provisions of this Agreement, the Act, and the special cultural and legal considerations pertinent to such proceedings.

3. Payment for Training

The Department will seek grants and/or reimbursement under Title IV-E, the Child Abuse Prevention and Treatment Act and other federal programs, for the training specified in this Agreement.

Part V. Miscellaneous Provisions.

A. Recruitment and Registry of Foster and Adoptive Homes

1. Recruitment

The Department and SCIT will cooperate to develop a plan to recruit Indian foster and adoptive homes. The recruiting plan may utilize the media, Indian-organization resources, mailing to members of such organizations, door-to-door solicitation with Indian communities, national and regional adoption-resource exchange, and other means likely to succeed in securing Indian foster and adoptive homes for Indian Children. The Department and SCIT must provide training to assist potential Indian foster care providers to comply with SCIT or state licensing standards for foster and adoptive homes.

2. SCIT Approved Foster Care Homes Master List

The Parties acknowledge that ICWA requires that an ICWA Foster-Care or Preadoptive Placement must be in "the least restrictive setting which most approximates a family and in which [the Indian Child's] special needs, if any may be met," "in reasonable proximity to his home, taking into account any special needs of the child." 25 U.S.C. § 1915 (b). The first Foster-Care or Preadoptive Placement preference is with "a member of the Indian child's extended family." *Id.* at (i). Where such a placement is not available, the second placement preference is in "a foster home licensed, approved, or specified by the Indian child's tribe." *Id.* at (ii).

The Department agrees to accept from SCIT a master list of all the available SCIT licensed and approved foster-care homes that may be available to receive state-court wards where the ward is: (a) a SCIT Child or a SCIT Descendant Child; (b) a sibling of a SCIT Child or a SCIT Descendant; or (c) the minor parent of a SCIT member or a SCIT Descendant. The Master List must identify the name, address, tribal affiliation of the home, and whether the home is available for Foster Care, Adoptive Placement, or both. The Master List must also identify for each home any preconditions to the acceptance of a child (such as willingness to only accept a relative, a member of SCIT, or a child

without mental or physical handicap) or state that the home has not indicated any preconditions. SCIT retains the absolute right to deny any attempt by the State to place a state-court ward in a SCIT licensed home. The State agrees to make the Master List available to all the County DHS Offices as a placement resource for SCIT connected children.

Before DHS places any child with a SCIT licensed foster family, it must first contact SCIT to request additional information regarding the family and must first secure a Borrowed-Bed Agreement with SCIT, as described in Part III.F of this Agreement.

Where placement with a tribally licensed foster home is not available, ICWA's third placement preference is "in an Indian foster home licensed or approved by an authorized non-Indian licensing authority." *Id.* at (iii). The Parties recognize that the State has a legal obligation to identify other Indian foster homes for placement of Indian Children. To the extent it does not already do so, the State must identify which State-licensed foster homes meet the third placement preference by recording any tribal affiliation, and must implement protocols to ensure that DHS generates and maintains a record of the tribal affiliation of all its foster care providers on an ongoing basis.

B. Interstate Compact on the Placement of Children

Whenever the Department is considering whether to place an Indian Child pursuant to the Interstate Compact on the Placement of Children, Mich. Comp. Laws §§ 3.711 *et seq.*, the Department must nevertheless follow the provisions of the Act and this Agreement, including the Act's placement preferences.

1. Indian Children Being Sent From Other States

If the Department receives child-transfer forms that indicate that a child is Indian, the Department must not approve the transfer or placement until it receives documentation stating that the child's tribe has been notified.

In responding to the sending agency's transfer request, the Department is governed by the Best Interests of an Indian Child as set forth in this Agreement. If the child is an Indian Child, and the proposed placement is not within the order of preference identified in the Act, the Department must not accept the child for placement in Michigan unless the placement meets the good-cause exception to the placement preferences as set forth in the Act and under this Agreement. In determining whether the good-cause exception to the placement preferences applies in a particular case, the Department must contact the sending state and request a letter from the Indian Child's Tribe providing the tribe's views of the placement. Where the Indian Child is a SCIT Child or SCIT Descendant Child, the Department must consider SCIT's position before making any final decision.

2. Review of Indian Children Currently in Placement

After the effective date of this Agreement, the Department must provide ACFS with information on all SCIT Children or SCIT Descendant Children who are currently in placement within the State, who have been sent under the Compact to another state, or who have been sent from another state to the DHS of Michigan. The Department must provide an annual written report to ACFS regarding all such placements. The report must include all information received by the Department regarding each child's placement, including the Interstate Compact Application Request to Place Child form used by the Department for the interstate placement of children.

If SCIT learns of a placement of a SCIT Child that does not meet the placement preferences set forth in the Act or this Agreement, upon notice from SCIT, the Department must cooperate with SCIT to remedy the placement so that it conforms with the Act, or the Department must show Good Cause Not to Follow the Placement Preferences.

3. Retention of Jurisdiction

The sending agency retains jurisdiction over the child sufficient to determine all matters in relation to the custody, supervision, care, treatment, and disposition of the child that it would have determined if the child had remained in the sending agency's state. The sending agency continues to have financial responsibility for support and maintenance of the child during the period of placement.

C. Application of Other Federal Laws

1. Adoption and Safe Families Act

States must comply with both the Adoption and Safe Families Act ("ASFA") and the Indian Child Welfare Act. A provision of the ASFA recognizes that the provision does not "affect the application of the Indian Child Welfare Act." 41 U.S.C. § 674(d)(4). In addition, the United States Department of Health and Human Services has explained that its regulations implementing the ASFA do not supersede the Act's requirements. *See* 65 Fed. Reg. 4029 (January 25, 2000); *see also* 41 U.S.C. §§ 622 (b)(11) and 675 (5)(E); 45 C.F.R. Part 1356.21 (l).

2. Interethnic Adoption Provision

The federal Interethnic Adoption Provision must not be construed to affect the application of the Act. *See* 42 U.S.C. § 1996b(3).

D. Future Title IV-E Agreement

The parties reserve the right to enter an agreement under the Social Security Act's Title IV, Part E, 42 U.S.C. §§ 470 *et seq.*, Federal Payments for Foster Care and Adoption Assistance, in order to provide the Tribe with access to federal funding for

providers who are caring for children under the jurisdiction of the Tribal Court of the Tribe.

Part VI. Construction of Agreement

A. Duration and Termination of Agreement

This Agreement remains in effect until revoked by one of the Parties. This Agreement or any part thereof may be terminated upon 180-days' written notice to the other party. *See* 25 U.S.C. § 1919(b). The notice shall state the reasons for and the effective date of the revocation. Whenever possible, before giving such notice, a party considering termination shall seek to cooperatively explore with the other party ways in which to avoid termination. Before the effective date of any termination, the Parties agree to cooperate in assuring the termination does not result in a break in service or in disruption of the services provided to Indian Children and families.

B. Dispute Resolution

The Parties agree that prompt Tribe-to-State and Tribe-to-county resolution of problems that affect SCIT families' receipt of services is an effective way to ensure compliance with the Act. Accordingly, when a report of non-compliance is made or when a dispute arises between the Parties regarding the application or interpretation of the Agreement, the Department and SCIT through their designated representatives must take immediate steps to communicate with each other about the situation and to resolve the problem in good faith.

Use of this dispute resolution process does not affect in any manner the abilities of any party to use the termination remedies provided elsewhere in this Agreement. If a state, federal or SCIT law is amended, neither SCIT nor the Department are required to comply with any section of this Agreement that is contrary to the new law. Furthermore, nothing in this Agreement affects the rights of third parties to seek judicial or agency review regarding any topic of this Agreement.

C. No Creation of Third-Party Rights

This Agreement does not create a right in any third party to bring any action under this agreement or any action to enforce this Agreement.

D. No Waiver of Sovereign Immunity

This Agreement may not be construed as a waiver of either Party's sovereign immunity.

E. Funding

This Agreement does not commit the Department to spend any funds in excess of lawful appropriations.

F. Amendments

This Agreement can only be amended by a written instrument signed by the duly authorized representative of each Party. The Parties do not require Court approval or other filing to amend the Agreement under this provision.

G. Severability

The provisions of this Agreement are severable. If any provision of this Agreement is held invalid or unenforceable, the remainder of the Agreement remains in effect, unless terminated as provided for in this Agreement.

H. Other Agreements Not Affected

1. This Agreement constitutes the entire Agreement between the Parties.

2. Upon the execution of this Agreement, the Parties mutually rescind all previously entered written Agreements between them regarding the topics in this Agreement.

3. If this Agreement conflicts with the Court Order, the terms of this Agreement govern.

4. Notwithstanding the foregoing, the Parties do not intend this Agreement to affect any existing agreements between SCIT and county DHS offices or other agencies to the extent those agreements use a higher standard of protection for Indian Children and their families and tribes than the standards contained in this Agreement, and as consistent with the Act. *See, e.g.*, 25 U.S.C. §§ 1919, 1921.

I. Calculation of Time

To calculate timelines under this Agreement, Saturdays, Sundays, and holidays are excluded for computation when the period of time is less than seven days. When the period of time is seven days or more, Saturdays, Sundays, and holidays are included in the computation.

J. Captions

The captions used for the sections of this Agreement are inserted only as a matter of convenience and in no way define, limit, or describe the scope or intent of this Agreement or any section of the Agreement.

K. Notices

All notices required or permitted to be given under must be made in writing to the following addresses, except as noted otherwise in this Agreement:

In the case of the Department, notices must be sent to:

Michigan Department of Human Services
Suite 715 Grand Tower
PO Box 30037
Lansing, MI 48909

State Agreement Compliance Contact:

Director, Office of Legal Affairs
Michigan Department of Human Services
Suite 715 Grand Tower
P.O. Box 30037
Lansing, MI 48909
Phone: 517-373-2082

In the case of the Tribe, notices must be sent to:

General Counsel
Legal Department
Saginaw Chippewa Indian Tribe
7070 East Broadway
Mt. Pleasant, MI 48858

Tribe's Agreement Compliance Contact:

Director
Anishnaabeg Child and Family Services
Saginaw Chippewa Indian Tribe
7070 East Broadway
Mt. Pleasant, MI 48858
Phone: 989-775-4901

L. Counterparts

This Agreement may be executed in several counterparts, each of which must be deemed an original, but all of which together constitute a single instrument.

J. Authority

The undersigned represent that they are authorized to execute this Agreement on behalf of the Tribe and Department, respectively.

K. Preparation of Agreement

The Parties drafted this Agreement and entered into it after careful review and upon the advice of competent counsel. It may not be construed more strongly for or against either Party.

L. Effective Date

This Agreement is effective on the date that the Court Order is signed by the Court, provided that the Court enters the Court Order as it was approved by the State and Tribe. Changes to the form of the Court Order (e.g., pagination, fonts, margins, etc.) do not affect the effective date of this Agreement, but this Agreement is not effective and does not bind the parties if the language of the Court Order is not identical to the language approved by the State and Tribe.

SAGINAW CHIPPEWA INDIAN TRIBE OF MICHIGAN

Dennis Kequom, Sr., Tribal Chief

11-9-10

Date signed

MICHIGAN DEPARTMENT OF HUMAN SERVICES

Ismael Ahmed, Director or
Susan Kangas, Chief Deputy Director

11/8/10

Date signed

The United States District Court for the Eastern District of Michigan entered the Order for Judgment in Case No. 05-10296 on December 17, 2010.

SIGNATURE COPY

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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APPENDIX A: GLOSSARY

I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

The Indian Child Welfare Act (ICWA) is a federal law which defines the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. 'The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-

to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, the following individuals or their designees:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
- Grand Traverse Band of Ottawa and Chippewa Indians
- Little Traverse Bay Band of Odawa Indians
- Lac Vieux Desert Band of Lake Superior Chippewa Indians
- Match-E-Be-Nash-She-Wish Band of Pottawatomi
- Sault Ste. Marie Tribe of Chippewa Indians
- Bay Mills Indian Community
- Nottawaseppi Huron Band of the Potawatomi
- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal Representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal Leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal Representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

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Consultation means a process used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan.

Department means the Michigan Department of Human Services.

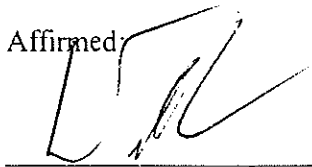
Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

Sovereign means independent of the control of another government or governments.

Tribe or Tribal Government means a sovereign government of an Indian citizens, embracing and occupying lands and territory, and having jurisdiction over same, lying within the geographical boundaries of the State of Michigan, which sovereignty is recognized by the Government of the United States and subject to the Constitution, laws, and treaties of the United States, which also may be known as a federally-recognized Indian Tribe.

- Signature Page –

Affirmed:



Darwin J. McCoy, Tribal Chairman
Sault Ste. Marie Tribe of Chippewa Indians

1/14/11
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mt. Pleasant, Michigan

This 20 day of April, 2011

Michigan Department of Human Services

By: Maureen D. Corrigan

Witness: _____

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT
WITH MICHIGAN'S
FEDERALLY RECOGNIZED INDIAN TRIBES
November 18, 2010

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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APPENDIX A: GLOSSARY

I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

The Indian Child Welfare Act (ICWA) is a federal law which defines the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-

to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, the following individuals or their designees:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
- Grand Traverse Band of Ottawa and Chippewa Indians
- Little Traverse Bay Band of Odawa Indians
- Lac Vieux Desert Band of Lake Superior Chippewa Indians
- Match-E-Be-Nash-She-Wish Band of Pottawatomi
- Sault Ste. Marie Tribe of Chippewa Indians
- Bay Mills Indian Community
- Nottawaseppi Huron Band of the Potawatomi
- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal Representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal Leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

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IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Sault Ste Marie, Michigan

This 25th day of August, 2010

Witness: Sharon A. Tuple

Michigan Department of Human Services

By: Maura D. Corrigan

Affirmed:

Jeffrey Parker
Bay Mills Indian Community — 8-23-11 Date

Grand Traverse Band of Ottawa & Chippewa Indians — Date

Hannahville Indian Community — Date

Keweenaw Bay Indian Community — Date

Lac Vieux Desert Band of Lake Superior Chippewa Indians — Date

Little River Band of Ottawa Indians — Date

Little Traverse Bay Band of Odawa Indians — Date

Match-E-Be-Nash-She-Wish Band of Pottawatomi — Date

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

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- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

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In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal Representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

Child Welfare means the system of services and programs for children and families who may have issues related to safety, special care and treatment, or other assistance designed to assure the well-being of children.

Cultural awareness and sensitivity means having due knowledge of and regard for the behavior patterns, civilization, customs, arts, beliefs, institutions, and all other achievements and manifestations of human work and thought as expressed in a particular community.

Consultation means a process used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan.

Department means the Michigan Department of Human Services.

Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

Sovereign means independent of the control of another government or governments.

Tribe or Tribal Government means a sovereign government of an Indian citizens, embracing and occupying lands and territory, and having jurisdiction over same, lying within the geographical boundaries of the State of Michigan, which sovereignty is recognized by the Government of the United States and subject to the Constitution, laws, and treaties of the United States, which also may be known as a federally-recognized Indian Tribe.

Affirmed:

Kenneth Meshigaud, T.C.
Kenneth Meshigaud, Tribal Chairman
Hannahville Indian Community

12-27-2010
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mount Pleasant, Michigan
This 20 day of April, ~~2010~~

Michigan Department of Human Services
By: Maureen D. Carey

Witness: _____

Affirmed:

T.C.

Kenneth Meshigaud, Tribal Chairman
Hannahville Indian Community

12-27-2010
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mt. Pleasant, Michigan
This 20 day of April, ~~2010~~ 2011

Michigan Department of Human Services
By: _____

Witness: _____

RECEIVED MAY 18 2011

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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APPENDIX A: GLOSSARY

I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

The Indian Child Welfare Act (ICWA) is a federal law which defines the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. 'The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-

to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, the following individuals or their designees:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
- Grand Traverse Band of Ottawa and Chippewa Indians
- Little Traverse Bay Band of Odawa Indians
- Lac Vieux Desert Band of Lake Superior Chippewa Indians
- Match-E-Be-Nash-She-Wish Band of Pottawatomi
- Sault Ste. Marie Tribe of Chippewa Indians
- Bay Mills Indian Community
- Nottawaseppi Huron Band of the Potawatomi
- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal Representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal Leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting' the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

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If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal Representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

Child Welfare means the system of services and programs for children and families who may have issues related to safety, special care and treatment, or other assistance designed to assure the well-being of children.

Cultural awareness and sensitivity means having due knowledge of and regard for the behavior patterns, civilization, customs, arts, beliefs, institutions, and all other achievements and manifestations of human work and thought as expressed in a particular community.

Consultation means a process used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan.

Department means the Michigan Department of Human Services.

Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

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Affirmed:

Larry B Romanelli

Larry Romanelli, Ogema
Little River Band of Ottawa Indians

5-11-11

Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mt. Pleasant, Michigan

This 20 day of April, 2011

Michigan Department of Human Services

By: Maureen D. Coughlin

Witness: _____

Little River Band of Ottawa Indians
375 River Street
Manistee, MI 49660
(231) 723-8288

Resolution #11-0323-094
Ratifying the State of Michigan Department of Human Services Consultation Agreement with Michigan's Federally Recognized Indian Tribes And Authorizing the Ogema to Execute Said Agreement

WHEREAS, the status of the *Gaá Čhíng Ziibi Daáwaa Aníšhinaábek* (Little River Band of Ottawa Indians) as a sovereign and Treaty-making power is confirmed in numerous treaties, from agreements with the initial colonial powers on this land, to various treaties with the United States; and

WHEREAS, the Little River Band of Ottawa Indians (Tribe) is descended from, and is the political successor to, the Grand River Ottawa Bands, signatories of the 1836 Treaty of Washington (7 Stat. 491) with the United States, as reaffirmed by federal law in P.L. 103-324, enacted in 1994; and

WHEREAS, the Tribe adopted a new Constitution, pursuant to a vote of the membership on May 27, 1998, which Constitution became effective upon its approval by the Assistant Secretary-Indian Affairs on July 10, 1998; and

WHEREAS, the Tribe adopted amendments to the Constitution on April 26, 2004, which became effective upon approval by the Assistant Secretary-Indian Affairs on May 13, 2004; and

WHEREAS, the Tribal Council is authorized under Article IV, Section 7(a) to provide for the public health, peace, morals, education and general welfare of the Little River Band and its members; and

WHEREAS, the State of Michigan recognizes the unique legal relationship with each sovereign Indian Government and this agreement by design affirms the government-to-government relationship between the State of Michigan and each Indian Government located within the State of Michigan; and

WHEREAS, the Michigan Department of Human Services (MDHS) is committed to such government-to-government relations with the Federally Recognized Tribal Governments and will employ its best effort to achieve positive outcomes from its consultation and collaborations with Tribes; and

WHEREAS, the goal of this agreement is to improve the planning for, delivery of and access to programs and services to children and families by developing principles of and a process for consultation on children and family policies in Michigan through the following objectives:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to Federally-recognized Tribal Citizens.
B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representation of the Tribes in policy development and program activities.
C. To promote and develop methods of consultation with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that needs of Tribal citizens are met.
D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement; and

WHEREAS, the Agreement and Resolution to authorize the Tribe to participate as a party was originally submitted to the Tribal Council Agenda as an added item on February 16, 2011; and

WHEREAS, Authorizing Resolution #11-0216-042 was adopted by Tribal Council with an amendment changing the resolution from a Resolution of Support to include an action to also Ratify the Agreement and allow the Ogema to Execute Said agreement on behalf of the Tribe; and

WHEREAS, the Family Services Director has identified that the reference to the Secretary of Michigan Department of Health and Human Services as party was an incorrect title attributed within the Authorizing Resolution; and

WHEREAS, the title of the party to execute the agreement on behalf of the State of Michigan is not identified within the agreement itself, therefore, the intent of the document has not changed, and remains consistent with the Tribal Council's support and desire to engage the Consultation Agreement as originally presented.

THEREFORE IT IS RESOLVED, the Tribal Council of the Little River Band of Ottawa Indians hereby agrees to support the State of Michigan Department of Human Services Consultation Agreement with Michigan's Federally Recognized Indian Tribes.

NOW THEREFORE BE IT FINALLY RESOLVED THAT the Tribal Council of the Little River Band of Ottawa Indians hereby authorizes the Tribal Ogema to execute the agreement with the State of Michigan Department of Human Services, on behalf of the Tribe.

IT IS FINALLY RESOLVED THAT the Tribal Council does hereby repeal Resolution #11-0216-042, in its entirety.

CERTIFICATE OF ADOPTION

I do hereby certify that the foregoing resolution was duly presented and adopted by the Tribal Council with 9 FOR, 0 AGAINST, 0 ABSTAINING, and 0 ABSENT, at a Regular Session of the Little River Band of Ottawa Indians Tribal Council held on March 23, 2011, at the Little River Band's Old Community Center in Manistee, Michigan, with a quorum being present for such vote.

Janice M. Sam, Council Recorder

Stephen Parsons, Speaker

Attest:

Distribution: Council Records
Tribal Ogema
Tribal Court

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES

CONSULTATION AGREEMENT WITH MICHIGAN'S FEDERALLY RECOGNIZED INDIAN TRIBES

November 18, 2010

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I. INTRODUCTION

The various states have a unique legal relationship with each sovereign Indian government, as affirmed and described in federal law. This relationship is set forth in the Constitution of the United States, treaties, statutes, laws, and court decisions. This document by design affirms the government-to-government relationship between the State of Michigan and each Indian government located within the State of Michigan.

The philosophies for development of Tribal consultation agreements build upon the *political* and *legal* foundations found in state and federal statutes, treaties, and executive orders.

The Indian Child Welfare Act (ICWA) is a federal law which defines the best interests of Indian children and places various legal requirements upon the states to protect Indian children and families; and other federal laws such as Title IV-E of the Social Security Act also provide mechanisms for the protection and well-being of the children of the Tribes.

The Honorable Jennifer M. Granholm, Governor, State of Michigan, signed Executive Directive 2004-5, Tribal-State Relations, on May 12, 2004. The Executive Directive requires each executive branch department and agency to establish guidelines to accommodate requests for meaningful and timely consultation with Indian Tribes prior to the enactment of legislation, promulgation of regulations, or adoption of policies that have Tribal implications.

Government-to-government relations involve respectful and cooperative communication and dealings that are designed to achieve a consensus, to the extent possible, before a decision is made or an action is taken. The goal is to implement programs in a collaborative manner. 'The Michigan Department of Human Services (the Department) is committed to such government-to-government relations with the federally-recognized Tribal governments of Michigan (Tribes). The Department will employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The goal of this agreement is to improve the planning for, delivery of, and access to programs and services for children and families by Indian governments, communities, and people. We will achieve this by developing principles of and a process for consultation on children and family policies in Michigan. It is for this purpose that this agreement has been developed.

The Department is a comprehensive state agency which has responsibility for establishing policies and providing services in a wide variety of program areas, including child welfare and other children and family related programming.

Many of these services are provided directly through the State's legal and contractual relationships with private child welfare agencies, and local county departments. These services are also often provided by Tribal agencies through a contractual relationship between the Department and Tribal governments or Tribal governments and the federal government.

Each of the federally-recognized sovereign Tribes in the State of Michigan is recognized by the State for its unique status, self-government, and self-determination. The Department respects the fundamental principles that establish and maintain the relationship between Indian governments and the Department. The Department affords Indian governments the same respect afforded to other governments.

The Department recognizes and respects the inherent right of each individual Tribe to establish its own intertribal organization and to determine through what mechanisms consultation, collaboration and negotiation should take place. This is in addition to government-to-government consultation provided for by this agreement and otherwise required by federal and state laws and policies.

The Department, its partner agencies, and the Tribes have a responsibility for a variety of programs serving children and families. As residents of the State of Michigan, Tribal citizens are equally entitled to services afforded to all residents of the State. As citizens of a sovereign Tribal nation, Tribal citizens are also entitled to those services afforded to all citizens of that Tribe. Whether the services are provided through Tribal agencies or directly through the Department's partner agencies, it is critical that Department administrators and the leadership of the Tribes located within the state, and their respective representatives, consult with one another to assure the availability and successful delivery of needed services and other assistance.

II. OBJECTIVES

The objectives of this agreement are:

A. To create a collaborative relationship to improve the enforcement of the Indian Child Welfare Act and child welfare services provided to federally-recognized Tribal citizens.

B. To formalize the procedures and expectations for the Department to implement a government-to-government relationship and to foster consultation with and encourage the participation of representatives of Tribes in policy development and program activities.

C. To promote and develop methods of consulting with Tribes and to involve their tribally identified representatives in the Department's decision-making process in order to assure that the needs of Tribal citizens are met.

D. To enhance State compliance with applicable law and obligations to the satisfaction of respective parties to this agreement.

III. GUIDING PRINCIPLES

The Department is committed to improving and maintaining effective government-

to-government relations with Michigan's Indian Tribes, bands, and communities. The development of mutual understanding -- with cultural awareness, sensitivity, and responsiveness is necessary for effective consultation on policies and collaboration on program development and operations. Towards achieving this goal, the Department will utilize the following principles in its consultation with Tribal governments. Integration of these principles into the Department's planning and management activities will help produce positive and desired outcomes within the children and families programs and services for Tribal citizens.

A. It is important to recognize the uniqueness of each Indian community's culture, governmental structure and processes, demographics, geography (e.g.) where Tribal citizens are located, and other factors.

B. Consultation involves respectful and timely communication between sovereign governments in a cooperative process that strives to achieve a consensus before a decision is made or an action is taken.

C. Working directly with Indian Tribes in a government-to-government manner will result in an effective, efficient, and sustainable consultation process.

D. Consultation with Tribal governments when developing and implementing, policies and programs, regulations, and other activities that are anticipated to directly affect Indian Tribes or their citizens is necessary and respectful. This includes topics presented by the Tribes on which they would like consultation.

E. Promotion of cooperation among affected parties is the best way to implement initiatives and resolve issues of mutual concern.

IV. PURPOSE AND METHODS

The State of Michigan, represented for purposes of this agreement by its Department of Human Services with the concurrence of the Tribes as sovereign entities, will diligently seek to maintain an ongoing and meaningful process for communicating general concerns, program and funding priorities, respective roles in the provision of services to federally-recognized Tribal citizens, and other high-level matters of mutual concern.

The Michigan Department, in consultation with the federally-recognized Tribal governments located within the state, establishes this agreement requiring Department staff to consult with tribal governments on Department policies and activities. This agreement formalizes the collaborative relationship that the Department and Tribes have established in creating, contracting for, and accessing child welfare and other children and family related programming for Tribal communities and their citizens statewide.

A. ANNUAL MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling an annual consultation session at which the Department Director or Department Deputy Director will be present. The consultation must include invitations to, at a minimum, the following individuals or their designees:

- Pokagon Band of Potawatomi Indians
- Saginaw Chippewa Indian Tribe
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- Bay Mills Indian Community
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- Hannahville Indian Community
- Keweenaw Bay Indian Community
- Little River Band of Ottawa Indians

The agenda, date, and location of the consultation session shall be determined jointly by the Department and Tribal leaders identified above.

It shall be part of the consultation agenda for at least one meeting during each calendar year to review and evaluate the accomplishments and effectiveness of the previous year's action plan and to establish mutual goals for the current year's action plan. The agenda will also include a current Department organizational chart. In addition, the Department will prepare a summary of the previous year's committees and other bodies that indicates the involvement of Tribal representatives and the Tribal affiliation of those representatives.

B. OTHER MEETINGS

The Department, in consultation with Tribal leadership, shall assume the responsibility for scheduling additional consultation sessions at his or her discretion. In addition, any Tribal Representative may request meetings or other consultation with the Department Director or other Department representatives.

C. ANNUAL ACTION PLAN

The Department management including but not limited to Children's Services, Field Operations, Legal, and Native American Affairs (NAA) shall establish, in conjunction with appropriate program staff, an annual action plan by which this government-to-government consultation agreement shall be implemented. The action plan shall include:

- Programs: A list of programs and services available to Tribal citizens, including an overview of and training on Department programs and a Department organizational chart.
- Policy and Program Development: Description of new or potential initiatives, programs, and policies affecting Tribes.
- Priorities: Prioritized topics and issues for discussion and, as necessary, resolution with the Tribes.
- Consultation Process: The procedures to be used to consult with Tribes on existing and new policies and programs.
- Evaluation Process; The process to determine the effectiveness of the action plan with respect to the consultation process and to the programmatic, fiscal, and other aspects of applicable Department programs identified in the action plan.

D. TRAINING

It shall be part of consultation agendas to establish regular, ongoing training sessions for appropriate Department employees. The purpose of this training is to educate Department employees and others regarding the requirements of a meaningful government-to-government relationship, including historical and cultural perspectives from the Tribes, and information about the importance of consensus building, Tribal sovereignty, Tribal government, and Tribal services. The Department shall make every effort to involve Tribal Leaders or their designees in the development of the curriculum and provision of the training.

E. RELATIONSHIP TO FEDERAL LAW

No action taken in accordance with this agreement shall conflict with or circumvent Federal laws, mandates, rules, or regulations governing the programs, procedures, or practices of either the Department or Michigan's federally-recognized Tribes.

V. RESOLUTION OF ISSUES

In any given year, specific issues affecting one or more Tribes and the Department may arise. These issues may be raised by either a Tribe or the Department and may occur at various levels within either party. The following process is to be used when such issues arise.

A. TIMELINESS OF RESPONSE

Within ten (10) business days after receiving a formal request from either party, the receiving party shall respond with a resolution of the issue or a projected timeframe for resolution of the issue. The parties may negotiate the timeframe for resolution. For the Department, the primary place to submit such a request will be the Office of Native

American Affairs (NAA).

B. INITIAL DISCUSSION

When an issue arises and an employee of either a Tribe or the Department contacts an employee of the other entity, they will discuss the issue and attempt to resolve it. If higher level involvement is required, the process described in Subsection V.C. will be followed.

If resolution or non-resolution of the issue would affect a Tribe or Tribes other than the Tribe involved, then further discussion must occur as described in Subsection V.C.

C. ISSUES REQUIRING HIGHER LEVEL OF INVOLVEMENT

If higher level involvement is needed, the issue will be raised to the appropriate level in a Division or the Department for resolution. Within a Division or other subunit of the Department, the appropriate manager will assume responsibility for contacting the Tribe and attempting to resolve the issue. Resolution shall be sought through the Division hierarchy prior to being referred to the Department level. Should resolution not occur at the Division level and it is advanced to the Department level, the Tribal Representative, with the support and assistance of the Director's Office, will facilitate contact between the appropriate Department staff or managers and the Tribe. Communication between those parties shall occur as soon as is reasonably possible, subject to Subsection D, to determine if the issue can be resolved. If the issue is resolved, no further action is required. If the issue cannot be resolved at the Department level, the Tribe will be informed of the mechanism to raise the issue with the Governor.

D. ISSUES AFFECTING MORE THAN ONE TRIBE

If it is determined that resolution or non-resolution of the issue will affect more Tribes than just the Tribe presently involved in the discussion, the Department program representative who is involved with the issue will, after consultation with the Department, make contact with the Tribe to inform them of the change in focus. A designee of the Department staff shall notify all affected Tribes and initiate the resolution process. Communication involving all of the potentially affected parties will occur in a timely manner and will be facilitated by the Department.

If the issue is resolved through agreement of the involved parties, no further action is required. If the issue cannot be resolved, then the issue shall be raised to higher level authorities as described in Subsection V.

VI. OUTREACH TO TRIBAL GOVERNMENTS ON COMMITTEES AND WORKGROUP

During the normal course of business, it is often necessary for the Department to establish committees, councils, workgroups, or similar bodies to provide advice and recommendations to the Department. Management of the Department, in creating such committees, councils, workgroups, or similar bodies that deal with policies or programs affecting Tribal governments or Tribal citizens, shall inform Tribal Representatives, in writing, of their creation. The person who will chair or facilitate the body shall communicate with all Tribes regarding any proposed policies or programs under consideration in order to solicit Tribal input.

A. LONG-TERM AND ONGOING BASIS

If the Department or any Division establishes any ongoing or long-term advisory committee, commission, or similar body, the Department shall invite meaningful Tribal representation and participation based upon scope and focus of the respective meeting. A request for Tribal participation will be sent to the Tribal Representative of each Tribe, in writing, of the nature and purpose of the body, the anticipated outcome(s), the qualifications for the representative desired, what expenses will be reimbursed, the time commitment required for serving on the body; and the instructions for submitting designee nomination(s) for committee participation. The Department will defer to the Tribe's determination of whether or not to designate a candidate to serve on the body. The Department will select Tribal representation for committee participation from the Tribal candidate submissions or likewise from the Tribal Social Service Directors Coalition of Michigan if so designated. When the Department is advised by a committee or council created by state statute, executive order, or other mechanism with appointments made by the Governor or other appointing authorities outside of the Department, the Department will give similar notice to each Tribal Representative allowing the opportunity for him or her to identify interest in appointment consideration, unless some other appointing process or authority is mandated. The Department will accept Tribal candidate submissions for committee participation from the Tribal Social Service Directors Coalition of Michigan if so designated.

B. SHORT-TERM AND AD HOC BODIES

If the Department or a subunit of a Division establishes any external ad hoc committee or workgroup which affects Tribes or Tribal citizens, the appropriate individual in the Department shall contact the Tribal Representatives that are affected by the work of the committee or workgroup. The contact shall initially be in writing and shall include a description of the nature and purpose of the body, the anticipated outcome, the qualifications of the representative desired, what expenses will be reimbursed, and the time commitment required for serving on the body. The Tribal Representatives, after any necessary consultation, will determine whether or not to submit an individual for selection by the Department to serve on the committee or workgroup; or likewise from the Tribal Social Services Coalition of Michigan if so designated.

GLOSSARY

For purposes of this consultation agreement, the following terms and definitions will apply:

Child Welfare means the system of services and programs for children and families who may have issues related to safety, special care and treatment, or other assistance designed to assure the well-being of children.

Cultural awareness and sensitivity means having due knowledge of and regard for the behavior patterns, civilization, customs, arts, beliefs, institutions, and all other achievements and manifestations of human work and thought as expressed in a particular community.

Consultation means a process used to facilitate communication, interaction, and the exchange of views and perspectives between the Department and each of the federally-recognized Tribes in Michigan.

Department means the Michigan Department of Human Services.

Government-to-Government means communication and dealings between sovereign governments, their agencies, and other official entities.

Sovereign means independent of the control of another government or governments.

Tribe or Tribal Government means a sovereign government of an Indian citizens, embracing and occupying lands and territory, and having jurisdiction over same, lying within the geographical boundaries of the State of Michigan, which sovereignty is recognized by the Government of the United States and subject to the Constitution, laws, and treaties of the United States, which also may be known as a federally-recognized Indian Tribe.

Affirmed:

Alan Shively, Tribal Chairman
Lac Vieux Desert Band of Lake Superior Chippewa Indians

11-21-11
Date

IN WITNESS WHEREOF, The Department has caused this Agreement to be executed by their officers duly authorized to do so.

Dated at Mt. Pleasant, Michigan

This 20 day of April 2011

Witness: _____

Michigan Department of Human Services

By: Maria S. Carlson

MEMORANDUM OF UNDERSTANDING

Interagency Cooperative Youth in Transition (YIT) (Chafee) Agreement between the Hannahville Indian Community and the Michigan Department of Human Services

This Memorandum of Understanding ("MOU" or the "Agreement") is between the Michigan Department of Human Services (DHS) and the Hannahville Indian Community. Both parties desire to enter into this MOU for the purpose of collaborating to ensure that eligible tribal youth receive Chafee funded goods/services when eligible, needed, and appropriate.

DHS receives federal funding to operate The John H. Chafee Foster Care Independence Act of 1999, under section 477 of the Social Security Act. This includes ensuring that tribal youth have the same access to Chafee funding as non-tribal youth. Hannahville Indian Community and DHS share an interest in the delivery of Chafee funded goods/services to foster youth supervised by the Hannahville Indian Community tribal court.

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I. Statement of Purpose – Shared Vision

The Hannahville Indian Community and DHS acknowledge a common vision that will serve as the foundation of the collaborative relationship established by the two entities:

- The parties agree to the common goal that every eligible tribal youth receives Chafee funding when needed to assist with the transition to adulthood.
- The parties agree to acknowledge and respect the sovereignty of both the Hannahville Indian Community and the State of Michigan.
- The parties recognize the dual citizenship of Hannahville Indian Community youth.
- The parties agree that Chafee funding for goods/services will be administered through the Health, Education, and Youth Unit at DHS Central Office.
- The parties agree to promote an effective collaboration between DHS and the Hannahville Indian Community in order to best provide Chafee funding.

II. Definitions

The following definitions shall apply to this MOU:

Addendum: A supplement to this MOU providing detailed processes and procedures. Addendums may be added as agreed and deemed necessary by

the parties. The documents within the addendums can be revised and modified when agreed upon by both parties at any time, as needed.

Chafee Funding: Public Law 106-169, "The John H Chafee Foster Care Independence Act of 1999," amended Part E of title IV of the Social Security Act. The law increased the amount of funding to states to assist with independent living preparation and services. Michigan Chafee funding is to be provided to youth in foster care, ages 14-21, that are supervised by the DHS or the tribal court and meet program eligibility requirements

Heath, Education and Youth Unit (HEYU): A unit within the Department of Human Services—Permanency Division, under the Children's Services Administration. Chafee funding for tribal youth will be administered through the HEYU Youth In Transition Analyst.

Service Worker Support System (SWSS): The computer database system used by the Department of Human Services. For the purpose of this agreement, tribal youth will need to be entered onto this system to receive services/goods.

Youth In Transition (YIT): Michigan's term for Chafee funding.

III. Jurisdiction

A. Nothing in this MOU shall be construed as or deemed to be a waiver of sovereign immunity of the Hannahville Indian Community or the Michigan Department of Human Services.

IV. Scope of MOU

The Hannahville Indian Community and DHS agree all eligible tribal youth should have the opportunity to receive YIT-funded goods/services when needed.

V. Eligibility

The following are the eligibility requirements for YIT funding, as stated in DHS foster care policy, FOM 950:

A. Open foster care case youth: A youth that has an open foster care case under the jurisdiction of the tribal court is YIT-eligible if:

- The youth is between the ages of 14 and 21.
- The youth is likely to remain in foster care until the age of 18.

B. Closed foster care case youth: A youth that had an open foster care case under the jurisdiction of the tribal court, whose case is now closed is YIT eligible if:

- The youth was in foster care after his/her 14th birthday.
- The youth is between the ages of 18-20.

A closed case youth is eligible at age 16 or 17 if:

- The youth left foster care after his/her 16th birthday.
- Prior to case closure, the youth was expected to remain in care until adulthood.
- The requested funding will support the youth through the state of transition to adulthood.
- The requested YIT funds will be used to gain access to goods and services designed to assist the youth:
  - Prepare for, achieve and maintain an independent living situation successfully
  - Prepare the youth for functional independence; or
  - Ensure the youth's physical, social, economic and psychological needs are met.

The youth, or someone on behalf of the youth, must contact the HEYU-YIT Analyst at 517-373-9219 to access YIT funding.

VI. Required Documentation

The youth must be able to provide the following documents prior to accessing YIT funds:

- Birth certificate.
- Document from the tribal court showing that he/she has a current or past foster care case.
- Documentation of program-eligible expenditure (lease, receipts, estimates, etc.)

VII. Process and Procedures

Parties shall work cooperatively to ensure quality service of all YIT-eligible tribal youth as follows:

A. Responsibilities of the Hannahville Indian Community

- The tribal child welfare worker will educate YIT-eligible youth on this funding resource, or will seek DHS staff to do so.
- When a YIT-eligible youth seeks funding, the tribal child welfare worker will contact the DHS HEYU-YIT Analyst at 517-373-9219.

- The tribal child welfare worker will ensure that youth can provide a birth certificate and documentation of being in foster care so that the HEYU-YIT Analyst is able to provide services.

B. Responsibilities of DHS: Once a youth or tribal child welfare worker contacts the HEYU-YIT Analyst, the following will occur:

- The youth's information will be entered into SWSS. Only information required for YIT purposes will be entered; this is predominantly contact information and proof of YIT eligibility.
- The youth's birth certificate, documentation of being in foster care, and documentation of requested expenditure will be obtained by the HEYU-YIT Analyst.
- The DHS-722, YIT Eligibility Checklist will be completed by the HEYU-YIT Analyst.
- The DHS-4713, Youth Service Profile Report will be completed by the HEYU-YIT Analyst.
- A payment voucher will be completed by the HEYU-YIT Analyst.

VIII. Case Management Disputes

The Hannahville Indian Community and DHS agree to work cooperatively to resolve any disputes regarding the disbursement of YIT funding.

IX. Payment and Collections

All youth under the Hannahville Indian Community foster care tribal court supervision (those youth that are not under any supervision of DHS) will apply for YIT funding through the HEYU-YIT Analyst at DHS Central Office.

X. Compensation

The services provided from DHS to Hannahville Indian Community and from Hannahville Indian Community to DHS under this MOU shall be rendered at no cost to either party unless otherwise specified within a Contract for Services Agreement established and agreed upon by both parties.

XI. Communication and Training

A. The parties agree to communicate with each other on a regular basis to discuss issues of mutual concern and to mutually resolve any questions or disputes that arise.

B. Hannahville Indian Community will provide a contact name to be the recipient of all policy materials regarding YIT or other applicable policy statements.

C. DHS agrees to invite Hannahville Indian Community employees to attend YIT/ETV statewide trainings or events of interest to Hannahville Indian Community employees. Hannahville Indian Community agrees to invite DHS employees to attend similar meetings or events.

XII. Confidentiality and Security of Information – Safeguarding

The parties will maintain the confidentiality of all information concerning recipients of YIT funding and will use the information only for purposes directly connected with administration of the John H. Chafee Foster Care Independence Act of 1999, within the title IV-E section of the Social Security Act.

XIII. Term of the MOU

The MOU shall commence upon execution of the MOU by both parties. This MOU remains in effect until terminated in writing, upon thirty (30) days written notice by either party.

XIV. Authorized Representatives

A. The authorized representative for the Michigan Department of Human Services is the DHS Director, Maura D. Corrigan.

B. The authorized representative for the Hannahville Indian Community is the Tribal Council Chairperson or Tribal Social Services Manager.

C. The authorized representatives are authorized to sign this MOU.

XV. Review and Modification of the MOU

This MOU shall be the entire agreement between the parties with regard to YIT funding. This MOU may be amended only with the written consent of the parties.

No modifications to this MOU may violate federal, state, or tribal laws or regulations, or exceed the budget authority of each respective party.

XVI. Contingencies

During the term of this MOU, it is understood that each party's participation is contingent on laws authorizing the activities described within this MOU and on the availability of funds to carry out those activities. Either party may terminate this MOU as provided in the Term of the MOU section, if laws are amended, or if funding is reduced to the point that the party, in its sole discretion, determines that continuation of the MOU is no longer permitted or feasible.

XVII. Performance Standards

The parties agree to work together to identify methods of evaluating the impact of this MOU on the delivery of YIT-funded goods/services including the use of federal performance standards.

XVIII. Compliance

In carrying out this MOU, the parties agree to comply with the John H. Chafee Foster Care Independence Act of 1999, title IV-E of the Social Security Act, and any other applicable federal regulations, requirements, policies, and laws.

XIX. Maintenance of Records

Each party will retain all fiscal and case records relating to this MOU for as long as required under applicable laws and regulations.

THE PARTIES HEREIN, HAVING APPROVED AND SIGNED THIS MOU, AGREE TO BE BOUND TO THE PROVISIONS SET FORTH IN THIS MOU.

Authorized Tribal Representative
Hannahville Indian Community

05-07-2012
Date

Tribal Chairperson
Title

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES
LANSING

RICK SNYDER
GOVERNOR

MAURA D. CORRIGAN
DIRECTOR

April 09, 2012

Hannahville Indian Community Social Services
N14911 Hannahville B1 Rd.
Wilson, MI 49896

Re: YIT MOU Signature Request

Dear Sheila Nantelle,

DHS receives federal funding to operate The John H. Chafee Foster Care Independence Act of 1999, under section 477 of the Social Security Act. This ensures tribal youth have the same access to Chaffee funding (Youth In Transition, YIT) as non-tribal youth. In December 2011, a draft Memorandum of Understanding (MOU) was sent to the tribal Social Services Directors for review and comments. Attached, you will find the final MOU signed by DHS Director, Maura D. Corrigan.

Once signed by an authorized tribal representative, eligible tribal youth aged 14 and older who have been removed by the tribal court and placed in foster care, will be able to access Youth In Transition funding for eligible expenses. This collaboration between your tribe and MDHS will help ensure quality service to all YIT-eligible tribal youth.

If your tribal governmental process for approval of this MOU requires a signature other than yourself, please forward to the appropriate tribal representative. If necessary, please contact me for the MOU to be resent with the appropriate tribal representative's name required for authorizations.

Please return the signed MOU using the enclosed addressed envelope. As the YIT Analyst who will be processing the requests for YIT funds, please feel free to contact me with any questions you may have regarding the MOU. I can be reached at (517) 373-9219 or by e-mail at kincaidj@michigan.gov.

Sincerely,

Jessica Kincaid

Cc: Suzanne Stiles Burke
Stacey Tadgerson
Jocelyn Vanda

MEMORANDUM OF UNDERSTANDING

Interagency Cooperative Youth in Transition (YIT) (Chafee) Agreement between the Sault Ste. Marie Tribe of Chippewa Indians of Michigan and the Michigan Department of Human Services

This Memorandum of Understanding ("MOU" or the "Agreement") is between the Michigan Department of Human Services (DHS) and the Sault Ste. Marie Tribe of Chippewa Indians of Michigan. Both parties desire to enter into this MOU for the purpose of collaborating to ensure that eligible tribal youth receive Chafee funded goods/services when eligible, needed, and appropriate.

DHS receives federal funding to operate The John H. Chafee Foster Care Independence Act of 1999, under section 477 of the Social Security Act. This includes ensuring that tribal youth have the same access to Chafee funding as non-tribal youth. Sault Ste. Marie Tribe of Chippewa Indians of Michigan and DHS share an interest in the delivery of Chafee funded goods/services to foster youth supervised by the Sault Ste. Marie Tribe of Chippewa Indians of Michigan tribal court.

I. Statement of Purpose – Shared Vision

The Sault Ste. Marie Tribe of Chippewa Indians of Michigan and DHS acknowledge a common vision that will serve as the foundation of the collaborative relationship established by the two entities:

- The parties agree to the common goal that every eligible tribal youth receives Chafee funding when needed to assist with the transition to adulthood.
- The parties agree to acknowledge and respect the sovereignty of both the Sault Ste. Marie Tribe of Chippewa Indians of Michigan and the State of Michigan.
- The parties recognize the dual citizenship of Sault Ste. Marie Tribe of Chippewa Indians of Michigan youth.
- The parties agree that Chafee funding for goods/services will be administered through the Health, Education, and Youth Unit at DHS Central Office.
- The parties agree to promote an effective collaboration between DHS and the Sault Ste. Marie Tribe of Chippewa Indians of Michigan in order to best provide Chafee funding.

II. Definitions

The following definitions shall apply to this MOU:

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Addendum: A supplement to this MOU providing detailed processes and procedures. Addendums may be added as agreed and deemed necessary by the parties. The documents within the addendums can be revised and modified when agreed upon by both parties at any time, as needed.

Chafee Funding: Public Law 106-169, "The John H Chafee Foster Care Independence Act of 1999," amended Part E of title IV of the Social Security Act. The law increased the amount of funding to states to assist with independent living preparation and services. Michigan Chafee funding is to be provided to youth in foster care, ages 14-21, that are supervised by the DHS or the tribal court and meet program eligibility requirements.

Heath, Education and Youth Unit (HEYU): A unit within the Department of Human Services—Permanency Division, under the Children's Services Administration. Chafee funding for tribal youth will be administered through the HEYU Youth In Transition Analyst.

Service Worker Support System (SWSS): The computer database system used by the Department of Human Services. For the purpose of this agreement, tribal youth will need to be entered onto this system to receive services/goods.

Youth In Transition (YIT): Michigan's term for Chafee funding.

III. Jurisdiction

A. Nothing in this MOU shall be construed as or deemed to be a waiver of sovereign immunity of the Sault Ste. Marie Tribe of Chippewa Indians of Michigan or the Michigan Department of Human Services.

IV. Scope of MOU

The Sault Ste. Marie Tribe of Chippewa Indians of Michigan and DHS agree all eligible tribal youth should have the opportunity to receive YIT-funded goods/services when needed.

V. Eligibility

The following are the eligibility requirements for YIT funding, as stated in DHS foster care policy, FOM 950:

A. Open foster care case youth: A youth that has an open foster care case under the jurisdiction of the tribal court is YIT-eligible if:

- The youth is between the ages of 14 and 21.
- The youth is likely to remain in foster care until the age of 18.

B. Closed foster care case youth: A youth that had an open foster care case under the jurisdiction of the tribal court, whose case is now closed is YIT eligible if:

- The youth was in foster care after his/her 14th birthday.
- The youth is between the ages of 18-20.

A closed case youth is eligible at age 16 or 17 if:

- The youth left foster care after his/her 16th birthday.
- Prior to case closure, the youth was expected to remain in care until adulthood.
- The requested funding will support the youth through the state of transition to adulthood.
- The requested YIT funds will be used to gain access to goods and services designed to assist the youth:
  - Prepare for, achieve and maintain an independent living situation successfully
  - Prepare the youth for functional independence; or
  - Ensure the youth's physical, social, economic and psychological needs are met.

The youth, or someone on behalf of the youth, must contact the HEYU-YIT Analyst at 517-373-9219 to access YIT funding.

VI. Required Documentation

The youth must be able to provide the following documents prior to accessing YIT funds:

- Birth certificate.
- Document from the tribal court showing that he/she has a current or past foster care case.
- Documentation of program-eligible expenditure (lease, receipts, estimates, etc.)

VII. Process and Procedures

Parties shall work cooperatively to ensure quality service of all YIT-eligible tribal youth as follows:

A. Responsibilities of the Sault Ste. Marie Tribe of Chippewa Indians of Michigan

- The tribal child welfare worker will educate YIT-eligible youth on this funding resource, or will seek DHS staff to do so.

- When a YIT-eligible youth seeks funding, the tribal child welfare worker will contact the DHS HEYU-YIT Analyst at 517-373-9219.
- The tribal child welfare worker will ensure that youth can provide a birth certificate and documentation of being in foster care so that the HEYU-YIT Analyst is able to provide services.

B. Responsibilities of DHS: Once a youth or tribal child welfare worker contacts the HEYU-YIT Analyst, the following will occur:

- The youth's information will be entered into SWSS. Only information required for YIT purposes will be entered; this is predominantly contact information and proof of YIT eligibility.
- The youth's birth certificate, documentation of being in foster care, and documentation of requested expenditure will be obtained by the HEYU-YIT Analyst.
- The DHS-722, YIT Eligibility Checklist will be completed by the HEYU-YIT Analyst.
- The DHS-4713, Youth Service Profile Report will be completed by the HEYU-YIT Analyst.
- A payment voucher will be completed by the HEYU-YIT Analyst.

VIII. Case Management Disputes

The Sault Ste. Marie Tribe of Chippewa Indians of Michigan and DHS agree to work cooperatively to resolve any disputes regarding the disbursement of YIT funding.

IX. Payment and Collections

All youth under the Sault Ste. Marie Tribe of Chippewa Indians of Michigan foster care tribal court supervision (those youth that are not under any supervision of DHS) will apply for YIT funding through the HEYU-YIT Analyst at DHS Central Office.

X. Compensation

The services provided from DHS to Sault Ste. Marie Tribe of Chippewa Indians of Michigan and from Sault Ste. Marie Tribe of Chippewa Indians of Michigan to DHS under this MOU shall be rendered at no cost to either party unless otherwise specified within a Contract for Services Agreement established and agreed upon by both parties.

XI. Communication and Training

A. The parties agree to communicate with each other on a regular basis to discuss issues of mutual concern and to mutually resolve any questions or disputes that arise.

B. Sault Ste. Marie Tribe of Chippewa Indians of Michigan will provide a contact name to be the recipient of all policy materials regarding YIT or other applicable policy statements.

C. DHS agrees to invite Sault Ste. Marie Tribe of Chippewa Indians of Michigan employees to attend YIT/ETV statewide trainings or events of interest to Sault Ste. Marie Tribe of Chippewa Indians of Michigan employees. Sault Ste. Marie Tribe of Chippewa Indians of Michigan agrees to invite DHS employees to attend similar meetings or events.

XII. Confidentiality and Security of Information – Safeguarding

The parties will maintain the confidentiality of all information concerning recipients of YIT funding and will use the information only for purposes directly connected with administration of the John H. Chafee Foster Care Independence Act of 1999, within the title IV-E section of the Social Security Act.

XIII. Term of the MOU

The MOU shall commence upon execution of the MOU by both parties. This MOU remains in effect until terminated in writing, upon thirty (30) days written notice by either party.

XIV. Authorized Representatives

A. The authorized representative for the Michigan Department of Human Services is the DHS Director, Maura D. Corrigan.

B. The authorized representative for the Sault Ste. Marie Tribe of Chippewa Indians of Michigan is the Anishnaabek Community and Family Services Director, Juanita Bye.

C. The authorized representatives are authorized to sign this MOU.

XV. Review and Modification of the MOU

This MOU shall be the entire agreement between the parties with regard to YIT funding. This MOU may be amended only with the written consent of the parties.

No modifications to this MOU may violate federal, state, or tribal laws or regulations, or exceed the budget authority of each respective party.

XVI. Contingencies

During the term of this MOU, it is understood that each party's participation is contingent on laws authorizing the activities described within this MOU and on the availability of funds to carry out those activities. Either party may terminate this MOU as provided in the Term of the MOU section, if laws are amended, or if funding is reduced to the point that the party, in its sole discretion, determines that continuation of the MOU is no longer permitted or feasible.

XVII. Performance Standards

The parties agree to work together to identify methods of evaluating the impact of this MOU on the delivery of YIT-funded goods/services including the use of federal performance standards.

XVIII. Compliance

In carrying out this MOU, the parties agree to comply with the John H. Chafee Foster Care Independence Act of 1999, title IV-E of the Social Security Act, and any other applicable federal regulations, requirements, policies, and laws.

XIX. Maintenance of Records

Each party will retain all fiscal and case records relating to this MOU for as long as required under applicable laws and regulations.

THE PARTIES HEREIN, HAVING APPROVED AND SIGNED THIS MOU, AGREE TO BE BOUND TO THE PROVISIONS SET FORTH IN THIS MOU.

Juanita Pepe
Family Services Director
Sault Ste. Marie Tribe of Chippewa Indians of Michigan

April 13, 2012
Date

Maureen O Cargan
Director
Michigan Department of Human Services

April 2, 2012
Date

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MEMORANDUM OF UNDERSTANDING

Interagency Cooperative Youth in Transition (YIT) (Chafee) Agreement between the Bay Mills Indian Community and the Michigan Department of Human Services

This Memorandum of Understanding ("MOU" or the "Agreement") is between the Michigan Department of Human Services (DHS) and the Bay Mills Indian Community. Both parties desire to enter into this MOU for the purpose of collaborating to ensure that eligible tribal youth receive Chafee funded goods/services when eligible, needed, and appropriate.

DHS receives federal funding to operate The John H. Chafee Foster Care Independence.Act of 1999, under section 477 of the Social Security Act. This includes ensuring that tribal youth have the same access to Chafee funding as non-tribal youth. Bay Mills Indian Community and DHS share an interest in the delivery of Chafee funded goods/services to foster youth supervised by the Bay Mills Indian Community tribal court.

I. Statement of Purpose – Shared Vision

The Bay Mills Indian Community and DHS acknowledge a common vision that will serve as the foundation of the collaborative relationship established by the two entities:

- The parties agree to the common goal that every eligible tribal youth receives Chafee funding when needed to assist with the transition to adulthood.
- The parties agree to acknowledge and respect the sovereignty of both the Bay Mills Indian Community and the State of Michigan.
- The parties recognize the dual citizenship of Bay Mills Indian Community youth.
- The parties agree that Chafee funding for goods/services will be administered through the Health, Education, and Youth Unit at DHS Central Office.
- The parties agree to promote an effective collaboration between DHS and the Bay Mills Indian Community in order to best provide Chafee funding.

II. Definitions

The following definitions shall apply to this MOU:

Addendum: A supplement to this MOU providing detailed processes and procedures. Addendums may be added as agreed and deemed necessary by

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the parties. The documents within the addendums can be revised and modified when agreed upon by both parties at any time, as needed.

Chafee Funding: Public Law 106-169, "The John H Chafee Foster Care Independence Act of 1999," amended Part E of title IV of the Social Security Act. The law increased the amount of funding to states to assist with independent living preparation and services. Michigan Chafee funding is to be provided to youth in foster care, ages 14-21, that are supervised by the DHS or the tribal court and meet program eligibility requirements.

Heath, Education and Youth Unit (HEYU): A unit within the Department of Human Services—Permanency Division, under the Children's Services Administration. Chafee funding for tribal youth will be administered through the HEYU Youth In Transition Analyst.

Service Worker Support System (SWSS): The computer database system used by the Department of Human Services. For the purpose of this agreement, tribal youth will need to be entered onto this system to receive services/goods.

Youth In Transition (YIT): Michigan's term for Chafee funding.

III. Jurisdiction

A. Nothing in this MOU shall be construed as or deemed to be a waiver of sovereign immunity of the Bay Mills Indian Community or the Michigan Department of Human Services.

IV. Scope of MOU

The Bay Mills Indian Community and DHS agree all eligible tribal youth should have the opportunity to receive YIT-funded goods/services when needed.

V. Eligibility

The following are the eligibility requirements for YIT funding, as stated in DHS foster care policy, FOM 950:

A. Open foster care case youth: A youth that has an open foster care case under the jurisdiction of the tribal court is YIT-eligible if:

- The youth is between the ages of 14 and 21.
- The youth is likely to remain in foster care until the age of 18.

B. Closed foster care case youth: A youth that had an open foster care case under the jurisdiction of the tribal court, whose case is now closed is YIT eligible if:

- The youth was in foster care after his/her 14th birthday.
- The youth is between the ages of 18-20.

A closed case youth is eligible at age 16 or 17 if:

- The youth left foster care after his/her 16th birthday.
- Prior to case closure, the youth was expected to remain in care until adulthood.
- The requested funding will support the youth through the state of transition to adulthood.
- The requested YIT funds will be used to gain access to goods and services designed to assist the youth:
  - Prepare for, achieve and maintain an independent living situation successfully
  - Prepare the youth for functional independence; or
  - Ensure the youth's physical, social, economic and psychological needs are met.

The youth, or someone on behalf of the youth, must contact the HEYU-YIT Analyst at 517-373-9219 to access YIT funding.

VI. Required Documentation

The youth must be able to provide the following documents prior to accessing YIT funds:

- Birth certificate.
- Document from the tribal court showing that he/she has a current or past foster care case.
- Documentation of program-eligible expenditure (lease, receipts, estimates, etc.)

VII. Process and Procedures

Parties shall work cooperatively to ensure quality service of all YIT-eligible tribal youth as follows:

A. Responsibilities of the Bay Mills Indian Community

- The tribal child welfare worker will educate YIT-eligible youth on this funding resource, or will seek DHS staff to do so.
- When a YIT-eligible youth seeks funding, the tribal child welfare worker will contact the DHS HEYU-YIT Analyst at 517-373-9219.

B. Bay Mills Indian Community will provide a contact name to be the recipient of all policy materials regarding YIT or other applicable policy statements.

C. DHS agrees to invite Bay Mills Indian Community employees to attend YIT/ETV statewide trainings or events of interest to Bay Mills Indian Community employees. Bay Mills Indian Community agrees to invite DHS employees to attend similar meetings or events.

XII. Confidentiality and Security of Information – Safeguarding

The parties will maintain the confidentiality of all information concerning recipients of YIT funding and will use the information only for purposes directly connected with administration of the John H. Chafee Foster Care Independence Act of 1999, within the title IV-E section of the Social Security Act.

XIII. Term of the MOU

The MOU shall commence upon execution of the MOU by both parties. This MOU remains in effect until terminated in writing, upon thirty (30) days written notice by either party.

XIV. Authorized Representatives

A. The authorized representative for the Michigan Department of Human Services is DHS Director, Maura D. Corrigan.

B. The authorized representative for the Bay Mills Indian Community is the Tribal Council President, Kurt Perron.

C. The authorized representatives are authorized to sign this MOU.

XV. Review and Modification of the MOU

This MOU shall be the entire agreement between the parties with regard to YIT funding. This MOU may be amended only with the written consent of the parties.

No modifications to this MOU may violate federal, state, or tribal laws or regulations, or exceed the budget authority of each respective party.

XVI. Contingencies

During the term of this MOU, it is understood that each party's participation is contingent on laws authorizing the activities described within this MOU and on the availability of funds to carry out those activities. Either party may terminate this MOU as provided in the Term of the MOU section, if laws are amended, or if funding is reduced to the point that the party, in its sole discretion, determines that continuation of the MOU is no longer permitted or feasible.

XVII. Performance Standards

The parties agree to work together to identify methods of evaluating the impact of this MOU on the delivery of YIT-funded goods/services including the use of federal performance standards.

XVIII. Compliance

In carrying out this MOU, the parties agree to comply with the John H. Chafee Foster Care Independence Act of 1999, title IV-E of the Social Security Act, and any other applicable federal regulations, requirements, policies, and laws.

XIX. Maintenance of Records

Each party will retain all fiscal and case records relating to this MOU for as long as required under applicable laws and regulations.

THE PARTIES HEREIN, HAVING APPROVED AND SIGNED THIS MOU, AGREE TO BE BOUND TO THE PROVISIONS SET FORTH IN THIS MOU.

Tribal Council President
Bay Mills Indian Community

5-7-12
Date

Director
Michigan Department of Human Services

April 2, 2012
Date

MEMORANDUM OF UNDERSTANDING

Interagency Cooperative Youth in Transition (YIT) (Chafee) Agreement between the Saginaw Chippewa Indian Tribe of Michigan and the Michigan Department of Human Services

This Memorandum of Understanding ("MOU" or the "Agreement") is between the Michigan Department of Human Services (DHS) and the Saginaw Chippewa Indian Tribe of Michigan. Both parties desire to enter into this MOU for the purpose of collaborating to ensure that eligible tribal youth receive Chafee funded goods/services when eligible, needed, and appropriate.

DHS receives federal funding to operate The John H. Chafee Foster Care Independence Act of 1999, under section 477 of the Social Security Act. This includes ensuring that tribal youth have the same access to Chafee funding as non-tribal youth. Saginaw Chippewa Indian Tribe of Michigan and DHS share an interest in the delivery of Chafee funded goods/services to foster youth supervised by the Saginaw Chippewa Indian Tribe of Michigan tribal court.

I. Statement of Purpose – Shared Vision

The Saginaw Chippewa Indian Tribe of Michigan and DHS acknowledge a common vision that will serve as the foundation of the collaborative relationship established by the two entities:

- The parties agree to the common goal that every eligible tribal youth receives Chafee funding when needed to assist with the transition to adulthood.
- The parties agree to acknowledge and respect the sovereignty of both the Saginaw Chippewa Indian Tribe of Michigan and the State of Michigan.
- The parties recognize the dual citizenship of Saginaw Chippewa Indian Tribe of Michigan youth.
- The parties agree that Chafee funding for goods/services will be administered through the Health, Education, and Youth Unit at DHS Central Office.
- The parties agree to promote an effective collaboration between DHS and the Saginaw Chippewa Indian Tribe of Michigan in order to best provide Chafee funding.

II. Definitions

The following definitions shall apply to this MOU:

Addendum: A supplement to this MOU providing detailed processes and procedures. Addendums may be added as agreed and deemed necessary by the parties. The documents within the addendums can be revised and modified when agreed upon by both parties at any time, as needed.

Chafee Funding: Public Law 106-169, "The John H Chafee Foster Care Independence Act of 1999," amended Part E of title IV of the Social Security Act. The law increased the amount of funding to states to assist with independent living preparation and services. Michigan Chafee funding is to be provided to youth in foster care, ages 14-21, that are supervised by the DHS or the tribal court and meet program eligibility requirements.

Heath, Education and Youth Unit (HEYU): A unit within the Department of Human Services—Permanency Division, under the Children's Services Administration. Chafee funding for tribal youth will be administered through the HEYU Youth In Transition Analyst.

Service Worker Support System (SWSS): The computer database system used by the Department of Human Services. For the purpose of this agreement, tribal youth will need to be entered onto this system to receive services/goods.

Youth In Transition (YIT): Michigan's term for Chafee funding.

III. Jurisdiction

A. Nothing in this MOU shall be construed as or deemed to be a waiver of sovereign immunity of the Saginaw Chippewa Indian Tribe of Michigan or the Michigan Department of Human Services.

IV. Scope of MOU

The Saginaw Chippewa Indian Tribe of Michigan and DHS agree all eligible tribal youth should have the opportunity to receive YIT-funded goods/services when needed.

V. Eligibility

The following are the eligibility requirements for YIT funding, as stated in DHS foster care policy, FOM 950:

A. Open foster care case youth: A youth that has an open foster care case under the jurisdiction of the tribal court is YIT-eligible if:

- The youth is between the ages of 14 and 21.
- The youth is likely to remain in foster care until the age of 18.

B. Closed foster care case youth: A youth that had an open foster care case under the jurisdiction of the tribal court, whose case is now closed is YIT eligible if:

- The youth was in foster care after his/her 14th birthday.
- The youth is between the ages of 18-20.

A closed case youth is eligible at age 16 or 17 if:

- The youth left foster care after his/her 16th birthday.
- Prior to case closure, the youth was expected to remain in care until adulthood.
- The requested funding will support the youth through the state of transition to adulthood.
- The requested YIT funds will be used to gain access to goods and services designed to assist the youth:
  - Prepare for, achieve and maintain an independent living situation successfully
  - Prepare the youth for functional independence; or
  - Ensure the youth's physical, social, economic and psychological needs are met.

The youth, or someone on behalf of the youth, must contact the HEYU-YIT Analyst at 517-373-9219 to access YIT funding.

VI. Required Documentation

The youth must be able to provide the following documents prior to accessing YIT funds:

- Birth certificate.
- Document from the tribal court showing that he/she has a current or past foster care case.
- Documentation of program-eligible expenditure (lease, receipts, estimates, etc.)

VII. Process and Procedures

Parties shall work cooperatively to ensure quality service of all YIT-eligible tribal youth as follows:

A. Responsibilities of the Saginaw Chippewa Indian Tribe

- The tribal child welfare worker will educate YIT-eligible youth on this funding resource, or will seek DHS staff to do so.
- When a YIT-eligible youth seeks funding, the tribal child welfare worker will contact the DHS HEYU-YIT Analyst at 517-373-9219.

- The tribal child welfare worker will ensure that youth can provide a birth certificate and documentation of being in foster care so that the HEYU-YIT Analyst is able to provide services.

B. Responsibilities of DHS: Once a youth or tribal child welfare worker contacts the HEYU-YIT Analyst, the following will occur:

- The youth's information will be entered into SWSS. Only information required for YIT purposes will be entered; this is predominantly contact information and proof of YIT eligibility.
- The youth's birth certificate, documentation of being in foster care, and documentation of requested expenditure will be obtained by the HEYU-YIT Analyst.
- The DHS-722, YIT Eligibility Checklist will be completed by the HEYU-YIT Analyst.
- The DHS-4713, Youth Service Profile Report will be completed by the HEYU-YIT Analyst.
- A payment voucher will be completed by the HEYU-YIT Analyst.

VIII. Case Management Disputes

The Saginaw Chippewa Indian Tribe of Michigan and DHS agree to work cooperatively to resolve any disputes regarding the disbursement of YIT funding.

IX. Payment and Collections

All youth under the Saginaw Chippewa Indian Tribe of Michigan foster care tribal court supervision (those youth that are not under any supervision of DHS) will apply for YIT funding through the HEYU-YIT Analyst at DHS Central Office.

X. Compensation

The services provided from DHS to Saginaw Chippewa Indian Tribe of Michigan and from Saginaw Chippewa Indian Tribe of Michigan to DHS under this MOU shall be rendered at no cost to either party unless otherwise specified within a Contract for Services Agreement established and agreed upon by both parties.

XI. Communication and Training

A. The parties agree to communicate with each other on a regular basis to discuss issues of mutual concern and to mutually resolve any questions or disputes that arise.

B. Saginaw Chippewa Indian Tribe of Michigan will provide a contact name to be the recipient of all policy materials regarding YIT or other applicable policy statements.

C. DHS agrees to invite Saginaw Chippewa Indian Tribe of Michigan employees to attend YIT/ETV statewide trainings or events of interest to Saginaw Chippewa Indian Tribe of Michigan employees. Saginaw Chippewa Indian Tribe of Michigan agrees to invite DHS employees to attend similar meetings or events.

XII. Confidentiality and Security of Information – Safeguarding

The parties will maintain the confidentiality of all information concerning recipients of YIT funding and will use the information only for purposes directly connected with administration of the John H. Chafee Foster Care Independence Act of 1999, within the title IV-E section of the Social Security Act.

XIII. Term of the MOU

The MOU shall commence upon execution of the MOU by both parties. This MOU remains in effect until terminated in writing, upon thirty (30) days written notice by either party.

XIV. Authorized Representatives

A. The authorized representative for the Michigan Department of Human Services is the DHS Director, Maura D. Corrigan.

B. The authorized representative for the Saginaw Chippewa Indian Tribe of Michigan is the Tribal Chief or Family Services Director.

C. The authorized representatives are authorized to sign this MOU.

XV. Review and Modification of the MOU

This MOU shall be the entire agreement between the parties with regard to YIT funding. This MOU may be amended only with the written consent of the parties.

No modifications to this MOU may violate federal, state, or tribal laws or regulations, or exceed the budget authority of each respective party.

XVI. Contingencies

During the term of this MOU, it is understood that each party's participation is contingent on laws authorizing the activities described within this MOU and on the availability of funds to carry out those activities. Either party may terminate this MOU as provided in the Term of the MOU section, if laws are amended, or if funding is reduced to the point that the party, in its sole discretion, determines that continuation of the MOU is no longer permitted or feasible.

XVII. Performance Standards

The parties agree to work together to identify methods of evaluating the impact of this MOU on the delivery of YIT-funded goods/services including the use of federal performance standards.

XVIII. Compliance

In carrying out this MOU, the parties agree to comply with the John H. Chafee Foster Care Independence Act of 1999, title IV-E of the Social Security Act, and any other applicable federal regulations, requirements, policies, and laws.

XIX. Maintenance of Records

Each party will retain all fiscal and case records relating to this MOU for as long as required under applicable laws and regulations.

THE PARTIES HEREIN, HAVING APPROVED AND SIGNED THIS MOU, AGREE TO BE BOUND TO THE PROVISIONS SET FORTH IN THIS MOU.

Dennis V. Kequom

Authorized Tribal Representative
Saginaw Chippewa Indian Tribe of Michigan

5-3-12
Date

Title

Director
Michigan Department of Human Services

April 2, 2012
Date

CHILDREN'S TRUST FUND DESIGNATED LOCAL COUNCILS - FY 2012

ALCONA
Northeast Michigan Community Partnership, Inc.
3022 US 23 South, Ste. C
Alpena, MI 49707
Attn: Tamara Quick
E-Mail: quickfamily@wildblue.net
Phone: (989) 356-2880

ALLEGAN
Safe Harbor Children's Advocacy Center
402 Trowbridge Street
Allegan, MI 49010-1231
Attn: Lori Antkoviak
Phone: (269) 673-3791
FAX: (269) 686-9481
E-Mail:
lantkoviak@safeharborallegan.org
Web: http://www.safeharborallegan.org/

ALPENA/PRESQUE ISLE
Alpena CAN Team, Inc.
1044 US 23 North
Alpena, MI 49707-0516
Attn: Seth Peters or Rick Rafferty
Phone: (989) 354-8089
Email: sethcan1@gmail.com or
rickraff1@gmail.com
Web: http://alpenapicanteam.com

ANTRIM
Antrim CAN Council
PO Box 240
Mancelona, MI 49659
Attn: Kim Musselman
Phone: (231) 587-9161
Email: musselman@torchlake.com

ARENAC
Arenac Co. Child Protection Council
3727 Deep River Road
Standish, MI 48658
Attn: Alison Fegan
Phone: (989) 846-6541 ext. 8112
E-Mail: afegan@cmdhd.org

BARAGA/HOUGHTON/KEWEENAW
Superior CAP Council
PO Box 832
900 W. Sharon Ave.
Houghton, MI 49931-0832
Attn: Rhys Edwards
Phone: (906) 482-4357
E-Mail:
superiorcapcouncil@gmail.com
Web:http://superiorcapcouncil.org

BARRY
Child Abuse Prevention Council of Barry County
P.O. Box 304
520 S. Church St.
Hastings, MI 49058
Attn: Karen Jousma
Phone: (269) 945-6190
FAX: (269) 818-0084
E-Mail: capcbc@yahoo.com
Web: www.capcbc.org

BAY
Council for CAN
715 N. Euclid Ave.
Bay City, MI 48706-2951
Attn: Suzanne Greenberg
Phone: (989) 671-1345
FAX: (989) 671-2365
Email: sgreenberg@cancouncil.org

BENZIE
Benzie County CAP Council
C/O Benzie Probate Court
440 Court Place
PO Box 377
Beulah, MI 49617
Attn: Mike Rice
Phone: (231) 882-0007
FAX: (231) 882-5987
E-Mail:mrice@benzieco.net

BERRIEN
Council for Children
4938 Niles Rd.
Saint Joseph, MI 49085-9612
Attn: Jamie Rossow
Phone: (269) 556-9640
FAX: (269) 556-9643
E-Mail: Jrossow@berrienchild.org
Web: www.berrienchild.org

BRANCH
Branch County Council for C.A.N.
220 N. Michigan Ave.
Coldwater, MI 49036
Attn: Lisa Aviza
Phone: 517-617-1369
E-Mail: lisaviza@gmail.com

CALHOUN
Calhoun C.A.N. Council
PO Box 1216
16 Van Buren St.
Battle Creek, MI 49016
Attn: Karmel Puzzuoli
Phone: (269) 962-2562
E-Mail:
coordinator@calhounprevention.org
Web: www.calhounprevention.org

CASS
Cass County Youth Council
PO Box 334
Cassopolis, MI 49031
Attn: Leigh Feldman
Phone: (269) 445-4444
FAX: (269) 445-4435
E-Mail: leighf@cassco.org

CHARLEVOIX/EMMET
Child Abuse Council of Charlevoix and Emmet Counties
PO Box 414
Petoskey, MI 49770
Attn: Maggie Kromm
Phone: (231) 753-8511
E-Mail:
childabusecouncil@gmail.com
Web:
www.upnorthchildabusecouncil.org

CHEBOYGAN
Cheboygan County Child Advocacy Council
PO Box 154
595 O'Brien Drive
Cheboygan, MI 49721
Attn: Debra Turnbull
Phone: (231) 627-6015
FAX: (231) 597-0185
E-Mail: debrajturnbull@hotmail.com

CHIPPEWA
Chippewa Council for Youth & Families
PO Box 86
Sault Ste. Marie, MI 49783
Attn: Holly Wilkins
President: Karen Senkus
Coordinator: (906) 440-0713
(906) 635-1655
Voicemail/Fax: (906) 635-1655
E-Mail: cccfyf@yahoo.com
ksenkus@chippewahd.com

CLARE
Clare County Youth Council
P.O. Box 757
Harrison, MI 48625
Attn: Rachel Haltiner
Phone: (989) 539-4229
FAX: (989) 539-4232
E-Mail: rhaltiner@cgresd.net

CLINTON
Clinton County Council for the Prevention of Child Abuse & Neglect
405 S. Traver Street
St. Johns, MI 48879
Attn: Jessica Austin
Phone: (989) 224-8845
E-Mail: Jaustin8845@gmail.com

CRAWFORD/ROSCOMMON
Child Protection Council
PO Box 847
Houghton Lake, MI 48629
Attn: Theresa Roberts
Phone: (231) 394-0766
Email:
theresaroberts921@yahoo.com
Web: www.crchildprotection.info

DELTA
Community Foundation of the Upper Peninsula/Delta County
2840 College Ave.
Escanaba, MI 49829-9521
Attn: Julie Moberg
Phone: (906) 786-3032
FAX: (906) 786-2643
E-Mail: moberg@msu.edu

EATON
Child Abuse Prevention Council
325 S. Clinton, Lower Level S.E.
PO Box 301
Grand Ledge, MI 48837
Attn: Cheryl Krapf-Haddock
Phone/Fax (517) 622-4543
(517) 881-3782 (cell)
E-Mail: capcouncil@comcast.net
Web: www.capcouncil.com

GENESEE
Robert E. Weiss Advocacy Center for Children and Youth
515 East Street
Flint, MI 48503
Attn: Jonquil Bertschi
Phone: (810) 238-3333
FAX: (810) 238-7947
E-Mail:
jonquil@weissadvocacycenter.org
Web:
www.WeissAdvocacyCenter.org

GLADWIN
Gladwin County CAN Council
PO Box 426
Beaverton, MI 48612
Attn: Alison Fegan
Phone: (989) 426-9431 Ext 27
FAX: (989) 426-6952
E-Mail: Afegan@cmdhd.org

GOGEBIC
Dove, Inc.
Gogebic Co Child Protection Council
PO Box 366
Ironwood, MI 49938
Attn: Jeanine Winkowski
Phone: (906) 932-4990
FAX: (906) 932-2040
E-Mail: Jewink16@yahoo.com

GRAND TRAVERSE/KALKASKA/ LEELANAU
Traverse Bay Children's Advocacy Center
121 E. Front Street, Ste. 301
Traverse City, MI 49684
Attn: Brooke Nettz
Phone: (231) 929-4250
E-Mail: BNettz@traversebaycac.org
Web:
http://www.traversebaycac.org

GRATIOT
Gratiot County Child Protection Council
525 N. State Street
Alma, MI 48801-1538
Attn: Audra Stahl
Phone: (989) 463-1422
FAX: (989) 466-2140
E-Mail: audra@linkforfamilies.org

HILLSDALE
Child Abuse Prevention & Awareness - Hillsdale
20 Care Dr.
Hillsdale, MI 49242
Attn: Christie Campbell
Phone: (517) 437-3100
FAX: (517) 437-3163
E-Mail: capahillsdale@yahoo.com
Web: www.capahillsdale.org

HURON
Huron County CAN Council
PO Box 332
Bad Axe, MI 48413
Attn: Becky Gettel
Phone: (989) 550-6261
E-Mail: rbeccal@hisd.k12.mi.us
Web:
www.huroncountycancouncil.org

INGHAM
Child Abuse Prevention Services
c/o Child and Family Services, Capital Area
4287 Five Oaks Drive
Lansing, MI 48911
Attn: Jim Paparella
Phone: (517) 882-4000 Ext. 123
FAX: (517) 882-3506
E-Mail: jim@childandfamily.org
Web: http://www.childandfamily.org

IONIA
Ionia County Council for Prev. of CAN
PO Box 358
100 Main Street
Ionia, MI 48846
Attn: Dana Beech
Phone: (616) 527-4900 Ext. 1359
FAX: (616) 527-8069
E-Mail: dbeech@ioniaisd.org

IOSCO
Iosco Co Child Protection Council
P.O. Box 642
Oscoda, MI 48750
Attn: Mary Kreft
Phone: (989) 254-2426
E-Mail: Ioscokids@yahoo.com

IRON/DICKINSON
Children's Advocacy Network
428 E. Breen Avenue
Kingsford, MI 49802
Attn: Kristina Spoke
Phone: (906) 367-4866
E-Mail:
IronDickinsonCAN@aol.com

ISABELLA
Child & Family Enrichment Council
3333 South Lincoln Rd
Mt. Pleasant, MI 48858
Attn: Dee Obrecht
Phone: (989) 773-6444
FAX: (989) 772-9663
E-Mail: dee@cafefamily.org
Web: www.cafefamily.org

JACKSON
Council for the Prevention of Child Abuse and Neglect of Jackson Co.
606 Greenwood Place
Jackson, MI 49203
Attn: Wendy Gonzalez
Phone: (517) 788-4239
FAX: (517) 788-4685
E-Mail: wgonzalez@cpcan.net
Web: www.cpcan-net.doodlekit.com

KALAMAZOO
CAN Council
420 E. Alcott
Kalamazoo, MI 49001
Attn: Karen Hayter
Phone: (269) 552-4430
FAX: (269) 382-6836
E-Mail: Mimi@KalamazooCAN.com
Web: www.KalamazooCAN.com

KENT
Child and Family Resource Council
678 Front Ave. NW #210
Grand Rapids, MI 49504
Attn: Susan Toman
Phone: (616) 454-4673
(616) 454-4673 Ext 141 (Lisa)
FAX: (616) 454-2059
E-Mail: stoman@childresource.cc
Web: www.childresource.cc

LAKE
Council for Prevention of CAN
1153 Michigan Ave.
Baldwin, MI 49304
Attn: Seth Hopkins
Phone: (231) 745-2732
FAX: (231) 745-9008
E-Mail: shopkins@msu.edu

LAPEER
Child Advocacy Center of Lapeer County/Council for Children
15 East Genesee Street
Lapeer, MI 48446
Attn: Deborah Pascoe
Phone: (810) 664-9990
E-Mail: PreventionCAC@aol.com

LENAWEE
Lenawee County Child Abuse & Neglect Council
2946 Sutton Road
Adrian, MI 49221
Attn: Christie Cadmus
Phone: (517) 265-1656
E-Mail:
Christie.cadmus@lenaweegreatstart.org

LIVINGSTON
Child Abuse Prevention Council of Livingston County
2895 W. Grand River
Howell, MI 48843
Attn: Deanna Norris
Phone: (517) 548-1350 Ext. 287
E-Mail: dnorris@lacasacenter.org
Web: www.familyresourceliv.org

LUCE
Luce County Child Protection Council
407 W. Harrie St.
Newberry, MI 49868
Attn: Phyllis French
Phone: (906) 293-3203
E-Mail: pmfrench@lighthouse.net

MACKINAC
Mackinac County Child Protection Roundtable
PO Box 56
St. Ignace, MI 49781
Attn: Melissa Borboa
Phone: (906) 643-0490
E-Mail:
roundtable_mackinac@yahoo.com

MACOMB
Care House/Macomb County Child Advocacy Center
131 Market St.
Mt. Clemens, MI 48043
Attn: Dorie Vazquez-Nolan
Phone: (586) 463-0123
FAX: (586) 783-3515
E-Mail: doriev@mccarehouse.org
Web: www.mccarehouse.net

MANISTEE
Manistee County Family Advocates
PO Box 594
Manistee, MI 49660
Attn: Traci Smith
Phone: (231) 398-9044
E-Mail: mcfa@manistee.org

MARQUETTE/ALGER
CAN Council
107 Lakeshore Blvd. #2H
Marquette, MI 49855
Attn: Joani Miller
Phone: (906) 458-8515
E-Mail: dwmjrm@aol.com

MASON/OCEANA
Andre' Bosse Center
302 Hanson St.
Hart, MI 49420-1385

Mason
Marilyn Zylman
905 E. Ludington Ave.
Ludington, MI 49431
Phone: (231) 845-0506
E-Mail:
zylmanm@andrebossecenter.org

Oceana
Heather Green
Email:
heather@andrebossecenter.org
Mary Hiddema
Email: maryd@oceana.net
Phone: (231) 873-1707 Ext. 225
Web: www.andrebossecenter.org

MECOSTA
Mecosta County Children's Council
PO Box 1132
Big Rapids, MI 49307
Attn: Andi Strickler
Phone: (231) 796-3543
E-Mail: meceola@mocckids.com
Web: www.mocckids.org

MENOMINEE
Human Resources Authority
507 1st Avenue North
Escanaba, MI 49829
Attn: Kim Johnson
Phone: (906) 786-7080
Fax: (906) 786-9423
Email: kjohnson@mdsecp.org

MIDLAND
Safe & Sound Child Advocacy Center
2716 Jefferson Ave., Building #2
Midland, MI 48640
Attn: Karen Adams
Phone: (989) 835-9922
FAX: (989) 835-8446
E-Mail: info@safeandsoundcac.net
Web: www.safeandsoundcac.net

MONROE
Child Advocacy Network
1101 S. Raisinville Rd.
Monroe, MI 48161
Attn: Chris Todd
PD: Douglas Redding
Phone: (734) 242-5799
(734) 242-5799 Ext 1912 (PD)
FAX: (734) 242-5807
E-Mail:
Christine.todd@monroeisd.us

MONTCALM
We Care For Kids Council
P.O. Box 70
Stanton, MI 48888
Attn: Penny Dora
Phone: (616) 894-9947
FAX: (616) 225-6137
E-Mail: montcalmkids@gmail.com
Web: www.wecare4kids.com

MONTMORENCY/OSCODA
Child Protection Council
PO Box 733
Mio, MI 48647
Attn: Denise Rooker
Phone: (989) 390-3880
Fax: (989) 826-3961
Email: mdrooker2@yahoo.com

MUSKEGON
Child Abuse Council
1781 Peck St.
Muskegon, MI 49441
Attn: Vicki Price
Phone: (231) 728-6410
FAX: (231) 722-7161
E-Mail:
vprice@childabusecouncil.org
Web: www.childabusecouncil.org

NEWAYGO
Council for the Prevention of Child Abuse and Neglect
4424 W. 48th Street
P. O. Box 207
Fremont, MI 49412
Attn: Karen Kroll
Phone: (231) 924-7614
FAX: (231) 924-5391
E-Mail: karenk@tfacf.org
Web:
http://newaygocountyprevention.org/

OAKLAND
Child Abuse & Neglect Council of Oakland County
44765 Woodward Ave.
Pontiac, MI 48341

Phone: (248) 332-7173
FAX: (248) 333-1539
E-Mail: Director@carehouse.org
Web: www.carehouse.org

OGEMAW
Ogemaw County Child Protection Council
444 Houghton Ave.
West Branch, MI 48661
Attn: Brandi Desmarteaux
Phone: (989) 345-1090
FAX: (989) 345-8590
E-Mail: bdesmarteaux@aol.com

ONTONAGON
Child Protection Council
725 Greenland Road
Ontonagon, MI 49953
Attn: Paula Domitrovich
Phone: (906) 884-4539
Fax: (906) 884-2916
E-Mail:
ontcojo@ontonagoncounty.org

OSCEOLA
Osceola Children's Council
P.O. Box 237
Reed City MI 49677-0237
Attn: Andi Strickler
Phone: (231) 796-3543 Ext. 467
E-Mail: Meceola@mocckids.com
Web: www.mocckids.org

OTSEGO
Otsego County Child Welfare Alliance
3819 Hallock Rd.
P. O. Box 948
Gaylord, MI 49734
Attn: Pamela Courtright
Phone: (231) 546-3158
E-Mail: occwa@yahoo.com

OTTAWA
Pathways, MI
412 Century Lane
Holland, MI 49423
Attn: Leigh Moerdyke
Phone: (616) 396-2301 Ext 127
FAX: (616)396-8070
E-Mail: lmoerdyke@pathwaysmi.org

SAGINAW
CAN Council Great Lakes Bay Region
1311 N. Michigan
Saginaw, MI 48602
Attn: Suzanne Greenberg/Delores Gale
Vera Harrison – Education and Training Director
Phone: (989) 752-7226
FAX: (989) 752-2777
E-Mail: sgreenberg@cancouncil.org
E-Mail: dgale@cancouncil.org
E-Mail: vharrison@cancouncil.org
Web: www.cancouncil.org

SANILAC
Sanilac County Child Abuse Prevention Council
P.O. Box 221
Sandusky, MI 48471
Attn: Shelly Warczinsky
Phone: (810) 648-2515, Ext. 112
E-Mail: warczins@msu.edu

SCHOOLCRAFT
Schoolcraft County Child Abuse and Neglect Council
426 Chippewa Ave.
Manistique, MI 49854
Attn: Joan Ecclesine
Phone: (906) 341-6423 (work)
Phone: (906) 341-6637 (h)
Fax: (906) 341-5862
E-Mail: jecclesine@mdsecp.org

SHIAWASSEE
Council for CAN
1216 W. Main St.
Owosso, MI 48867
Attn: Rhonda Ihm
Phone: (989) 723-5877
FAX: (989) 720-5878
E-Mail: rhondaihm@cap-council.org

ST. CLAIR
St. Clair County CAN Council, Inc.
1107 Military Street
Port Huron, MI 48060
Attn: Sally Straffon
Phone: (810) 966-9911
FAX: (810) 966-9933
E-Mail: Info@sccstopchildabuse.org
Web: www.sccstopchildabuse.org

ST. JOSEPH
Council for Prev. of CAN
17975 Centreville - Constantine Rd.
Constantine, MI 49042
Attn: Charlene Zavala
Phone: (269) 435-7288
Fax: 269-435-7288
E-Mail: stjoecan@yahoo.com

TUSCOLA
Tuscola County Health Department/Tuscola County CAN Prevention Council
1309 Cleaver Rd.
Caro, MI 48723
Attn: Anne Hepfer
Phone: (989) 673-8114, ext. 117
Email: ahepfer@tchd.us

VAN BUREN
Council for Prev. of CAN
P.O. Box 23
Paw Paw, MI 49079
Attn: Becky Fatzinger
Phone: (269) 427-6810
E-Mail: rfatzinger@vbcmh.com

WASHTENAW
Council for Children
3075 West Clark Road
Suite 110
Ypsilanti, MI 48197
Attn: Jyoti Gupta
Phone: (734) 434-4215
Fax: 734-434-4243
E-Mail:
jyoti@washtenawchildren.org
Web: www.washtenawchildren.org

WAYNE (Out)
Child's Hope
Fairlane Center South
University of Michigan – Dearborn
19000 Hubbard Drive, Suite 264
Dearborn, MI 48126
Attn: Karen Murphy
Phone: (313) 583-6401
Fax: (313) 583-6402
E-Mail: kmurphy@childshope.org
Web: www.childshope.org

WAYNE
Southeastern Michigan Health Associaton (SEMHA) "Mayor's Task Force on CAN"
c/o Detroit-Wayne 4C
1151 Taylor, Bldg. 6
Detroit, MI 48202

SEMHA
Deborah Simmons
Phone: (313) 876-4716
E-Mail: ac8404@wayne.edu

WEXFORD/MISSAUKEE
Child Protection Council
PO Box 1031
Cadillac, MI 49601
Attn: Nicole Schultz
Phone: (231) 878-6544
FAX: (231) 775-0169
E-Mail:
wexfordmissaukee.cpc@gmail.com

MICHIGAN CHILDREN'S TRUST FUND
PO Box 30037
Lansing, MI 48909
Local Council Coordinator:
Emily S. Wachsberger
Phone: (517) 335-0671
FAX: (517) 241-7038
E-Mail:
WachsbergerE@michigan.gov
Web: www.michigan.gov/ctf

CHILDREN'S TRUST FUND – FY 2011 DIRECT SERVICE GRANTEES

Revised: 5/12/2011

1. **Berrien County Health Department**
   CTFDS 10-08001
   Counties: Berrien
   Address: 769 Pipestone.
   Benton Harbor, MI 49023
   Phone: (269) 927-5650
   Phone: (269)927-5607
   Fax: (269) 926-8129
   Contact: Carol Klukas
   Contact: Theresa Green
   Email: tgreen@bchdmi.org
   Email:cklukas@bchdmi.org
   Period: FY10-FY12
   Award: $75,000.00

   Project: The Nurse Family Partnership (NFP) program will serve 100 families annually, to work with each first-time mother from pregnancy until the child's second birthday. NFP will help provide these first time parents with the parenting tools needed to help them and their children avoid heath and parenting problems that can lead to early development of antisocial behavior.

2. **Branch/Hillsdale/St. Joseph Community Health Agency**
   CTFDS 11-30001
   Counties: Hillsdale
   Address: 20 Care Drive
   Hillsdale, MI 49242
   Phone: (517) 437-7395 x116
   Contact: Andrea Bricker
   Email: brickera@bhsj.org
   Period: FY11-FY14
   Award: $31,965.00

   Project: Healthy Beginnings of Hillsdale County will enhance the *Healthy Beginnings Teen* prenatal education classes *Program* by adding Doula support during labor and delivery, and expanding the number of teen parents served using the Parents as Teachers Curriculum. Additionally, regular Circle of Parents peer group meeting will seek to build on the five protective factors for teen families.

3. **Cadillac Area OASIS/Family Resource Center**
   CTFDS 11-83001
   Counties: Wexford/Missaukee
   Address: 118 South Mitchell Street
   Cadillac, MI 49601
   Phone: (231) 775-7299 Ext 113
   Contact: Julie M. Hamilton
   Email: Julie.hamilton@cadillacoasis-frc.org
   Period: FY11-FY14
   Award: $34,664.38

   Project: The Family Links program is based on the Healthy Start community outreach and home-visiting model towards strengthening social and medical services to at-risk families in rural northern Michigan. Intensified home visitation services will be provided to decrease isolation and promote social engagement and linkages of human services to these rural at-risk families.

4. **Canton Township**
   CTFDS 09-82002
   County: Out Wayne
   Address: 1150 S. Canton Center Rd.
   Canton, MI 48188-1699
   Phone: (734) 398-5570 Ext 2
   Contact: Stephanie Pavlo
   Email: Stephanie.pavlo@canton-mi.org
   Period: FY09-11
   Award: $14,394.00

   Project: Building Families through Community Outreach program targets Canton at-risk families with teens living in elevated juvenile crime rate areas as identified by the Canton Police. Quarterly 90 minute Positive Youth Development Teen workshops will be provided.

5. **Child Advocacy Center of Shiawassee County**
CTFDS 11-78001
County: Shiawassee
Address: 1216 W. Main Street
Owosso, MI 48867
Phone: (989) 723-5877
Contact: Rhonda Ihm
Email: rhondaihm@yahoo.com
Period: FY11-14
Award: $34,171.00

Project: Providing positive youth development educational programs, advocacy and home-based prevention support to youths, ages 6-17, who are displaying sexual behavior problems. Family education programs and support groups to the youth's parents will include identifying a family's strength for empowering parents and improving their effectiveness as parents, and helping them to develop natural support systems

6. **Children's Aid Society**
CTFDS 11-82002
County: Wayne
Address: 2151 East Jefferson,
Suite 250
Detroit, MI 48207
Phone: (313) 961-8100
Fax: (313) 961-8103
Contact: Billie Christian/Doncella Floyd
Email: billiechristian@casmichigan.org
dfloychildabuse@hotmail.com
Period: FY11-FY14
Award: $34,663.38

Project: The *Nurturing Family project* will focus on high risk teen-parent populations to enhance their five protective factors by providing: 1). Parent education programs that will help them to acquire parenting and problem-solving skills to build a healthy family; 2). Mutual self-help parent support groups using the Circle of Parents program model; and, 3). Family Resource Centers at strategic locations including several high schools with Wayne County.

7. **Detroit Parent Network**
CTFDS 09-82001
County: Wayne
Address: 7375 Woodward, Ste 1100
Detroit, MI 48202
Phone: (313) 309-1450
Fax: (313) 309-1451
Contact: Sharlonda Buckman or
LaCherryn Hoost
Email:
sbuckman@detroitparentnetwork.org or
lacherryn@hotmail.com
Period: FY09-FY11
Award: $17,600.00

Project: The Detroit Parent Network will provide two prevention services: Parent Education & Support Groups, and Positive Youth Development Programs, utilizing the Parent Anonymous program model. These programs are designed to foster positive parenting skills and improve parent/child interaction.

8. **Family Service & Children's Aid**
CTFDS 11-38001
Counties: Jackson
Address: 330 W. Michigan Ave
P.O. Box 6128
Jackson, MI 49204-6128
Phone: (517) 787-7920 Ext 506 (Judith)/
(517) 787-7920 Ext 518 (Bob)
Contact: Judith Jove, Executive Director
Bob Powell, Program Director
Email: jove@strong-families.org and
bpowell@fsca-jackson.org
Period: FY11-FY14
Award: $34,664.38

Project: The Nurturing Parenting Education Program services has specialized program components for providing: Parent education classes, workshops, and parent education support groups to homeless, teen and substance abusing parents for assisting theses highly at-risk parents in achieving healthy effective parenting skills necessary to positively impact their children.

9. Genesee County ISD
CTFDS 09-25001
County: Genesee
Address: 2413 West Maple Avenue
Flint, MI 48507
Phone: (810) 591-5118 (Gloria/(810)591-5119 (Aggie)
Fax: (810) 591-4940
Contact: Gloria Bourdon/Agnes Bedell
Email: gbourdon@geneseeisd.org
abedell@geneseeisd.org
Period: FY 09-FY11
Award: $17.500.00

Project: Parent Education Programs & Support Groups will be provided using the Nurturing Parenting Program Curriculum. Parents with infants and children up to age 3 will be referred for these prevention services through the Genesee County Maltreated Infant & Toddler Treatment Court that does not have open CPS cases.

10. Guidance Center
CTFDS 11-82001
Counties: Out Wayne
Address: 13101 Allen Road
Southgate, MI 48195
Phone: Erin (734) 785-7705 Ext 7191/Jenay (734) 785-7700 Ext 7081
Contact: Erin Graham, Program Director/ Chris Herter, Project Director - Egrams
Email: egraham@guidance-center.org
cherter@guidance-center.org
Period: FY11-FY14
Award: $34,664.38

Project: My Time Respite care program services offered to parents of a child with serious emotional disturbance (SED), ages 4 – 14 years. These services will be offered at the Community Resource Centers, as an enhancement to the concrete supports available to parents. These respite services increases the protective factors of parental resilience and social connections by offering parents a break from the stress of parenting a child with special needs

11. Keweenaw Family Resource Center
CTFDS 10-31001
County: Keweenaw, Houghton, Baraga
Address: 850 W. Sharon Avenue
Suite 6
Houghton, MI 49931
Phone: (906) 482-9363
Contact: Catherine Benda
Email: cbenda@kfrckids.org
Period: FY 10 - FY12
Award: $28,179.00

Project: The Keweenaw Family Resource Center is using the Watch Me Grown program of home visitation services, using the Parents as Teachers (PAT) model to enhance and generate programs for high risk parents, rurally isolated families with young children, and for pregnant teens. Other components of the program include community open playgroups, parenting sessions and universal recruitment.

12. Lutheran Child & Family Service of Michigan
CTFDS 09-41001
County: Kent
Address: 1715 Sutherland Drive
Kentwood, MI 49508
Phone: (616) 281-4601
Fax: (616) 281-4696
Contact: Steve Zwart
Email: szwart@lcfsmi.org
Period: FY09-FY11
Award: $12,000.00

Project: Parent Education Programs & support Groups curriculum will target Latino parents with children 0-18 in Kent County, referred through the various community agencies. The Pailalen (meaning bring peace) is a violence prevention parent –training program model recognized by SAMSHA as a Promising Practice that provides strength-based prevention/intervention group experience for these Latino parents and children.

13. MSU Extension – Saginaw
CTFDS 11-73001
County: Saginaw
Address: One Tuscola, Suite 100
Saginaw, MI 48607
Phone: (989) 758-2500 Ext 218
Contact: Deanna East, Executive Director
or Angela Harris, Program Director
Email: eastd@msu.edu
harri469@msu.edu
Period: FY11 - FY14
Award: $34,644.00

Project: Parents as Teachers Home Visitation program to 30 families in Saginaw for enhancing the existing birth – 5 home visitation program. The enhanced PAT program will provide for increased service delivery towards increasing parents' knowledge of age appropriate expectations of early childhood development stages.

14. Parent to Parent of SW Michigan
CTFDS 09-03001
County: Kalamazoo, Allegan, Van Buren, Calhoun, Barry & St. Joseph
Address: 406 E. Michigan
Kalamazoo, MI 49007
Phone: (269) 345-8950
Contact: Candi Bush (Jayne Weaver)
Email: candi@p2pswmi.org
Web: www.p2pswmi.org
Period: FY09-FY11
Award: $16,917.00

Project: The *Parent Education Program* will expand Parent Education Programs & Support Groups programs into Calhoun County. Prevention community resources, and educational opportunities will be expanded to include Calhoun parents who have children 0-18 years of age with a disability or special needs. Will target African-Americans for twenty-five percent of these parents.

15. Pathways, MI-Ottawa
CTFDS 09-70001
County: Ottawa & Allegan
Address: 412 Century Lane
Holland, MI 49423
Phone: (616) 396-2301 x145
Fax: (616) 396-8070
Contact: Julie Leeson
Email: jleeson@pathwaysmi.org
Web: www.pathwaysmi.org
Period: FY09-FY11
Award: $16,690.00

Project: The enhancement of the Circle of Parents program will target fathers in Ottawa and Allegan Counties who are experiencing identified risk factors for child abuse and neglect, primarily related to unemployment, underemployment and other economic stressors. The addition of the Conscious Fathering program will target those fathers with similar risk factors, focusing on those fathers who are expecting their first child or are fathering an infant through 12 months.

16. Power Inc.
CTFDS 10-81002
County: Washtenaw
Address: 3810 Packard Road, Ste 250
Ann Arbor, MI 48108
Phone: (734) 929-6509
Contact: Dr. Carol Burrell-Jackson, Program Director
Email: cbjackson@powerclf.org or cbjackson@tds.net
Period: FY10-FY12
Award: $18,917.93

The *Parents' Night Out* program will offer psycho educational and therapeutic support to parents and their children in a 6-week, 90-minute format to families who are at risk of child abuse and neglect. Thirty families per year will be served. The program will provide parent education; support; mentorship and enrichment to parents undergoing stress; knowledge of child development; leisure planning; non-abusive discipline; stress

management; money management; self-esteem; empowerment; and nurturing parent-child relationships.

17. St. Joseph Mercy Oakland
CTFDS 09-63001
County: Oakland
Address: 44405 Woodward
Pontiac, MI 48341
Phone: (248) 858-6947
Fax: (248) 858-3299
Contact: Donna Raphael or Melissa Freel
Email: raphael@trinity-health.org or freelm@trinity-health.org
Web: www.mercyoakland.com
Period: FY09-FY11
Award: $31,128.00

Project: The Healthy Start/Healthy Families Oakland's Family Connections program will serve 30 at-risk families annually. Potential families, referred through an established network of hospitals, health care providers and community agencies, are first screened across 13 separate risk areas to will be screened out to receive Home Visitation, Family Resource and Support Centers, and/or Other Parent Support Group program prevention services.

18. Student Advocacy Center of Michigan
CTFDS 09-81001
County: Washtenaw
Address: 1921 W. Michigan Avenue
Ypsilanti, MI 48197
Phone: (734) 482-0489
Fax: (734) 482-0737
Contact: Leslie Harrington or Penny Laperriere
Email: leslie@studentadvocacycenter.org
Web: www.studentadvocacycenter.org
Period: FY09-FY11
Award: $18,000.00

Project: The objectives of the *Student Advocacy Project* are to expand its target population to include families with children 0-3 and pregnant mothers. The services are designed to enhance and strengthen the five CBCAP protective factors that will focus on prevention strategies to reduce the families risk and deficits towards keeping the families healthy.

19. Student Advocacy Center of Michigan
CTFDS 10-81001
County: Washtenaw
Address: 1921 W. Michigan Avenue
Ypsilanti, MI 48197
Phone: (734) 482-0489
Fax: (734) 482-0737
Contact: Leslie Harrington or Penny Laperriere
Email: leslie@studentadvocacycenter.org
Penny@dtudentadvocacycenter.org
Web: www.studentadvocacycenter.org
Period: FY10-FY12
Award: $27,000.00

Project: The objectives of the *Student Advocacy Project* are academic achievement; social and emotional competence; reduction of family distress; increased investment in education via weekly school visits; regular home visits; mentoring; tutoring; and summer camp program services. These services will be enhanced by adding Parents as Teachers in-home parenting education. There will also be an increase of the number of families served to 48.

20. Traverse City Area Public Schools
CTFDS-09-28001
County: Grand Traverse
Address: P.O. Box 32
Traverse City, MI 49685-0032
Phone: (231) 933-7422
Contact: Angela Sides
Email: sidesan@tcaps,net
Web: www.tcaps.net
Period: FY09-FY11
Award: $22,500.00

Project: *Teen Parent Training* will provide for a full-time Parenting Education Coordinator to work with young families and coordinate a full range of services including Parents as Teachers personal visits, playgroups,

parent group meetings, WIC services, childbirth education, breast feeding support, parenting education, infant mental health, and parent mentoring. Additionally, there will be expanded services for pregnant and parenting teens to the parent education component currently provided at Traverse City High School Teen Parent Program. Parenting education, including education for Early Literacy, and Teen Parent Mentoring will be integrated into the existing services at Traverse City High School.

21. West Midland Family Center
CTFDS 10-56001
County: Midland
Address: 2011 West Isabella Road
Shepherd, MI 48883
Phone: (989) 832-3256
Contact: Susan Love
Email: loves@wmfc.org
Period: FY10-FY12
Award: $45,015.00

Project: The *Parents and Teens Together (PATT) program for Positive Youth Development and Parent Ed and Parent Support Services to improve parents and youth relationships experiencing at risk behaviors, and* lack the basic skills and knowledge to appropriately improve their behaviors and family relationships. The program will target 40 middle school aged youth and their parents.

22. West Midland Family Center
CTFDS 09-56001
County: Midland
Address: 2011 West Isabella Road
Shepherd, MI 48883
Phone: (989) 832-3256
Contact: Susan Love
Email: loves@wmfc.org
Period: FY09-FY11
Award: $50,000.00

Project: Expansion of the *Family Mentoring Project. This project will incorporate a Family Mentor and Parent Education component into two new MSRP preschool sites, targeting children at least 4 years old through 11 years old. Additionally, WMFC will expand to include these same components into the WMFC elementary After School/Summer program.* This project minimizes family seclusion and connects parents with a vast network of support in order to minimize family stress, and provide parents with the skills they need to care for their children in a safe and nurturing environment.

23. Women's Resource Center of Livingston County
CTFDS 09-47002
County: Livingston
Address: 3471 E. Grand River Avenue
Howell, MI 48843
Phone: (517) 548-2200
Contact: Polly Mallory, Exec Dir/Connie Dole Program Manager
Email: pmallory@familyresourceliv.org and cdole@familyresourceliv.org
Web: www.familyresourceliv.org
Period: FY09-FY11
Award: $19,524.00

Project: *Healthy Families Livingston* seeks to expand the existing home visiting program to focus on an enhanced prevention project – Dads Make a Difference. DMD will target 100 fathers and their families to help dads understand infant and child development, participate positively in the lives of their child, manage child behavior in nurturing and effective ways, and work cooperatively with their child's mother to promote a healthy environment for their child.

24. Women's Resource Center of Livingston County
CTFDS 10-47001-1
County: Livingston
Address: 3471 E. Grand River Avenue
Howell, MI 48843
Phone: (517) 548-2200 ext. 30
Contact: Polly Mallory, Exec Dir/Connie Dole Program Manager
Email: pmallory@familyresourceliv.org and cdole@familyresourceliv.org
Web: www.familyresourceliv.org
Period: FY10-FY12
Award: $13,500.00

Project: The *Healthy Family Livingston (HFL)* program will expand the existing 12-week Steven Bavolek Nurturing Parenting Program by offering two 12-week programs for an expanded audience. The HFL program will improve family functioning by promoting the presence of "nurturing" and teaching five constructs of nurturing: empathy, appropriate developmental expectations, positive discipline, appropriate parent and child roles, and power and independence.

For More Information, Contact:
CTF Direct Services Grant Coordinator
Sylvia Brown Jones, LMSW
Children's Trust Fund
235 S. Grand Avenue, Suite 1411
Lansing, MI 48909
Phone: (517) 241-7792
Email: Brown-JonesS@michigan.gov

Meeting identified community needs through direct service grant agreements plans.

Attachment L

The Michigan Department of Human Services Prevention Pilot Project

Fiscal Year 2011 Activities and Outcomes Report (October 1, 2010 to September 30, 2011)

Comprehensive child abuse & neglect prevention services for at-risk families serving the following geographic areas: Grand Rapids, Flint, Pontiac, N.E. Detroit, Osborn, S.W. Detroit including Dearborn & Western Wayne County.

Prepared by the Children's Trust Fund. For more information contact Jeff Sadler at: sadlerm@michigan.gov

Executive Summary: The Michigan Department of Human Services launched a Prevention Pilot Project for child abuse and neglect prevention programs in August of 2010, in the following communities: the N.E. Detroit, Osborn area - Wayne County, the S.W. Detroit including Dearborn and the Western Wayne County area - Wayne County, the Flint area - Genesee County, the Grand Rapids area - Kent County and the Pontiac area - Oakland County. The purpose of this Prevention Pilot is for the implementation of services designed to prevent the child abuse and neglect of children ages birth through eighteen years of age from occurring, to strengthen families and to prevent them from entering the child welfare system. The Prevention Pilot has been designed to give priority for activities and services to Children's Protective Services (CPS) Category III and IV cases for families with one or more children under eighteen years of age. In addition, families that have three (3) or more of the identified child abuse and neglect risk factors, but who have not come to the attention of CPS, are also eligible for these services. The initiative is providing services through a continuum of interventions beginning with the initial referral and assessment and continuing until the identified risk factors are eliminated and/or reduced to an acceptable level. The overarching goal is to provide the families referred with comprehensive, appropriate and timely support services to address the challenges in their lives, to avoid future contact with CPS, and foster care or other out of home placements. Prevention Pilot contractors are delivering an array services to at-risk families and children that are built upon evidence-based and evidence-informed home visitation service models with strategies to ensure that families are provided with individualized service plans that are culturally appropriate and relevant to their needs. Contractors have also developed sub-contractual and collaborative partnerships to assure that the specific needs of each family served are addressed through a comprehensive compliment of locally coordinated services. These services have proven to be valuable resource for CPS Workers and Supervisors and the feedback from local DHS-CPS offices has been very positive (see Attachment A).

The cost of foster care and other out of home placements cost is in excess of $57 per child per day and residential placement for youth ranges from $128 to $139 per day. The Prevention Pilot project has an annual capacity to serve 1,462 families per year. This fiscal year, 1,364 families voluntarily enrolled in services and the average cost per family per day has been about $10. As of September 30, 2011, Prevention Pilot contractors were operating at 93% of capacity.

As of September 30, 2011, 97% of the families enrolled in Prevention Pilot services have not had a CPS referral, re-referral, substantiated case of child abuse or neglect or had their children placed in foster care or another out of home placement while participating in services.

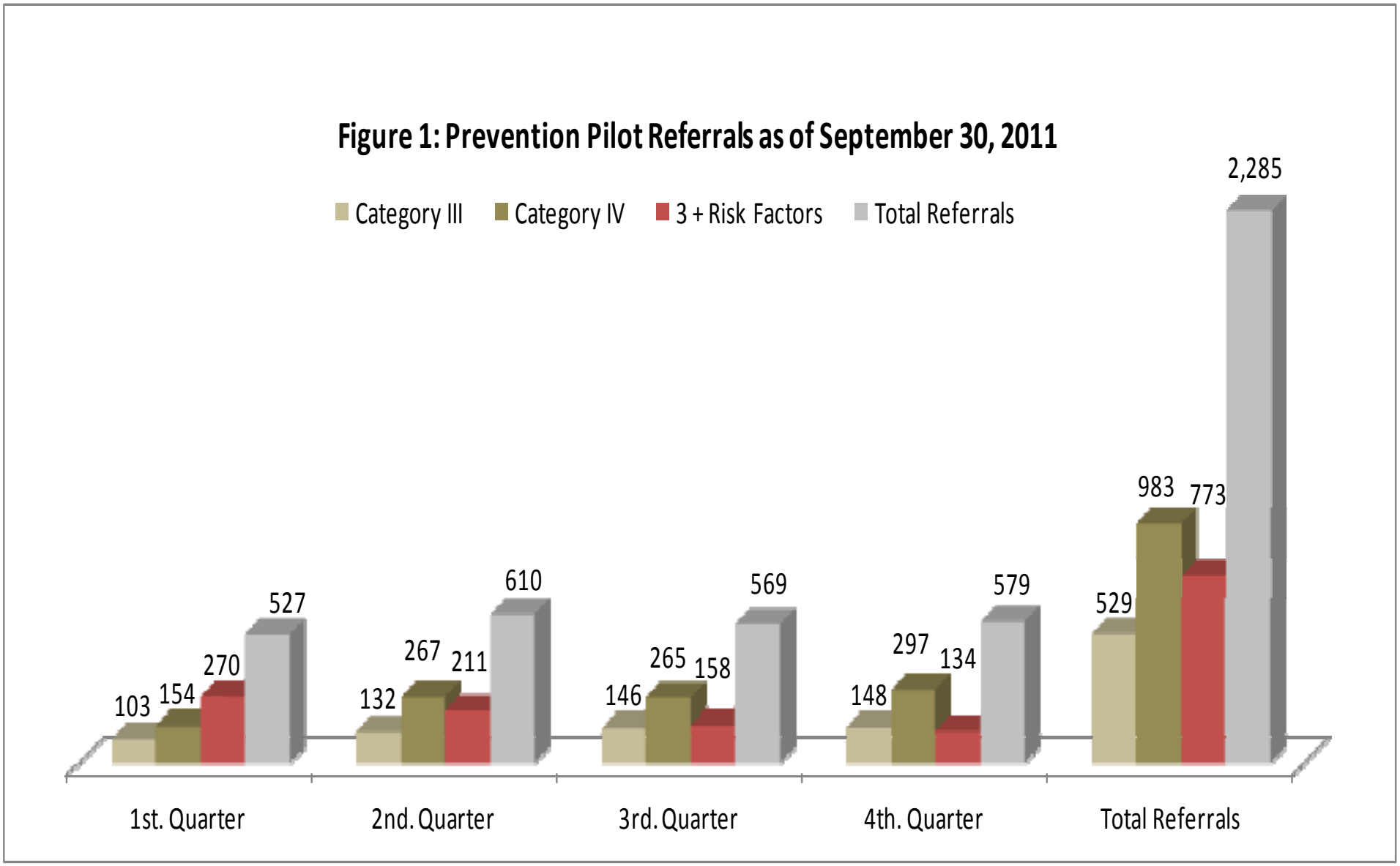
Table 1: Prevention Pilot Project Contractors

Contractors	Geographic Area Served
ACCESS	S.W. Detroit, Dearborn & Western Wayne County area
Spectrum Child & Family Services	S.W. Detroit, Dearborn & Western Wayne County area
Spaulding for Children	N.E. Detroit, Osborn area
Lutheran Social Services	N.E. Detroit, Osborn area
Orchards Children's Services	Flint area
Ennis Center for Children	Flint area
Spectrum Child & Family Services	Flint area
Wedgewood Christian Services	Grand Rapids area
Family Futures	Grand Rapids area
Oakland County Health Division	Pontiac area
CARE House	Pontiac area

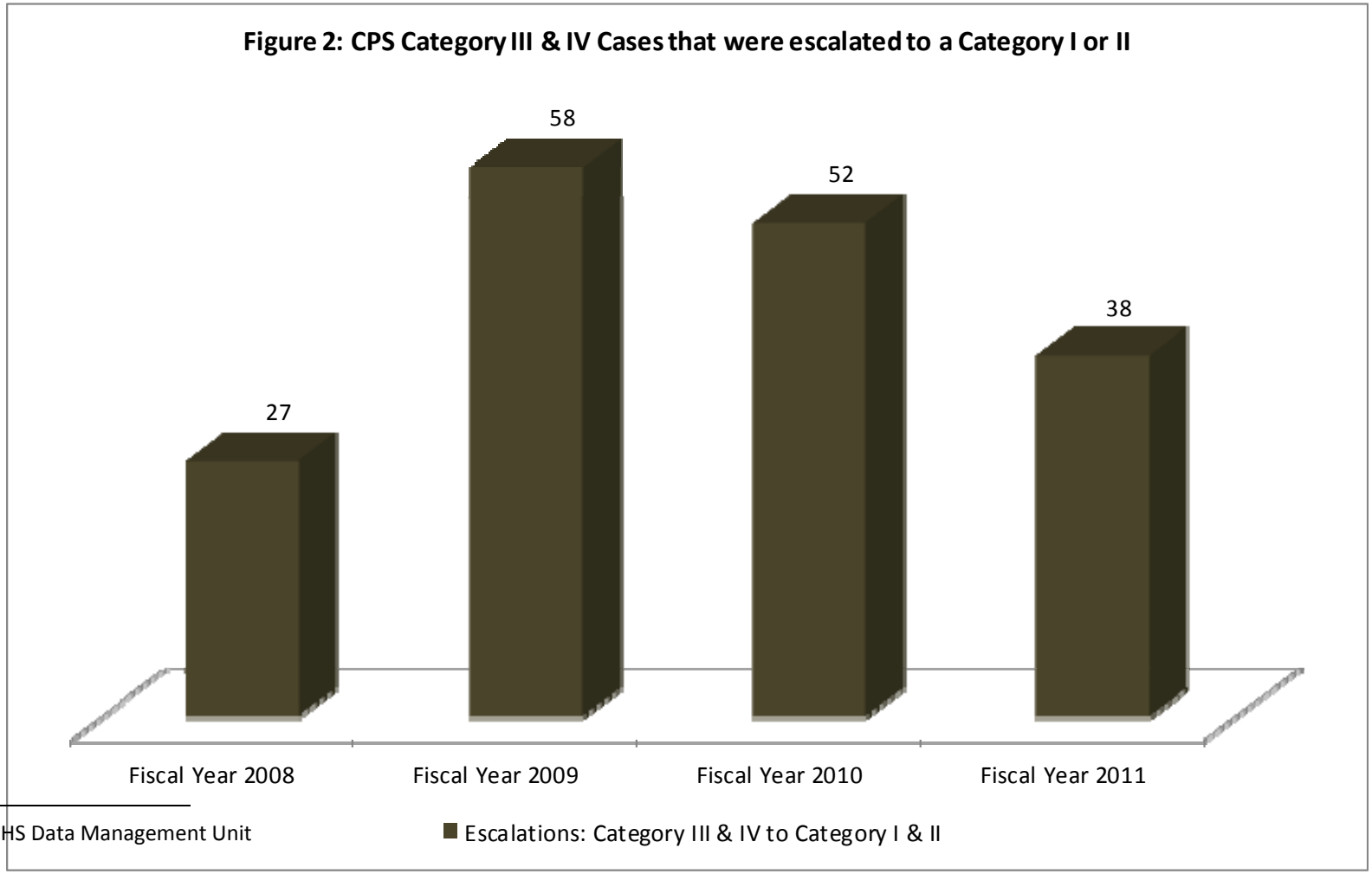
Table 2: The Michigan Department of Human Services Prevention Pilot Project Contractor Services Model Summary					
Contractor	**Geographic Area**	**Population**	**Providers**	**Service Model**	**Capacity**
ACCESS	S.W. Detroit, Western Wayne County & Dearborn area	Age 3 to 18	ACCESS, Orchards, S.W. Counseling Solutions	Strengthening Families Curriculum	240 Families per Year
Spectrum Child & Family Services	S.W. Detroit, Western Wayne County & Dearborn area	Birth to 18	Spectrum Child & Family Services	Nurturing Parenting Program	97 Families per Year
Spaulding for Children	N.E. Detroit, Osborn area	Birth to 18	Spaulding, Family Care Network, N.E. Guidance Center, Youth Ville of Detroit	Healthy Families America, Love & Logic, Nurturing Parenting, Caring for My Family	99 Families per Year
Lutheran Social Services of Michigan	N.E. Detroit, Osborn area	Birth to 5	Lutheran Social Services of Michigan	Family Connections, Families Together Building Solutions, Wraparound (blended)	103 Families per Year
Orchards Children's Services	Flint area	Birth to 12	Orchards Children's Services	Family Prevention Program of Michigan	85 Families per Year
Ennis Center for Children	Flint area	Age 3 to 18	Ennis Center for Children	Strengthening Families Curriculum	73 Families per Year
Spectrum Child & Family Services	Flint area	Birth to 18	Spectrum Child & Family Services	Nurturing Parenting Program	96 Families per Year
Wedgewood Christian Services	Grand Rapids area	Birth to 18	Wedgewood Christian Services	Oregon Family Case Management Model	60 Families per Year
Child & Family Resource Council	Grand Rapids area	Birth to 18	Arbor Circle, Catholic Charities, Bethany Christian Service, CFRC, First Steps Kent, D.A. Blodgett for Children	Healthy Families America, Cognitive Behavioral Therapy	189 Families per Year
Oakland County Health Division	Pontiac area	Birth to 18	Oakland County Health Division	Nurturing Parenting Program	77 Families per Year
Oakland County Secondary Prevention Collaborative d/b/a CARE House of Oakland County	Pontiac area	Birth to 18	CARE House, Catholic Social Services of Oakland County, Oakland ISD, Oakland County Community Coordinated Child Care Council & Oakland	Nurturing Parenting Program, Life Skills Curriculum, Strengthening Families Curriculum, Second Step Program - Violence Prevention	343 Families per Year

			Family Services	Curriculum, Parents as Teachers	

In FY 2011 there was a total of 1,512 CPS Category III & IV referrals made to Prevention Pilot contractors. In addition, 773 referrals for services for families with 3 more risk factors that are precursors to child abuse and neglect were received.



The Prevention Pilot project has been a valuable resource in a continuum of services that impact family stability and help prevent child abuse and neglect from occurring. There were 27% fewer CPS Category III & IV cases that were escalated to a Category I and/or II case disposition from Fiscal Year 2010 to Fiscal Year 2011 in the Prevention Pilot target communities.[1] In a Category III or IV case, a CPS investigation determined that the risk to a child's well-being was low to moderate. The Child Protection Law and CPS policy state that with Category III and IV CPS cases, DHS shall assist the child's family in receiving community-based prevention services commensurate with the risk to the children. The Prevention Pilot project significantly expanded the capacity for CPS workers to connect families with such supportive services in the target communities served.



[1] Source: The DHS Data Management Unit

Table 3: Prevention Pilot Activities & Services Dashboard Fiscal Year 2011						
Activities & Services (Monthly Averages)	**Q-1**	**Q-2**	**Q-3**	**Q-4**	**YTD Total**	**Matrix**
Number of Families from Previous per Quarter Continuing in Services (Q-4 August 2010 launch)	138	243	316	323	1,020	↑
Number of Children from Previous per Quarter Continuing in Services (Q-4 August 2010 launch)	266	501	665	710	2,142	↑
Number of DHS Category III Cases Referred per Quarter	103	132	146	148	529	↑
Number of DHS Category IV Cases Referred per Quarter	154	267	265	297	983	↑
Total Number of Category III & IV Cases Referred per Quarter	257	399	421	445	1,512	↑
Number of New Families with 3 or more Risk Factors Referred per Quarter	270	211	158	134	773	↔
Number of Families Screened per Quarter	527	610	569	579	2,285	↑
Number of Families Assessed per Quarter (note: families referred may not be assessed until the next quarter)	110	262	384	375	1,131	↑
Number of Newly Enrolled Category III per Quarter	48	69	75	88	280	↑
Number of Newly Enrolled Category IV per Quarter	78	129	126	144	477	↑
Number of Newly Enrolled Category III & IV per Quarter	126	198	201	232	757	↑
Number of Newly Enrolled Families with 3 or more Risk Factors per Quarter	52	55	49	109	265	↑
Number of Families Served per Quarter	235	297	316	489	1,337	↑
Number of Children Served per Quarter	505	754	949	931	3,139	↑
New Pregnant Women Referred per Quarter (DHS & Non DHS)	9	8	8	3	28	↔
Number of Newly Enrolled Pregnant Women per Quarter	7	8	8	4	27	↔
Number of Families that had an initial Face to Face Contact within 72 hours per Quarter	204	324	348	337	1,213	↑
Number of Enrolled Families Served that Completed a Service Plan per Quarter	288	336	333	303	1,260	↑
Number of Enrolled Families that had 1 or more Home Visits per Quarter	501	657	756	871	2,785	↑
Number of Families Completing Services per Quarter	42	93	138	299	572	↑
Number of Enrolled Families Served Referred to Mental Health Services per Quarter	20	35	42	48	145	↑
Number of Enrolled Families Served Referred to Substance Abuse Services per Quarter	12	30	36	12	90	↑
Number of Enrolled Families Served Referred to DV Prevention Services per Quarter	9	10	12	9	40	↔
Number of Enrolled Families Served Referred to Other Community Based Services per Quarter	26	96	103	101	326	↑
Number of Families that Declined or Were No Longer Interested in Services per Quarter	26	47	48	43	164	↔
Number of Families that were Unable to be Located per Quarter	24	39	45	16	124	↑
Number of Families that had a CPS substantiation or CPS re-referral while enrolled in services	4	9	10	17	40	↑
Total Number of Home Visits	2,191	4,004	4,634	4,447	15,276	↑
Total Number of Parenting Classes, Counseling (Individual & Group) & Parent Support Groups	313	1,357	2,443	1,092	5,205	↑
Total Service Coordination on Behalf of Families	411	465	802	770	2,174	↑
Total Transportation Services for Families	89	233	396	572	1,290	↑
Total Additional Services Provides to Families (e.g., Specific Assistance, Phone Contacts, etc.)	2,593	6,650	8,714	6,461	24,418	↑

Key: Continued progress ↑; Stable or about the same ↔; Need for improvement indicated ↓

Parental involvement, investment, participation and satisfaction is crucial to improved parenting skills, improved parent-child interactions and successful outcomes. Prevention Pilot contractors administer the Parent Satisfaction Survey (PSS) developed by DHS when a family completes and exits services. Participation in the PSS is voluntarily and anonymous. Table 4 illustrates aggregate parental satisfaction responses and perceptions of how participation in the Prevention Pilot Project benefited their families.

Table 4: The Prevention Pilot Project Parent Satisfaction Survey Responses Fiscal Year 2011	
1) Percentage of families served that were sent the parent satisfaction survey.	95.53%
2) Percentage of families completing the parent satisfaction survey.	77.82%
3) Percentage of families reporting overall satisfaction with services.	95.46%
4) Percentage of families who were satisfied with their home visitor.	93.49%
5) Percentage of families who believe they can change negative parenting attitudes.	90.39%
6) Percentage of families who believe they can benefit from their individualized service plan.	80.89%
7) Percentage of families who reported that they received referrals for needed services.	92.38%
8) Percentage of families who followed-up with referrals for needed services.	80.61%
9) Percentage of families who reported they are benefiting from the services provided.	87.41%
10) Percentage of families who reported that their parenting skills improved as a result of services.	90.57%
11) Percentage of families who reported that they have participated in another parenting program.	19.99%

Prevention Pilot contractors also administer the Protective Factors Survey (PFS) and the Parenting Stress Index (PSI) when a family enters (pre-administration) completes and exits services (post-administration). Participation in the PFS and PSI is voluntarily and anonymous. The PFS is designed for use with caregivers receiving child abuse and neglect prevention services. The instrument measures protective factors in five areas: family functioning/resiliency, social emotional support, concrete support, nurturing and attachment, and knowledge of parenting /child development. The PFS results are designed to provide the following information: a snapshot of the families they serve; changes in protective factors; and areas where workers can focus on increasing individual family protective factors.

Table 5 illustrates aggregate PFS pre (entry) and post administration (exit) participant responses. Entry and exit percentages represent the average of participant responses ranging from never, very rarely, rarely, and ½ the time, to frequently, very frequently and always. Ninety percent (90.38%) of the families that completed services participated in the Protective Factors Survey. **An increase of protective factors is noted across all 20 constructs, indicating a decrease in child abuse and neglect risk factors as a result of prevention services.** Pre and post administrations of seven PFS constructs are summarized below:

- Percent improvement of families reporting they talk about problems: **50%**
- Percent improvement of families reporting that they take time to listen to each other: **46%**
- Percent improvement of families reporting that they are able to solve their problems: **30%**
- Percent improvement of families reporting that they would have no idea where to turn if their family needed food and/or housing: **11%**
- Percent improvement of families reporting that if there were a crisis, they have others that they can talk to: **43%**
- Percent improvement of families reporting that there are many times when they don't know what to do as a parent: **24%**
- Percent improvement of families reporting that they and their children are very close to each other: **33%**

Table 5: The Prevention Pilot Project Aggregate Protective Factors Survey FY 2011 Data	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit
TOTAL NUMBER OF FAMILIES PARTICIPATING IN THE PROTECTIVE FACTORS SURVEY	517	517	517	517	517	517	517	517	517	517	517	517	517	517
PARTICIPANT RESPONSE	Never	Never	Very Rarely	Very Rarely	Rarely	Rarely	1/2 the Time	1/2 the Time	Frequently	Frequently	Very Frequently	Very Frequently	Always	Always
1. Number of Families Reporting They Talk About Problems	28	13	32	9	52	33	109	87	117	146	75	113	100	103
Percentage	5.42%	2.51%	6.19%	1.74%	10.06%	6.38%	21.08%	16.83%	22.63%	28.24%	14.51%	21.86%	19.34%	19.92%
2. Number of Families Reporting That When They Argue They Listen to Both Sides of the Story	42	23	48	11	63	45	99	112	106	127	67	88	82	108
Percentage	8.12%	4.45%	9.28%	2.13%	12.19%	8.70%	19.15%	21.66%	20.50%	24.56%	12.96%	17.02%	15.86%	20.89%
3. Number of Families Reporting That They Take Time to Listen to Each Other	33	19	26	14	63	32	113	95	110	141	54	108	111	104
Percentage	6.38%	3.68%	5.03%	2.71%	12.19%	6.19%	21.86%	18.38%	21.28%	27.27%	10.44%	20.89%	21.47%	20.12%
4. Number of Families Reporting That They Pull Together When Things Are Stressful	42	16	43	34	66	38	96	52	73	107	69	104	116	154
Percentage	8.12%	3.09%	8.32%	6.58%	12.77%	7.35%	18.57%	10.06%	14.12%	20.70%	13.35%	20.12%	22.44%	29.79%
5. Number of Families Reporting That They Are Able to Solve Their Problems	37	20	35	31	69	44	126	83	100	123	73	105	70	105
Percentage	7.16%	3.87%	6.77%	6.00%	13.35%	8.51%	24.37%	16.05%	19.34%	23.79%	14.12%	20.31%	13.54%	20.31%
6. Number of Families Reporting That They Have Others Who Will Listen When They Need to Talk About Their Problems	32	11	32	18	30	20	63	44	68	74	124	153	145	191
Percentage	6.19%	2.13%	6.19%	3.48%	5.80%	3.87%	12.19%	8.51%	13.15%	14.31%	23.98%	29.59%	28.05%	36.94%
7. Number of Families Reporting That When They Are Lonely, There Are Several People That They Can Talk To	45	25	37	17	33	32	59	48	81	82	108	130	148	181
Percentage	8.70%	4.84%	7.16%	3.29%	6.38%	6.19%	11.41%	9.28%	15.67%	15.86%	20.89%	25.15%	28.63%	35.01%
8. Number of Families Reporting That They Would Have no Idea Where to Turn if Their Family Needed Help withFood and/or Housir	187	240	82	75	61	50	67	57	40	19	36	18	54	56
Percentage	36.17%	46.42%	15.86%	14.51%	11.80%	9.67%	12.96%	11.03%	7.74%	3.68%	6.96%	3.48%	10.44%	10.83%
9. Number of Families Reporting That They Would Have no Idea Where to go in They Had Trouble Making Ends Meet	179	222	67	80	66	57	76	48	49	32	37	20	53	45
Percentage	34.62%	42.94%	12.96%	15.47%	12.77%	11.03%	14.70%	9.28%	9.48%	6.19%	7.16%	3.87%	10.25%	8.70%
10. Number of Families That if There Were a Crisis, They Have Others That They Can Talk To	38	26	39	19	32	16	56	54	77	71	101	119	157	207
Percentage	7.35%	5.03%	7.54%	3.68%	6.19%	3.09%	10.83%	10.44%	14.89%	13.73%	19.54%	23.02%	30.37%	40.04%
11. Number of Families Reporting That if They Needed Help Finding a Job That They Would Not Know Where to go for Help	142	169	62	68	47	20	94	65	53	54	40	49	82	82
Percentage	27.47%	32.69%	11.99%	13.15%	9.09%	3.87%	18.18%	12.57%	10.25%	10.44%	7.74%	9.48%	15.86%	15.86%
12. Number of Families Reporting That There are Many Times When They Don't Know What to do as a Parent	82	107	83	103	67	89	61	51	81	70	65	30	84	49
Percentage	15.86%	20.70%	16.05%	19.92%	12.96%	17.21%	11.80%	9.86%	15.67%	13.54%	12.57%	5.80%	16.25%	9.48%
13. Number of Families Reporting That They Know How to Help Their Child(ren) Learn	34	28	46	35	51	47	60	43	86	65	99	132	114	159
Percentage	6.58%	5.42%	8.90%	6.77%	9.86%	9.09%	11.61%	8.32%	16.63%	12.57%	19.15%	25.53%	22.05%	30.75%
14. Number of Families Reporting That They Believe That Their Child(ren) Misbehave Just to Upset Them	120	121	71	74	64	71	77	81	56	35	54	46	84	58
Percentage	23.21%	23.40%	13.73%	14.31%	12.38%	13.73%	14.89%	15.67%	10.83%	6.77%	10.44%	8.90%	16.25%	11.22%
15. Number of Families Reporting That They Praise Their Child(ren) When They Behave Well	11	14	18	12	20	13	55	41	81	77	102	105	204	219
Percentage	2.13%	2.71%	3.48%	2.32%	3.87%	2.51%	10.64%	7.93%	15.67%	14.89%	19.73%	20.31%	39.46%	42.36%
16. Number of Families Reporting They Lose Control When They Discipline Their Child(ren)	205	198	91	83	75	71	51	47	38	26	26	21	49	50
Percentage	39.65%	38.30%	17.60%	16.05%	14.51%	13.73%	9.86%	9.09%	7.35%	5.03%	5.03%	4.06%	9.48%	9.67%
17. Number of Families Reporting That They Are Happy Being With Their Child(ren)	7	5	8	6	15	11	56	45	45	54	78	101	274	282
Percentage	1.35%	0.97%	1.55%	1.16%	2.90%	2.13%	10.83%	8.70%	8.70%	10.44%	15.09%	19.54%	53.00%	54.55%
18. Number of Families Reporting That They and Their Child(ren) Are Very Close to Each Other	13	5	17	5	31	20	60	45	56	57	79	119	232	251
Percentage	2.51%	0.97%	3.29%	0.97%	6.00%	3.87%	11.61%	8.70%	10.83%	11.03%	15.28%	23.02%	44.87%	48.55%
19. Number of Families Reporting That They Are Able to Soothe Their Child(ren) When They Are Upset	18	8	20	9	42	24	72	62	71	61	105	128	167	224
Percentage	3.48%	1.55%	3.87%	1.74%	8.12%	4.64%	13.93%	11.99%	13.73%	11.80%	20.31%	24.76%	32.30%	43.33%
20. Number of Families Reporting That They Spend Time With Their Child(ren) Doing What They Like To Do	6	16	18	4	44	29	83	61	85	74	102	129	155	209
Percentage	1.16%	3.09%	3.48%	0.77%	8.51%	5.61%	16.05%	11.80%	16.44%	14.31%	19.73%	24.95%	29.98%	40.43%

The Parenting Stress Index (PSI) is designed for the early identification of parenting and family characteristics that fail to promote normal development and functioning in children with behavioral and emotional problems, and parents who are at-risk for dysfunctional parenting. Table 6 illustrates aggregate PSI pre (entry) and post-administration (exit) participant responses. Entry and exit percentages represent the average of participant responses ranging from strongly agree, agree, to not sure and from disagree to strongly disagree. Ninety-five percent (95.10%) of the families that completed services participated in the Parenting Stress Index survey. **A decrease in parental stressors is noted across all 36 constructs, indicating a decrease of child abuse and neglect risk factors as a result of prevention services.**

Table 6: Parenting Stress Index Participant Responses	Administered at Entry and Exit from Services									
	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit	Entry	Exit
	SA	SA	A	A	NS	NS	D	D	SD	SD
TOTAL NUMBER OF FAMILIES PARTICIPATING IN THE PARENTING STRESS INDEX	544	544	544	544	544	544	544	544	544	534
1. I often have the feeling that I cannot handle things very well.	66	38	129	66	57	72	160	198	132	155
Percentage	12.13%	6.99%	23.71%	12.13%	10.48%	13.24%	29.41%	36.40%	24.26%	29.03%
2. I find myself giving up more of my life to meet my children's need than I ever expected	150	86	129	127	41	58	135	155	75	102
Percentage	27.57%	15.81%	23.71%	23.35%	7.54%	10.66%	24.82%	28.49%	13.79%	19.10%
3. I feel trapped by my responsibilities as a parent.	34	17	122	53	57	80	170	181	154	195
Percentage	6.25%	3.13%	22.43%	9.74%	10.48%	14.71%	31.25%	33.27%	28.31%	36.52%
4. Since having my child(ren), I have been unable to do new and different things.	42	42	96	79	60	54	185	167	152	172
Percentage	7.72%	7.72%	17.65%	14.52%	11.03%	9.93%	34.01%	30.70%	27.94%	32.21%
5. Since having my child(ren), I feel like I am almost never able to do the things that I like to do.	44	29	99	73	55	60	196	203	130	156
Percentage	8.09%	5.33%	18.20%	13.42%	10.11%	11.03%	36.03%	37.32%	23.90%	29.21%
6. I am unhappy with the last purchase of clothing I made for myself.	57	43	77	67	85	89	165	175	143	144
Percentage	10.48%	7.90%	14.15%	12.32%	15.63%	16.36%	30.33%	32.17%	26.29%	26.97%
7. There a quite a few things that bother me about my like.	83	44	158	123	49	59	133	160	111	140
Percentage	15.26%	8.09%	29.04%	22.61%	9.01%	10.85%	24.45%	29.41%	20.40%	26.22%
8. Having a child has created more problems than I expected in my relationship with my spouse / partner / childs(ren) father(s)	37	19	47	39	77	68	164	163	207	234
Percentage	6.80%	3.49%	8.64%	7.17%	14.15%	12.50%	30.15%	29.96%	38.05%	43.82%
9. I feel alone and without friends.	48	25	83	71	44	57	173	163	185	206
Percentage	8.82%	4.60%	15.26%	13.05%	8.09%	10.48%	31.80%	29.96%	34.01%	38.58%
10. When I go to a party, I usually expect not to enjoy myself.	33	22	46	44	66	71	154	153	233	238
Percentage	6.07%	4.04%	8.46%	8.09%	12.13%	13.05%	28.31%	28.13%	42.83%	44.57%
11. I am not as interested in people as I use to be.	44	40	116	92	63	46	148	158	162	188
Percentage	8.09%	7.35%	21.32%	16.91%	11.58%	8.46%	27.21%	29.04%	29.78%	35.21%
12. I don't enjoy things as I used to.	58	40	123	80	60	47	164	168	131	193
Percentage	10.66%	7.35%	22.61%	14.71%	11.03%	8.64%	30.15%	30.88%	24.08%	36.14%
13. My child(ren) rarely does things for me that make me feel good.	47	31	90	50	54	60	167	177	177	220
Percentage	8.64%	5.70%	16.54%	9.19%	9.93%	11.03%	30.70%	32.54%	32.54%	41.20%
14. Sometimes I feel my child(ren) doesn't like me and doesn't want to be close to me.	42	29	78	47	53	58	137	155	210	242
Percentage	7.72%	5.33%	14.34%	8.64%	9.74%	10.66%	25.18%	28.49%	38.60%	45.32%
15. My child(ren) smiles at me much less than I expected.	16	10	54	39	57	43	175	164	221	270
Percentage	2.94%	1.84%	9.93%	7.17%	10.48%	7.90%	32.17%	30.15%	40.63%	50.56%
16. When I do things for my child, I get the feeling that my efforts are not appreciated very much.	83	39	103	67	52	58	140	167	182	190
Percentage	15.26%	7.17%	18.93%	12.32%	9.56%	10.66%	25.74%	30.70%	33.46%	35.58%
17. When playing my child(ren) does often doesn't giggle or laugh.	18	8	32	25	42	56	183	153	258	285
Percentage	3.31%	1.47%	5.88%	4.60%	7.72%	10.29%	33.64%	28.13%	47.43%	53.37%
18. My child(ren) doesn't seem to learn as quickly as most children.	34	26	81	71	52	40	126	150	240	243
Percentage	6.25%	4.78%	14.89%	13.05%	9.56%	7.35%	23.16%	27.57%	44.12%	45.51%
19. My child(ren) doesn't seem to smile as much as most children.	18	15	55	36	52	53	159	161	236	272
Percentage	3.31%	2.76%	10.11%	6.62%	9.56%	9.74%	29.23%	29.60%	43.38%	50.94%
20. My child(ren) is not able to do as much as I expected.	29	14	65	33	57	41	149	165	228	273
Percentage	5.33%	2.57%	11.95%	6.07%	10.48%	7.54%	27.39%	30.33%	41.91%	51.12%
21. It takes a long time and is very hard for my child(ren) to get use to new things.	35	26	78	62	69	52	158	159	190	223
Percentage	6.43%	4.78%	14.34%	11.40%	12.68%	9.56%	29.04%	29.23%	34.93%	41.76%
22. I feel that I am a person who has some trouble at being a parent.	43	50	101	51	88	98	64	83	108	100
Percentage	7.90%	9.19%	18.57%	9.38%	16.18%	18.01%	11.76%	15.26%	19.85%	18.73%
23. I expected to have closer and warmer for my child(ren) than I do and this bothers me.	36	13	75	51	42	31	137	154	245	283
Percentage	6.62%	2.39%	13.79%	9.38%	7.72%	5.70%	25.18%	28.31%	45.04%	53.00%
24. Sometimes my child(ren) does things that bother me just to be mean.	86	46	104	90	48	53	122	157	174	173
Percentage	15.81%	8.46%	19.12%	16.54%	8.82%	9.74%	22.43%	28.86%	31.99%	32.40%
25. My child(ren) cry or fuss more often that most children.	42	16	87	62	42	48	166	172	197	228
Percentage	7.72%	2.94%	15.99%	11.40%	7.72%	8.82%	30.51%	31.62%	36.21%	42.70%
26. My child(ren) generally wake up in a bad mood.	52	41	70	76	54	48	162	165	189	200
Percentage	9.56%	7.54%	12.87%	13.97%	9.93%	8.82%	29.78%	30.33%	34.74%	37.45%
27. I feel that my child(ren) is very moody and easily upset.	73	54	146	116	49	62	128	128	146	170
Percentage	13.42%	9.93%	26.84%	21.32%	9.01%	11.40%	23.53%	23.53%	26.84%	31.84%
28. My child(ren) do a things that bother me a great deal.	65	49	162	119	48	51	140	158	113	153
Percentage	11.95%	9.01%	29.78%	21.88%	8.82%	9.38%	25.74%	29.04%	20.77%	28.65%
29. My child(ren) react very strongly when something happens that they don't like.	136	95	172	178	50	47	85	108	89	99
Percentage	25.00%	17.46%	31.62%	32.72%	9.19%	8.64%	15.63%	19.85%	16.36%	18.54%
30. My child(ren) get upset easily over the smallest things.	95	62	130	119	42	57	141	144	120	148
Percentage	17.46%	11.40%	23.90%	21.88%	7.72%	10.48%	25.92%	26.47%	22.06%	27.72%
31. My child(rens) sleeping or eating schedule was much harder to establish than I expected.	69	58	93	75	54	61	171	155	146	179
Percentage	12.68%	10.66%	17.10%	13.79%	9.93%	11.21%	31.43%	28.49%	26.84%	33.52%
32. I have found that getting my child(ren) to do something or stop doing something is somewhat easier than I expected.	76	41	92	66	80	95	77	93	65	90
Percentage	13.97%	7.54%	16.91%	12.13%	14.71%	17.46%	14.15%	17.10%	11.95%	16.85%
33. I have found that getting my child(ren) to do something or stop doing something is much easier than I expected.	32	32	67	73	92	58	78	72	104	137
Percentage	5.88%	5.88%	12.32%	13.42%	16.91%	10.66%	14.34%	13.24%	19.12%	25.66%
34. There are some things that my child(ren) do that really bother me a lot.	72	48	149	121	50	46	137	148	135	164
Percentage	13.24%	8.82%	27.39%	22.24%	9.19%	8.46%	25.18%	27.21%	24.82%	30.71%
35. My child(ren) turned out to be more of a problem than I expected.	59	42	102	87	51	56	149	142	170	201
Percentage	10.85%	7.72%	18.75%	15.99%	9.38%	10.29%	27.39%	26.10%	31.25%	37.64%
36. My child(ren) makes more demand on me than most children to on their parents.	61	40	86	60	52	54	126	151	156	188
Percentage	11.21%	7.35%	15.81%	11.03%	9.56%	9.93%	23.16%	27.76%	28.68%	35.21%

Table 7 summarizes the demographics of the at-risk families and children the Prevention Pilot Project served in the N.E. Detroit, Osborn area - Wayne County, the S.W. Detroit including Dearborn and Western Wayne County area, the Flint area - Genesee County, the Grand Rapids area - Kent County and the Pontiac area - Oakland County in Fiscal Year 2011. Participation in the Demographic Data Survey is also voluntarily and anonymous.

Table 7: The Prevention Pilot Project FY 2011 Demographic Data	
Protective Factors Survey Demographic Variables	**% of Families**
Had the family had any involvement with Children's Protective Services (CPS):	
Yes	66.20%
No	32.80%
Race / Ethnicity:	
African American	54.10%
Hispanic or Latino	7.15%
White (Non Hispanic, Native American, etc.)	33.89%
Middle Eastern	2.37%
Asian	0.30%
Multi-racial	2.19%
Family Marital Status:	
Single	58.53%
Married	16.19%
Partnered (LTP)	7.90%
Separated	4.88%
Divorced	10.37%
Widowed	2.17%
Family Housing Arrangement:	
Living in their own home	19.24%
Renting a home	51.77%
Sharing a home with friends or relatives	17.57%
Staying in a temporary shelter	8.68%
Are homeless	2.74%
Family Income:	
$0 - $10,000	61.73%
$10,001 - $20,000	23.91%
$20,001 - $30,000	6.75%
$30,001 - $40,000	4.79%
$40,001 - $50,000	2.82%
Receiving public assistance (FIP, PAP, WIC, Medicaid, etc.)	87.27%
Educational Status:	
Completed elementary and /or middle school	100.00%
Families that that completed some high school	39.41%
Families that completed high school	33.14%
Families with trade or vocational training	5.55%
Families that completed some college and/or have a 2 or 4 year college degree	27.65%
Household Composition (Children):	
1-2 Children	62.67%
3-4 Children	31.42%
5-6 Children	5.05%
7-8 Children	0.51%
More than 8 Children	0.35%

Attachment A: Feedback & Value

The S.W. Detroit, Dearborn & Western Wayne County Area

South Central DHS

I feel the program is very innovative for families because it puts skills & services in place to prevent at-risk families from coming to the attention of CPS. I refer all of my Category II, III & IV's to this program & I hope these services are a permanent fixture at DHS to help our needy families. Summer Shanklin, S.C. DHS-CPS

Western Wayne DHS

The referral process has been very accommodating to us as CPS investigators. We appreciate the availability of the prevention pilot as it provides an opportunity for our families who need education & assistance but may not need more formal interventions. I truly believe that these services help educate our families & reduce the risk to children as well as reduce the amount of re-referrals we get. Kelly Alexander, W.W. DHS-CPS

I recently met with a family who was very happy to receive in-home family services from you agency. The customer indicated that the assigned worker enhanced her parenting skills & also helped her to develop a better relationship with her children. Nicole Parker, MSW Program Manager, W.W. DHS-CPS

The Family Skills program helps a multitude of our families presently involved with CPS. The feedback I have heard is all positive & the families feel better about themselves & their parenting skills. There is a huge correlation between successful completion of the program & not being a repeat referral to CPS. James Bellamy, CPS Investigator

I am a Children's Protective Services Specialist for the State of Michigan, Department of Human Services in Wayne County. I am very gratuitous for this program because it increased the availability of necessary services for children & families. Andre Nash, DHS WWCFS, CPS

The Family Skills prevention pilot program is very prompt, responsive, effective and efficient. All of my families have praised the clinicians and supervisors. My Families feel a lot of hope after they have benefited from the program. Jennifer L. DeMars, CPS Investigator, 25350 Ecorse Rd., Taylor, MI. 48180

The prevention program at ACCESS was very beneficial to the students & their families that I have referred. The families gave me wonderful feedback about the services they received. I strongly support the program for helping at-risk families in our community. Rola Bazzi-Gates, ACSW, LMSW, Salina Elementary School

North Central DHS

The Parents and Children United Program has served as a excellent prevention resource for the in investigations I've completed for the Department of Human Services. Most of the families that I have referred for services, with your organization have benefited from your program immensely.

I love your program and I feel it is very beneficial to our clients. The program is a great extension of prevention services to hopefully keep referrals of families out of the system. I believe the staff is great and really cares about their clients. I would very much like the program to continue. Hill-Kvicala, Holly-Ann (DHS)

The N.E. Detroit, Osborn Area

My name is tiffany Barber and I am a CPS Worker for the Wayne County North Central District. The LSSM Family Connections program has been very helpful with my clients. Ms. Gibbons could have had her son removed but the Family Connections services assisted CPS with keeping her and her son in the home. I would love to see the services expanded to the entire Detroit area. These services assist clients in rectifying issues and improving their quality of life.

In regard to the McCarver case that was referred to your agency I feel that the worker and the agency did a wonderful job. The resources provided to the family were awesome and the McCarver family really benefitted from the program. , Andrea Massingille, Wayne County Children's Protective Services

This type of program is a proactive effort to connect families with the resources they need and prevent unnecessary placement of children in foster care. This program empowers a family and allows them to realize that they a situation that seems hopeless can be turned around so that families stay intact. It is hoped that this valuable program is extended as an available resource to help strengthen families and enhance the

lives of children. Traci Lee-Brown, M.A., Section Program Manager, North Central Child and Family Services, 13233 Hamilton Rd., Highland Park, MI 48203

The Flint Area

I wanted to take this opportunity to express my gratitude and appreciation for the efforts and successes the Orchard's Prevention Pilot Program have made with the families of Genesee County. You and your staff have been available to DHS and the families we serve on a 24/7 basis. The feedback that I have received from front line CPS workers has been nothing but positive regarding this program. This program is not only a true asset to DHS, but has been imperative in providing prevention services to the Genesee County community, resulting in a positive impact in the community. Steven Atwell, Genesee County, Children's District, Services Program Manager, 125 E. Union St., Flint, MI 48502

As a CPS Investigator in Genesee County, I wanted to share how successful the Prevention Pilot Program through Orchards Children's Services has been for the families in this community. I have made an estimated 20-30 referrals to the Prevention Pilot Program for both category IV and III Cases that meet the risk criteria. Lindsay Vogt, CPS Investigator, Genesee County DHS

Jordan has been working with the Middleton family. This was a very risky case but it was determined that mom would be allowed to be with baby despite past removals due to DHS policy. Jordan has helped support and strengthen the family in ways that I never dreamed possible. I know that this family will be forever grateful for the opportunity to raise this child and will never forget Jordan and the importance he has played in their lives. Michelle Sparks, Social Services Specialist-Genesee County, Children's Protective Services

I love the prevention program, it is an easy referral to make and I feel I get a good response from my clients because it's voluntary so they don't feel like they are forced to complete the program. It has been a good addition to our community resources. Kelly Millar, Children's Protective Services, Genesee County

I have really enjoyed working with your staff and find the program extremely helpful for the clients on my caseload. I have been a CPS for over 8 years and know that we need services like this in our community. Kelly Palmer-Albin, Children's Protective Services, Genesee County

I think this Pilot Prevention Program is one of the best out there that specializes in family relationships, parenting skills, and improving social and life skills for the children. In fact, I will be making two more referrals to this program tomorrow. Marble Dicks, Children's Protective Services, Genesee County

Ms. Goggins shared that she has gained a lot of support through the Parents and Children United Program, through Spectrum Child and Family Service. Ms. Goggins met her parenting goals that she established through the program. Ms. Goggins shared that she felt as though she has been able to gain more control over her child's behavior and is glad that she has addressed the behaviors now before Terrence "slipped through the cracks". Sincerely, LaVerna N. King, M.A. Spectrum Child and Family Services

This is by far one of the best programs I have ever utilized doing CPS. I make a point of making every referral I can to you guys! Kelly Millar, CPS Genesee County

The Pontiac Area

Referral sources have given feedback to staff that they see the Prevention Pilot Project as a valuable resource for families with highly needed visiting (as well as group) support crucial to servicing at-risk families. Kevin S. Zoromski, MSEd., Early Childhood Services Manager

I appreciate the referrals that you made to help me with clothing, food, and furniture. I love when people like you come into my life.
Tonika Shelton, Parent

Several months later, you were able to close this case and move on, but I want to you to know that I interact with the referred parent on occasion when I see her in the community, and she has told me that your services were very helpful to her family, and she felt supported and safe as a result of your staff's hard work. I will continue to refer families to CSSOC, and I truly appreciate your direction, insight, and dedication. Mark H. Reed, Children's Protective Services Specialist (Oakland County). Mark H, Reed, 51111 Woodward Ave, Pontiac, MI.

The Nurturing Parent Program provides a place for our population, school, psychologist, social workers and other social services organizations such as S.T.I.P to have a consolidated place to seek community resource assistance. I would like to see this program continue to make the difference that it has this year. Raquel K. Welch-Johnson, S.T.I.P Coordinator, Jefferson/ Whittier Elementary

The Grand Rapids Area

The Alternative for Families program has been a value to CPS as it focuses on the parent and children. So many of our current programs only focus on the parent but the Alternative for Families program focuses on the child, parent and the family. This program is a great resource for CPS. The parent learns appropriate communication skills and discipline and this is helpful in preventing future incidents that

may lead to another CPS intervention. Overall, this program fills in the gap that is missed with so many of our prevention programs.
Sarah Kimball, Kent County DHS, Health Liaison Officer

Attachment B: Family Success Stories

(Fictitious names have been used to ensure confidentiality unless the story is from a client who agreed to have their experience shared.)

Each year more than 750,000 teenagers become pregnant in the United States alone. Even with widespread national campaigns to prevent teen pregnancy this number is on the rise. The Family Skills Preservation Program is a short-term, skill-building, home-based program. The program works to serve families through referrals from Child Protective Services. By implementing the Family Skills Preservation Program initiative in Wayne County, the families are provided a foundation that ensures safety of children in the care of people who love them the most. Many of the families served by the program need help developing their communication skills, parenting skills, decision making skills and problem solving skills. The program also works to aid participates with housing, employment, counseling and the like. This is a story of a special case, in which a teenager had to make a very difficult decision.

Emily became sexually active at the age of twelve, this may have been due to poor parental supervision and support. She reports not using protection with her fourteen year old boyfriend, because she thought "it won't happen to me". A year later, Emily became pregnant. She did not become aware of her pregnancy until her second trimester, in which she was already five months along. Naturally, Emily was very scared and confused. She felt that she could not talk to anyone about how she was feeling and was especially hurt that her boyfriend did not provide any emotional support. Emily also became bullied by her classmates and was forced to complete the last two months of her eighth grade year at home. At this time, Emily was living with her father, and her relationship with her mother was estranged. Due to Emily's parents' separation and hectic work schedules, Child Protective Services were involved due to a suspicion of poor supervision.

The clinician began to work with the family on strengthening their communication skills. The clinician also had to address a very important and time sensitive issue; arrangements for the baby. During the home based sessions with the clinician Emily often referred to the unborn baby as "it". She reported having no emotional attachment to the baby. Emily's father was supportive and encouraged Emily to make her own decision in regards to after birth arrangements for the baby. Emily did not have strong decision making skills and given her age, it was not expected. The clinician had to work on establishing a trusting relationship with Emily, in order to empower her to make her own decision.

The clinician provided Emily with numerous resources. Together, the clinician and Emily worked on online parenting classes that highlighted what caring for an infant would entail. The parenting course provided information on development, basic needs such as feeding for an infant and the importance of having a reliable support network. The clinician also provided the family with information on a few local adoption agencies per Planned Parenthoods recommendation. Together, Emily her father and the clinician created pro's and con's charts for both options; adoption and keeping the baby. Emily then alone created a chart and shared her thoughts with her family. Emily decided that she wanted to meet with prospective adoptive parents. After carefully viewing numerous candidates, Emily chose an older couple who was unable to have their own children. Emily wanted to meet this couple. With her parents at her side, Emily met the prospective adoptive couple at a local coffee shop. She reported feeling "nervous" and "not really knowing what to ask them". They set a date to meet again the following week.

The clinician helped Emily brainstorm a list of questions that she could ask the couple at their next meeting. Emily felt more confident about her decision once she asked questions. At this point, Emily was in her final month of pregnancy and reported feeling “anxious”. The clinician continued to work with Emily on understanding the legal process and understanding her rights as a birth parent.

As she went into labor, Emily was still planning on giving the baby up for adoption. Things quickly changed when the nurse placed baby Michael* in her arms. Emily reports feeling so connected to Michael that “I couldn’t let him go”. A final decision was made; baby Michael would be going home with Emily and her family. Emily’s father quickly ran out to purchase all the necessary provisions for his grandson.

Through the Family Skills Preservation Program, Emily was able to become her own advocate. She reported feeling “empowered” and was “happy to know all of my options”. The clinician was able to provide Emily with information on her options, support and the encouragement Emily needed to make the decision that was right for her.

Today, baby Michael is big and healthy. Emily has started high school and recently attended the Homecoming dance. Emily’s parents alternate caring for their grandson. Emily reports feeling “good about my decision, even though it is sometimes hard.”

Even at only a few months old, Michael has made a significant impact on this family. Emily and her mother’s relationship has been mended and the entire family works together to care and provide for Michael.

The Family Skills Preservation Program wanted to congratulate Emily and her family on the arrival of baby Michael and provided them a gift of clothing.

LL, age 23, completed the Nurturing Parenting Program during her pregnancy and shortly after her daughter was born. She lives with the father of the baby who attended the classes whenever he was not working and is supportive. LL came from a dysfunctional family of divorce, emotional and physical abuse and lived with her alcoholic mother. She had a history of shoplifting and truancy as a teen and struggled with depression.

Her main concern was that she would be just as dysfunctional as her family. She had ambivalent feelings regarding pregnancy, parenting, discipline, appropriate expectations for self and infant/child. She was spanked and yelled at as a child and wanted to change but did not know how. She was so eager to learn and kept all her appointments. She had lists of questions regarding parenting on each visit.

Upon completing the program, she was bonded to her baby, confident with her role as a mother and parent. She started to set healthy boundaries with her dysfunctional family and was seeking counseling resources per PHN referral.

Almost one year from completing the NPP, LL continues to call, text, and send pictures of her baby. She is now a proud confident mother.

AW, age 17, completed the Nurturing Parenting Program during her pregnancy and shortly after she delivered a healthy baby girl. Father of baby, age 20, also participated in the NPP. The father's concern is that he would not be able to provide for his daughter. Both parents were unsure how to care for an infant and needed much anticipatory guidance.

AW lived in several foster families since her parents were drug abusers and unable to care for her. She was finally adopted by an older woman she refers to as "My Granny" who she resides with. She had ambivalent feelings regarding the pregnancy, parenting, unrealistic expectations for self and baby, and viewed corporal punishment as appropriate discipline. Her main goal was to get her own place so she would not be a burden to "Granny". The public health nurse provided several resources on housing options.

After completing the NPP both parents were more comfortable, bonded and confident with the care of their newborn. Six month after completing the program, the PHN ran into AW at Teen Path Housing Complex in Pontiac where she now resides. Even though she and father are not currently together as a couple, they both are actively involved as co-parents. AW is now working part-time and attending college.

Debora is married, has two children ages 5 and 3, and is due with their 3rd child later this week. Debora was a CPS referral. She speaks Swahili, so an interpreter is used during our sessions. During my initial assessment, Debora and I identified her needs in the following areas: housing, employment, resource acquirement/management, and education. I communicated with Community Rebuilders, who assisted the family in paying the rent on their apartment for 4 months. They also told me the family would be eligible for rent assistance program if Debora's family income reached a certain level. Debora and her husband both lost their jobs around the time when I began working with them. They were not sure what to do, as English was such a barrier for them finding employment. I learned the family was eligible for 4 more years of services from Bethany's Refugee jobs program. They were also eligible for free English classes with free daycare provided, and mental health counseling (to help Refugees work through their traumatic past). I linked Debora and her husband to the jobs program and English classes. Her husband immediately enrolled and went through their orientation. I assisted Debora's husband in improving his work ethic and job performance. Debora's husband has now been placed at a job, through Bethany Christian Services, and is working 40 hours/week. The family was in need of many basic needs. Our program was able to purchase beds for each family member. We also purchased household items and taught Debora how to use them. I also walked with them to a local thrift store, and assisted them with identifying what resources are available within a short distance of their home. As the family had financial difficulty, their phone was shut off several months after we began meeting. I linked them to a Safelink phone, and my interpreter actually offered the internet available at his church to facilitate this. I also talked with the interpreter about inviting them to his church, since they people there speak Swahili, and they said they wanted to go to church, but didn't know of any that spoke their language. The family has been attending consistently and is developing a greater sense of community. I also took the family to the Pregnancy Resource Center, where Debora was able to access multiple resources for her family; especially her baby who would soon be born. I'm also working with a church to supply the family with their needs for their new baby. I've secured donations such as a crib, pack-n-play, clothing, blankets, bedding, and diapers for the family.

Debora's children had never attended school, and Debora has not completed High School or her GED. I identified what school district the family was in, contacted local schools for each of her children, and arranged for an interpreter to assist the family in registering their children for school. Both of Debora's children are now attending school, and both are very excited about this opportunity. Our program also was able to purchase basic school supplies for the children to help get them started in school. I also assisted Debora on getting the understanding what other services she needs to access for her children to be in school, such as a dental exam. I assisted the family at setting up an appointment, and I transported them there with an interpreter to assist with the appointment. Currently all of the requirements for Debora's children to stay in school have been met. I've also been talking with Debora about furthering her education, as she would like to one day become a nurse. She's stated that she has no idea what to do to achieve this goal. Currently, she says she's completed her education through an 8th grade level. I've talked with her about enrolling in a GED class, so that one day she can attend a college or university and pursue her vocational goals.

Our program was very effective at helping to stabilize this family and prevent them from spiraling downward, out of control, until they attract the attention of various agencies, such as CPS. Since the family was enrolled in the Family Home Services Program, they have had NO further CPS involvement. The family is making great strides toward self-sufficiency, making use of the sustainable resources in their community, and is slowly but successfully acclimating themselves to the American culture.

I would like to thank the Spaulding for Children Healthy Program for being there for me and my family. I go to the weekly parenting classes at the Matrix Center. My instructor for parenting is very good. She makes the classes exciting. I have completed the parenting classes but they are so good I keep coming back for more. I have learned how to discipline my children, the importance of nurturing my children and how to be a better mother. I enjoy the home visits with my outreach worker. She would provide me with information on parenting and give me handouts to read. She would also provide a listening ear and support. The handouts were very useful. She has given me referrals for housing. I have been approved for a housing program and i am waiting to hear back from them with my move in date. I had not completed my high school diploma or gotten my GED. I am now in classes to complete my GED. I have received help with getting household items (bed and microwave), clothes for my children, and baby items (car seat, diapers and wipes). I enjoy coming to the teen/young parent support groups. I have learned about self esteem, parental stress, self worth, budgeting, and living on my own at the support groups. I have met new friends as a result of the supports. I like coming to the parent training also. I can bring my children to the trainings because they offer child care. When I started the program I was not working I am now working as a health care aid at a nursing home. Channelle Williams

My name is Renee Pearson and this is my story. My daughter has attempted suicide method three times. My son has been so depressed and overwhelmed with family issues that he also was admitted to the hospital. Our marriage was on the verge of divorce. I did not want to live anymore because I felt that life was too hard. The Healthy Families Program is continuing to be a blessing to my family. Mrs. Brenda Harris, Ms. Dawson and other staff has made us feel comfortable talking to them about our family issues and finding solutions. I don't know where our commitment, communication, and coping skills will be without this prevention program. We are so happy this program is in existence and pray that the funding will continue to impact the lives of Michigan Families. One day I received a call from Mrs. Harris, who came out to meet us and get a feel of what was going on. In August, Healthy Families sent us on a marriage retreat. The retreat helped our marriage because we are no longer taking the steps towards divorce but have a healthy relationship. We attend the weekly parenting meetings at the Matrix. We have increase our time together, we say kind words to each other, and treat ourselves to a date once a month. It took Mrs. Harris and Ms. Dawson direction to go back to the basis of why we fell in love. I was invited to go to Lansing to advocate for the Healthy Families Program with a bus

full of staff and parents. I have never been to the capital. I had never spoken to a Senator and I have never witness the transactions of the Michigan Legislators meeting. It was Healthy Families who introduced me to the ways of praising each family member. It was Healthy Families who showed me how to advocate for my family. It was Healthy Families who gave gifts to my children on their birthdays. It was Healthy Families who insured my children were getting the best services in the community. Thank you! Thank you! Thank you! Thank You! Renee Pearson

Attachment M

Michigan Child Welfare Training Institute Matrix 2012

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Adoption Pre-Service Institute (PSI)	This is a nine-week course designed for newly hired private agency and DHS Adoption staff that offers five weeks of on-the-job and online training with four weeks of training in the classroom. The on-the-job training is structured with activities for the trainee to coordinate with their supervisor and a mentor to model case practice. Each online and classroom module focuses on specific skills required to do the job successfully.	Please see the breakdown for each module		120 classroom hours, >270 total hours. Please note that some classroom time is devoted to	Classroom, web-based and on-the-job	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$280,660.00
Overview of Adoption	This class is a general introduction to a adoption including how a child becomes a permanent ward, the timeline for family assessment, child assessment and placing a child.	Placement of the child and case management	75%	6	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67
Adoption History and Philosophy	Adoption terms, policy and who and what defines permanence. The importance of connection to siblings and why it is so important that permanency planning is to begin with initial placement.	Placement of the child and case management	75%	1.5	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$3,547.67
Confidentialty	This class introduces new workers to confidentially for child welfare, medical issues, substance abuse, mental health and HIV/AIDS. Legal prohibitions and penalties are addressed.	Referral to services and case management.	75%	2	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$4,730.22
MITEAM	This class introduces new workers to the MDHS family engagement model called MITEAM. The model focusses on teaming, engagement, assessment and mentoring when working with a family from CPS intervention to permanency. Included are skills for collaboration with community partners.	Referral to services and case management.	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Working Safe Working Smart	This class teaches how to assess emotionally charged situations to enable staff to diffuse hostile behavior to prevent violence. It includes practical tips for safety, canine safety and meth lab concerns.	Worker safety and worker retention	75%	6	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67
Adoption Legal	This one-day interactive training provides participants with the knowledge of laws that directly impact the practice of adoption in Michigan and the skills to use laws to justify placement decisions.	Preparation for and participation in judicial terminations	75%	6	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67
Multiple Transitions	This training focuses on perspectives of the Child Welfare System from the viewpoint of children. Types of loss and how children available for adoption may perceive, display, and process their losses. How adoption workers can recognize and lessen trauma for children they work with.	Case management and referral to services	50%	1.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Online Resources	This training provides the participant with exposure to the variuos resources available for children eligible for adoption, as well as resources available to the adoption caseworker to access policy and complete assessments.	Case management , referral to services	75%	1.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$3,547.67
Child and Family Services Review /Modified Settlement Agreement	This training begins with a discussion about the history and process of CFSR and MSA. Participants will learn about the seven outcome areas under safety, permanence and well being, and specifically explore four items related to adoption (Item 8 Reunification, Guardianship or Permanent Placement with a Relative, Item 9 Adoption, Item 12 Placement With Siblings, Item 15 Relative Placement). The participant will also learn about the impact each of these reviews has on Adoption services.	Case management	50%	2.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$3,941.85
Federal and State Laws	This training provides information about federal and state laws impacting adoption policy and practice, including mandated reporting and child death reporting.	Case management	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
Termination of Parental Rights/ Voluntary Release	This training provides the basis for termination of parental rights, including the CPS referral process and categories of service, foster care services and reasons for termination, the differences between termination vs. voluntary releaseand includes information on the Safe Delivery Act.	Case management, preparation for and participation in judicial determinations	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$4,730.22
Referral to Adoption	This training describes the process which foster care must follow and introduces the referral packet. Available adoption services available through private agencies are described. Training is provided on how to document, including documentation on SACWIS if apporpriate.	Case management, referral to services	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
Child Assessments	This training provides adoption caseworkers the skills they need to complete, document and utilize child assessments, and the importance of accurate, thorough child assessments to assuring permanency for the child. Training is provided on how to document, including documentation on SACWIS if apporpriate.	Case management, referral to services.	75%	9	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$21,286.01
Reports	This training provides participants the opportunity to review the various reports completed in Adoption, including the Quarterly Progress Reports, Child Assessments and Family Assessments. Training is provided on how to document, including documentation on SACWIS if apporpriate.	Case management,	75%	6	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Recruitment and Application Process	This training describes recruitment efforts, orientation of prospective adoptive families, PRIDE training, the application process and potential conflicts.	Recruitment and licensing of foster homes	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Information Sharing	In this training, participants will discuss sharing of information with the prospective adoptive family, discussing adoption with children, visitation guidelines and legal placement in the adoptive home.	Case management, placement of the child	75%	2.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$5,912.78
Michigan Adoption Resource Exchange (MARE)	In this training, participants will learn about the history of MARE, what services they provide and how the adoption worker should interface with MARE.	Case management, placement of the child.	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$4,730.22
Report Generation	This training reviews the policy guidelines, proper completion of BCAL forms and best practice in gathering information. Participants will generate a BCAL 3130 based on case information provided. Training is provided on how to document, including documentation on SACWIS if apporpriate.	Case management, licensing of foster homes	75%	12	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$28,381.35
Background Checks and Clearances	This training will review various types of checks/clearances and the timeframes for completion. Highlighting recent changes in history/clearance requirements, to include CPS Clearances/substantiations and fingerprinting.	Placement of the child, development of a case plan	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Approval/Denial Process	This training covers the difference between approval/denial and recommendations and specifically covers the DHS-605 Recommendation to Deny Request.	Recruitment and licensing of foster homes and institutions	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Interstate Compact on the Placement of Children (ICPC)	This training discusses the process required to complete in order to place a child out of state and the financial resources available.	Placement of the child, case management.	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Family Selection (MATCH)	Placement Decisions will be discussed, highlighting the importance of making appropriate matches. Disruption vs. Dissolution will be discussed.	Case management, placement of the child	75%	4	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$9,460.45
Subsidy	Michigan's three adoption assistance programs and their intended purpose are discussed. Participants will learn to use the Adoption Assistance Manual. Participants will learn about timeframes, who qualifies and how, rates and finalization.	Rate setting, case management	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Multi-Ethnic Placement Act/Inter-Ethnic Adoption Provisions (MEPA/IEAP)	Participants will learn about the history, components, goals and repercussions for non-compliance with MEPA/IEPA.	Placement of the child, case management	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$4,730.22
Michigan Children's Institute (MCI)	This training is presented by a guest spearker from the MCI office. This person discusses the consent process, denial of consent, and how adoption workers should interface with MCI.	Case management, placement of the child	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$7,095.34
Final Requirements	In this training, adoption workers will learn about legal risk adoption, filing the petition, supervisory period, finalization, closing documents and post adoption services.	Preparation for and participation in judicial determinations, case management,	75%	13.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective	$31,929.02
Mock Trial	This training provides a role-play court experience for new caseworkers. The first part of the day is lecture, including a review of the adversarial process, court room etiquette, direct/cross examination, contempt of court, and objections. The second part of the day, caseworkers participate in mock testimony regarding a case they've been working on throughout the PSI training.	Preparation for and participation in judicial determinations	75%	6	classroom	Multiple trainers from the Assistant Attorney General's Office, Cooley Law School and local child welfare judges	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67
Youth Panel and MAFAK	In order to provide caseworkers a view from inside the system, on their final day of training, adoptive, foster and kinship caregivers present on caring for children in the child welfare system. Foster and adoptive youth present on their experiences in the child welfare system.	Placement of the child, case management,	75%	6	classroom	Multiple trainers include foster and adoptive youth and foster, adoptive and kinship caregivers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$14,190.67
Domestic Violence	This class describes different forms of assaultive behavior in intimate partner relationships; how coercive control is used by the perpetrator to harm children and keep adult survivors trapped; the possible impact on children exposed to Intimate Partner Violence; Victims' behavior; Helpful resources for victims and perpetrators of Intimate Partner Violence; and Child Protective Services policy pertaining to Intimate Partner Violence	Referral to services, placement of the child, case management	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Family Preservation	This class describes the historical background of Family Preservation Services in Michigan. The class will help participants recognize the goals and values of Family Preservation Services. Learn how to determine if and when a case may be referred to Family Preservation Services. Understand the similarities and differences between Families First of Michigan, Family Reunification, and Families Together Building Solutions.	Referral for services, case management, placement of the child.	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
Substance Abuse	This class describes the types of drugs that are commonly abused, as well as the continuum of substance abuse. The focus is on the effects on the child in the home and what to expect when case planning for the substance abuser.	Referral for services, case management, placement of the child.	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
Indian Child Welfare Act	Participants learn about the history of American Indian child welfare and the federal and state laws affecting the children and their families. This training also provides information about DHS policy and working with Michigan Native American communities Permanency planning issues for American Indian children are reviewed. Participants learn about active efforts, placement priorities and consulting with tribes and many other elements related to providing quality casework involving native american children	Placement of the child, referral to services, preparation for and participation in judicial determinations	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
SWSS Web - Caseworker	This web-based training demonstrates the SWSS-web application used for communication and report submission between the contracted private child placing agency and DHS.	Case practice and documentation, SACWIS system training	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$2,365.11
Foster Care PSI	This is a nine-week course designed for newly hired private agency and DHS foster care staff that offers five weeks of on-the-job and online training with four weeks of training in the classroom. The on-the-job training is structured with activities for the trainee to coordinate with their supervisor and a mentor to model case practice. Each online and classroom module focuses on specific skills required to do the job successfully. Training is offered slightly differently for public and private caseworkers, public (DHS) caseworkers are taught how to use the SACWIS system to document their casework, while private agency caseworkers are taught to use templates to document their casework	Please see the breakdown for each module		120 classroom hours, >270 total hours. Please note that some classroom time is devoted to orientation	Classroom, web-based and on-the-job	Multiple trainers	Long-term	Child Welfare		$2,525,940.00
Confidentialty	This class introduces new workers to confidentially for child welfare, medical issues, substance abuse, mental health and HIV/AIDS. Legal prohibitions and penalties are addressed.	Referral to services, case management	75%	2	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$41,751.07
MITEAM	This class introduces new workers to the MDHS family engagement model called MITEAM. The model focusses on teaming, engagement, assessment and mentoring when working with a family from CPS intervention to permanency. Included are skills for collaboration with community partners.	Referral to services and case management.	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Working Safe Working Smart	This class teaches how to assess emotionally charged situations to enable staff to diffuse hostile behavior to prevent violence. It includes practical tips for safety, canine safety and meth lab concerns.	Worker safety	75%	6	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$125,253.22

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Foster Care Legal	This one-day interactive training provides participants with the knowledge of laws that directly impact the practice of foster care in Michigan and the skills to use laws to justify placement decisions.	Preparation for and participation in judicial decisions	75%	6	Classroom	Multiple trainers from the Assistant Attorney General's Office	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$125,253.22
Entry Into Care	This training describes the stages of grief and how they may be displayed by children in foster care. The types of loss and how children in foster care may perceive, display, and process their losses. How to lessen the losses that a child entering foster care may experience.	Case management, , placement of the child, development of the case plan.	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Legal Status (Wardship)	This training discusses how legal status is determined and provides a look at the difference between County/Court wards and State ward as well as the difference between temporary and permanent wards and the jurisdiction and responsibiloity for these wards. Rights of parents whose children are temporary wards will be discussed, as well as the role of the Michigan Children's Institute (MCI)	Preparation for and participation in judicial determinations	75%	6	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$125,253.22
Court Orders and Findings	This training discusses family court phases and responsibilities including the various court forms that workers will be most likely to see and when (i.e. what phase of the court process might they encounter which forms). Participants will walk through each section of a JC11a and JC26 to explain what each section means (i.e. what should/shouldn't appear on orders). Participants will be provided access to various court forms and discuss what to do when a court order does not reflect what is discussed in court.	Preparation for and participation in judicial determinations	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Transfer from Children's Protective Services to Foster Care	Role of Children's Protective Services workers and foster care workers, including CPS Categories, when a case is referred to foster care, when foster care takes case responsibility and court responsibility. Participants will learn how a case is transferred from CPS and what should be included. The difference between reasonable efforts for CPS and foster care will be discussed. Central Registry, LEIN, Criminal Background Checks, home studies, initial visitation, medicals/dentals, worker contacts and other	Case management, placement of the child, development of the case plan, referral to services	75%	1.5	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$31,313.31
Visitation and Worker Contacts	Frequency and quality of foster care worker visits with children, parents (including requirements for incarcerated parents), foster parents/relative caregivers. Training will cover what should be discussed (including ways to engage each of these individuals) during visits, how to gather information from individuals. Highlightin gthe specific requirements at various stages of case planning (1st month of placement, subsequent months in placement, return home, replacement).	Case management, development of the case plan, placement of the child	75%	2	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$41,751.07
Parenting Time and Planning	This training discussed the who, when and where of parenting time. Supervised vs. unsupervised, suspension by a Judge and additional opportunities for parent involvement outside of the traditional setting (i.e. school functions, medical appointments, haircuts, etc.)	Case planning and case management	75%	2	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective	$41,751.07
Permanency Planning/ Concurrent Permanency Planning	This training introduce 5 federally recognized permanency planning goals. As well as the difference between sequential planning and concurrent planning, and includes the concurrent permanency planning model and where it is being piloted in Michigan. Review of timeframes for reaching a permanency goal and discussion of compelling reasons.	Permanency planning, case planning	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61

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Placement and Replacement	This training covers placement selectioncriteria – who should be involved and what should be considered. Possible reasons for replacement, ways to avoid replacements, what must be done should a replacement be necessary (or is being considered). The use of PPC's, Case Conferences, and MMTs.	Case management and placement of the child	75%	3	Classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Interstate Compact on the Placement of Children (ICPC)	This training discusses the process required to complete in order to place a child out of state and the financial resources available.	Placement of the child, case management	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective	$20,875.54
Multi-Ethnic Placement Act/Inter-Ethnic Adoption Provisions	Participants will learn about the history, components, goals and repercussions for non-compliance with MEPA/IEPA.	Placement of the child, case management, development of the case plan.	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective	$20,875.54
Medical Issues	DHS Policy vs. Licensing Rules (medical, dental and immunization requirements) Managed care (HMO's) and the foster care workers role. Medical Passport and durable power of attorney for healthcare.	Referal to services, case planning	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective	$20,875.54
Educational Issues	Educational Requirements, including: • McKinney Vento Homeless Youth Act • Fostering Connections Act • Request of Records and involvement of educators in treatment planning	Referal to services, case planning	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$20,875.54
Absent Parent Protocol	This training introduces the Absent Parent Protocol and what it dictates regarding a foster care workers job. Methods of searching for absent parents and why it is important to locate absent parents. New policy regarding	Case management,	75%	1	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the	$20,875.54
Funding, Government Benefits, Payments, DOC, Non-Scheduled Payments	This training discusses the history and guidelines related to funding sources which are linked to legal status. Completion of required forms, things that affect the funding source, foster care rate, determination of care policy and practice scenarios. Non scheduled payments policy and practice scenarios. Funding for older youth (YIT, ETV, TIP, scholarships, etc.)	Rate setting, eligibility determinations and re-determinations, fair hearings and appeals.	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$41,751.07
SDM Overview	This training discusses the history and guidelines of Structured Decision Making (SDM) and reviews various SDM forms utilized in foster care. The impact of strength based engagement in goal achievement and developing individualized goals with objectives, action steps, expected outcomes and timeframes. Resources for assessing and developing Independent Living Plans. Annual Transitional Plans/ 90 Day Discharge Plans.	Referral to services, placemetn of the child, development of the case plan, case management	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$41,751.07
Family Assessment of Needs and Strengths /Child Assessment or Needs and Strengths/Parent Agency Treatment Plan	In this training, participants review the policy guidelines, proper completion of SDMs and best practice in gathering information.	Referral to services, placemetn of the child, development of the case plan, case management	75%	8	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$167,004.30
Services Worker Support System Application	A walk through of the SACWIS system foster care workers use to document casework. Including all functinos a foster care worker must complete in SWSS to accurately document casework.	Case practice, SACWIS system training.	75%	24	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$501,012.89
Initial and Updated Service Plans	Writing/compiling ISPs and USPs for foster care cases. Including the incorporation of SDMs and report generation.	Case practice, case planning, SACWIS system training,	75%	12	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$250,506.45

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Absent Without Legal Permission (AWOL)	Policy requirements in cases of AWOL youth and what can be done to avoid AWOL situations.	Social work practice, communication skills required to work with children and families,case management	75%	2	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$41,751.07
Return Home	When to consider return home, how to determine a families readiness (Reunification Assessment). Process for returning home (increased parenting time, LEIN, community resource identification, etc.). Requirements following return home, including the use of contracted services.	Referal to services, case planning, family centered practice	75%	2.5	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$52,188.84
Termination of Parental Rights/ Petition Writing	Requirement for filing petition to terminate parental rights. Benefits of a well written court petition, including a petition writing exercise.	Preparation for and participation in judicial determinations	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Foster Care Transfer to Adoption	Requirements and process for referral and transfer to adoption.	Case planning, case management, placement of the child, referral to services.	75%	3	classroom	Multiple trainers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$62,626.61
Mock Trial	This training provides a role-play court experience for new caseworkers. The first part of the day is lecture, including a review of the adversarial process, court room etiquette, direct/cross examination, contempt of court, and objections. The second part of the day, caseworkers participate in mock testimony regarding a case they've been working on throughout the PSI training.	Preparation for and participation in judicial determinations	75%	6	classroom	Multiple trainers from the Assistant Attorney General's Office, Cooley Law School and local child welfare judges	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$125,253.22
Youth Panel and MAFAK	In order to provide caseworkers a view from inside the system, on their final day of training, adoptive, foster and kinship caregivers present on caring for children in the child welfare system. Foster and adoptive youth present on their experiences in the child welfare system.	Case planning, referral to services, preparation for and participation in judicial determinations, placement of the chld, development of the case plan, case management and ethics unrealted to the title IV-E state plan	75%	6	classroom	Multiple trainers include foster and adoptive youth and foster, adoptive and kinship caregivers	Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$125,253.22
Domestic Violence	This class describes different forms of assaultive behavior in intimate partner relationships; how coercive control is used by the perpetrator to harm children and keep adult survivors trapped; the possible impact on children exposed to Intimate Partner Violence; Victims' behavior; Helpful resources for victims and perpetrators of Intimate Partner Violence; and Child Protective Services policy pertaining to Intimate Partner Violence	Referral to services, placement of the child, case plan development, case management	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$20,875.54

Course/Module **Title**	**Course Description**	**Title IV-E Administrative Function**	**FFP Rate**	**Hrs**	**Venue**	**Trainer**	**Duration**	**Target Audience**	**Allocation Methodology**	**Estimated Total Cost**
Family Preservation	This class describes the historical background of Family Preservation Services in Michigan. The class will help participants recognize the goals and values of Family Preservation Services. Learn how to determine if and when a case may be referred to Family Preservation Services. Understand the similarities and differences between Families First of Michigan, Family Reunification, and Families Together Building Solutions.	Social work practice, cultural competency, communication skills required to work with children and families, referral, family centered practice	75%	1	Web-based		Long-term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs.	$20,875.54

Course Code	Course/Module Title	Course Description	Title IV-E Administrative Function	FFP Rate	Hrs	Venue	Trainer	Duration	Target Audience	Allocation Methodology
	Domestic Violence	This comprehensive class will provide the family preservation and child welfare worker with knowledge about domestic violence and its manifestations and effects on the family. It includes how to identify domestic violence and conduct an assessment of the potential lethality of the situation, in addition to intervention techniques, the role of the service provider and safety planning with survivors. The training includes the use of case scenarios, role-playing exercises, handouts and video. The training also focuses on the work which can be done with perpetrators of domestic violence. Participants learn to use the guiding principles for work with domestic violence in families, assessment skills and specific interventions developed to support the non-offending	Social work practice, communication skills required work with children and families, child abuse and neglect issues, impact of child abuse and neglect and the child, family centered practice, activities designed to preserve, strengthen, and reunify the family		18	Classroom	Multiple trainers	Long term	Child Welfare	
	Domestic Violence Laws	This half-day training is devoted to an examination of the law related to domestic violence, as well as a review of the personal protection order. Participants will learn how to advocate for women in the legal system, as well as establishing and activating the order of protection. An attorney knowledgeable in the area of domestic violence is the presenter for the session	Preparation for and participation in judicial determinations, communication skills required to work with children and families		3	Classroom	Multiple trainers	Long term	Child Welfare	
	Incest Affected Families	This workshop is designed to assist the caseworker to utilize techniques in working with incest affected families within a brief time period. Issues of engagement, assessment, goal setting and structuring for safety are discussed. Workers gain practical knowledge in skills for families through demonstrations, case examples and role plays.	Social work practice, communication skills required to work with children and families, child abuse and neglect issues, family centered practice, activities designed to preserve, strengthen, and reunify the family		6	Classroom	Multiple trainers	Long term	Child Welfare	
	Mental Health Interventions	This one-day training focuses on working with families with mental health issues such as schizophrenia, depression, bipolar disorder, or borderline personality disorder. Workers are given resources to help them protect the rights of family members who may be suffering from mental illness and safety planning.	Social work practice, cultural competency, communication skills required to work with children and families, development of the case plan, family centered practice, referral to services, activities designed to preserve, strengthen, and reunify the family		6	Classroom	Multiple trainers	Long term	Child Welfare	
	Personal Safety for Workers	This one-day workshop focuses on safety issues for workers and supervisors as they visit families in their homes and communities. Particular focus is on basic safety in urban, rural and suburban areas of service delivery. Participants will have an opportunity to share what has gone well in the area of service delivery and safety issues as well as incorporate information that will enhance their safety awareness. Participants will have an opportunity to explore with a home safety nurse the do's and don'ts of safety precautions for communicable diseases	Worker safety	75%	6	Classroom	Multiple trainers	Long term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the respective programs

	Self-Awareness	This training is designed to assist each participant in examining how their own cultural background influences their view of different cultures. It will give the participants knowledge to help them identify their own values, attitudes and beliefs which lead them to recognize and accept the values, attitudes and beliefs of the people to whom they are offering services. Participants will gain knowledge on how to individualize services to meet the cultural needs of service recipients	Cultural competency		12	Classroom	Multiple trainers	Long term	Child Welfare	
	Solution Focused Interviewing	This one-day workshop is an overview of solution focused interview techniques. Participants will learn the use of solution focused interviewing and its effectiveness when interviewing for solutions. The participants will practice the process of engagement and understand its importance. This training will explore and expand the participants' understanding of interviewing for solutions utilizing the five question techniques. Participants will practice and use solution focused interviewing techniques in this training to experience its value and effectiveness in working with families and children	Social work practice, cultural competency, communication skills required to work with children and families, activities designed to preserve, strengthen and reunify the family		6	Classroom	Multiple trainers	Long term	Child Welfare	
	Substance Affected Families	This workshop focuses on working with families in which children are at imminent risk of removal for abuse, neglect, or delinquent behavior due to the existence of substance abuse within the family system. The format is designed to examine an individual worker's values while teaching behavior-based techniques of engagement, assessment and intervention, identifying potential substance use and assessing the extent of substance use. Methods of intervention and techniques for referring family members to substance abuse programs are covered using case examples. The second day of training focuses on two specific intervention models and strategies for working with drug and alcohol affected individuals and families. Participants will receive an introduction to solution focused and rational intervention	Social work practice, cultural competency, communication skills required to work with children and families, child abuse and neglect issues, family centered practice, referral to services		12	Classroom	Multiple trainers	Long term	Child Welfare	
	The ABCs of Bullying	Bullying is a universal issue that touches almost every person, family, school, business, or community at one time or another; regardless of age, gender, race, religion, or socio-economic status. Bullying is not just a school issue. Bullying is a broader community health and wellness concern. The effects of bullying can last a lifetime	Social work practice		3	Classroom	Multiple trainers	Long term	Child Welfare	
	CASA Court Appointed Special Advocates	The class presents an overview of court appointed special advocates, and why they came into existence and the role of a CASA volunteer. It describes which children would be able to benefit from working with a volunteer, and the process used to connect the child to the CASA volunteer	Referral to services			Web based	N/A	Long term	Child Welfare	
	Law Enforcement Information Network	This class covers the procedures and confidentiality requirements in using LEIN. It includes when it is appropriate to use this system and the proper use, dissemination and disposal of the information	Policy and procedures, worker safety,			Web based	N/A	Long term	Child Welfare	

	Domestic Violence	This class describes different forms of assaultive behavior in intimate partner relationships; how coercive control is used by the perpetrator to harm children and keep adult survivors trapped; the possible impact on children exposed to Intimate Partner Violence; Victims' behavior; Helpful resources for victims and perpetrators of Intimate Partner Violence; and Child Protective Services policy pertaining to Intimate Partner Violence.	Social work practice, cultural competency, communication skills required work with children and families, child abuse and neglect issues, impact of child abuse and neglect on the child			Web based	N/A	Long term	Child Welfare	
	Engaging the Family	This class is designed to help child welfare professionals learn the skills necessary to engage their customers in actively participating in the service plan. Goal development as well as the resources that might help customers reach their goals are covered.	Social work practice, cultural competency, communication skills required to work with children and families			Web based	N/A	Long term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the preceding programs.
	Family Preservation	This class describes the historical background of Family Preservation Services in Michigan. The class will help participants recognize the goals and values of Family Preservation Services. Learn how to determine if and when a case may be referred to Family Preservation Services. Understand the similarities and differences between Families First of Michigan, Family Reunification, and Families Together Building Solutions.	Social work practice, cultural competency, communication skills required to work with children and families, referral, family centered practice			Web based	N/A	Long term	Child Welfare	Costs for this course are reduced by the title IV-E ratio to determine the IV-E eligible portion. The eligible portion is allocated between the Foster Care and Adoption Assistance programs by applying the FC/AA ratio. Each portion is claimed at 75% FFP, for the preceding programs.
	Foster Care Review Board	This class presents a program overview of the Foster Care Review Board. It includes the procedures that are necessary if the board requests to review a foster care case. It discusses the relationship of the caseworker to the Foster Care Review Board.	Policy and procedures			Web based	N/A	Long term	Child Welfare	
	Indian Child Welfare Act	Participants learn about the history of American Indian child welfare and the federal and state laws affecting the children and their families. This training also provides information about DHS policy and working with Michigan Native American communities Permanency planning issues for American Indian children are reviewed. Participants learn about active efforts, placement priorities and consulting with tribes and many other elements related to providing quality casework involving native american children.	Policy and procedures, cultural competency, social work practice, placement of the child			Web based	N/A	Long term	Child Welfare	
	Interstate Compact on the Placement of Children	This class addresses the procedures necessary when receiving or requesting interstate assistance on a child welfare case.	Policy and procedures, placement of children			Web based	N/A	Long term	Child Welfare	

	Introduction to Substance Abuse	This class describes the types of drugs that are commonly abused, as well as the continuum of substance abuse. The focus is on the effects on the child in the home and what to expect when case planning for the substance abuser.	Social work practice, communication skills required to work with children and families, child abuse and neglect issues, impact of child abuse and neglect, family centered practice, activities designed to preserve, strengthen, and reunify the			Web based	N/A	Long term	Child Welfare	
	Introduction to Mental Health	In this class trainees will develop a working knowledge of the signs, symptoms and behavioral manifestations of mental disorders common to clients in the child welfare system. Trainees will be able to identify specific protective processes and resources that serve to neutralize risks associated with mental disorders.	Social work practice, cultural competency, communication skills required to work with children and families, referral.	75%		Web based	N/A	Long term	Child Welfare	
	Poverty	This class emphasizes the difference between poverty and neglect. It presents a number of services available to families to assist them in dealing with poverty issues.	Social work practice, cultural competency, communication skills required to work with children and families, child abuse and neglect issues, impact of child abuse and neglect on a child	75%		Web based	N/A	Long term	Child Welfare	
	Report Writing	This class teaches the skills necessary to write behaviorally-based narrative statements and case reports.	Job performance enhancement skills			Web based	N/A	Long term	Child Welfare	
	Sexual Abuse	This class outlines the steps necessary when assigned a case that involves sexual abuse. It covers identification of child sexual abuse, characteristics of sexual offenders and serves as an introduction to policies regarding child sexual abuse.	Social work practice, communication skills required to work with children and families, impact of child abuse and neglect on a child			Web based	N/A	Long term	Child Welfare	
	Working with LBGTQ youth	The class addresses the special needs that may occur surrounding issues of sexual orientation and sexual identification.	Social work practice, cultural competency, communication skills required to work with children in families, placement of the child, referral to services			Web based	N/A	Long term	Child Welfare	