Ottawa County
Parenting Plus Program

Evaluation

August 2007

2007 County Board of Commissioners

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EXECUTIVE SUMMARY

The Parenting Plus Program is designed to provide in-home education and support services to families who are at-risk for child abuse and neglect and is administered by the Department of Human Services (DHS). The primary goal of Parenting Plus is to reduce the risk of child abuse and neglect in Ottawa County.

Each year, on average, 125 families receive services from Parenting Plus. Of the 125 families referred, 49 (39%) had a substantiated case of child abuse and neglect, and 76 (61%) participated in order to prevent a possible occurrence of child abuse. Since these 76 families did not have verifiable cases of child abuse and neglect, their participation in the program was on a voluntary basis.

The average annual caseload is 15-20 cases per Parenting Plus staff member. The average number of families that complete the Parenting Plus Program annually is 34. Of the 34 completions, an average of 15 involve substantiated cases of abuse or neglect and 19 involve unsubstantiated cases. These cases translate into a completion rate of 45% for families with substantiated cases of abuse or neglect and a completion rate of 38% for families with unsubstantiated cases.

The State of Michigan is responsible for providing services to families with substantiated child abuse and neglect. Public Act 238 of 1975 mandates that the Department of Human Services (DHS) provide these services. However, during this evaluation period, services for 24.5% (49) of the County's 200 substantiated cases of child abuse and neglect were provided by Ottawa County through the Parenting Plus Program. The families referred to Parenting Plus were typically the more serious cases. The remaining 75.5% (151) of families with substantiated cases of child abuse and neglect were referred to local agencies for professional counseling services, generally paid for by the State of Michigan.

The investment of County funding in Parenting Plus is unique and un-replicated anywhere else in the State. Therefore, Ottawa County has gone above and beyond their responsibility to provide services for families who are involved or have the potential to be involved in child abuse and neglect.

The total annual cost of the Parenting Plus program in 2006 was $623,752, and the total annual cost to the County General Fund was $557,451 (89.4% of the total program cost). The cost to provide services to families with a substantiated case of child abuse and neglect was $217,406 ($3,032 per case). The cost to provide services to families who participated voluntarily was $340,045 ($2,535 per case). Based on 15 families with a substantiated case of child abuse and neglect who successfully completed the program, the total cost per client to the County was $9,904. The cost per client to the County for those families with unsubstantiated cases who completed the program voluntarily was $10,440.

Based on data provided by Parenting Plus staff, it is estimated that 10 (68.9%) of the 15 families with a substantiated case of child abuse and neglect (who completed the program successfully) were potentially able to keep their children out of foster care or had their children returned home from foster care. The average annual cost avoidance for Ottawa County as a result of potentially diverting the children of these 10 families from foster care was $119,465. If the potential foster care avoidance estimate is correct, the cost to the County for a family successfully completing the program is reduced to $8,051.

Based on the caseloads, completion rates, and overall cost considerations of the program, several alternative programming options were assessed. This effort resulted in a recommendation that provides services to all families who would typically receive assistance from the Parenting Plus Program in any given year without having to eliminate the program altogether. However, a reduction in the overall size of the current Parenting Plus Program is also recommended.

INTRODUCTION

Parenting Plus is an in-home, educational program for parents (with children ranging in age from newborn to four years old) who are involved in cases of child abuse and neglect. This program also includes families who are considered to be a potential risk for involvement in child abuse and neglect.

The Parenting Plus Program was originally known as the Zero-to-Five Program, a program created in 1973 to provide child development services for low-income, single-parent families. Zero-to-Five was developed through a collaborative effort between Ottawa County and DHS (previously the Michigan Department of Social Services and the Family Independence Agency).

In the early 90s, new research showed that a child's development could be more positively impacted by creating a stable family environment than it could be through early child development services. As a result of this research, and the growing number of young families making up Ottawa County's population, the Zero-to-Five Program shifted its focus from child development services to parental education. In 1995, along with this change in focus, the name of the program was changed from Zero-to-Five to Parenting Plus. Today, Parenting Plus is administered by the Department of Human Services (DHS) and operates with a staff that includes one Program Coordinator and nine Family Resource Specialists[1].

The majority of clients who participate in Parenting Plus are referred to the program by outside agencies and organizations. The entity which provides the most referrals to Parenting Plus is Children's Protective Services (CPS). These referrals involve parents who have substantiated cases of child abuse and/or neglect or parents who have the potential to become abusive or neglectful. In some instances, these parents are in jeopardy of having their children placed in temporary or permanent foster care.

Other client referrals originate from the Family Support Network[2], Friend of the Court, Family Court, and the Health Department. The majority of these agency referrals involve parents who have the potential to become abusive or neglectful.

Parents who have substantiated cases of child abuse and neglect are mandated by CPS or the court system to participate in Parenting Plus. The families who have the potential to become involved in an abusive or neglectful situation with their children typically participate in the program on a voluntary basis.

1. Of the 9 Family Resource Specialists, 7 are fulltime, 1 is part-time, and 1 is three-quarter time. This equates to 8.25 Fulltime Equivalents (FTEs)
2. Family Support Network, an entity of DHS, provides intervention services to families referred to CPS for suspected child abuse/neglect but whose situation was not severe enough to warrant CPS services

PROGRAM EVALUATION

The evaluation process for the Parenting Plus Program began in January 2007. Although a variety of program materials were available regarding the goals and objectives of the Program, there was no single document that could provide a succinct and clear overview of the program's goals and objectives, target population, or overall services.

Consequently, the Ottawa County Planning and Grants Department, in conjunction with DHS, developed a Strategic Plan to provide a framework from which to conduct an evaluation. The "plan" includes a Strategic Outline (**Attachment A**) which clearly defines the program's goals and objectives, range of services, target population, and performance measures. Also included in the "plan" is a Data Collection Tool (**Attachment B**) which was used to obtain program data for this evaluation.

This strategic planning clarified the following specific program goals:

- Avoid placing children in foster care whenever possible
- Facilitate the safe return of children who are in foster care to their homes
- Facilitate permanent foster care when parental rights are terminated
- Reduce the risk of child abuse and neglect

The data in this evaluation come from several different sources and were collected from January 1, 2005 through December 31, 2006 (i.e. 2 years). Program and recidivism data were collected by Parenting Plus staff, and program cost data were obtained from the Fiscal Services Department. Comparative program data were obtained from several local agencies (e.g. Catholic Social Services and Bethany Christian Services). Officials from other Michigan counties that provide services similar to Parenting Plus also supplied comparative data. Demographics and case-outcome data were extracted from a Department of Human Services' operational database.

This evaluation assesses the program's success in accomplishing the program goals, the relative cost of providing these services, and the availability of options that exist to provide these program services through other venues.

The evaluation data are categorized as follows:

A. Demographic
B. Operational Performance
C. Occurrence of Child Abuse and Neglect (Post-Program)
D. Cost
E. Other Prevention Programs

A. Demographic

An overview of demographic characteristics of the families participating in the Parenting Plus Program are provided in Tables 1-6. Additional demographic data are provided in **Attachment C**.

Table 1

Number of Children (Per Case)		
Number of Children	**Number of Cases**	**Percent**
One	107	43.0%
Two	73	29.3%
Three	43	17.3%
Four	17	6.8%
Five	8	3.2%
Six	1	0.4%
Total	**249**	**100.0%**
Average Number (Per Case)		**2.0**

Source: Parenting Plus Program

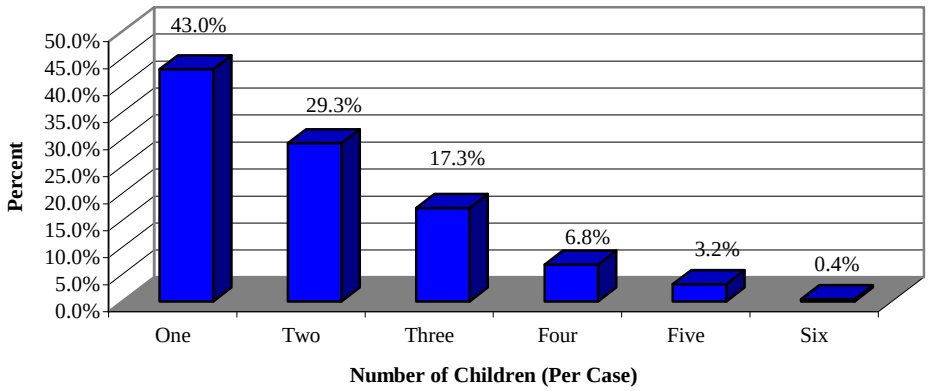


Table 2

Parental Marital Status		
	Number	**Percent**
Married	79	31.7%
Separated	14	5.6%
Divorced	28	11.3%
Single	128	51.4%
Total	**249**	**100.0%**

Source: Parenting Plus Program

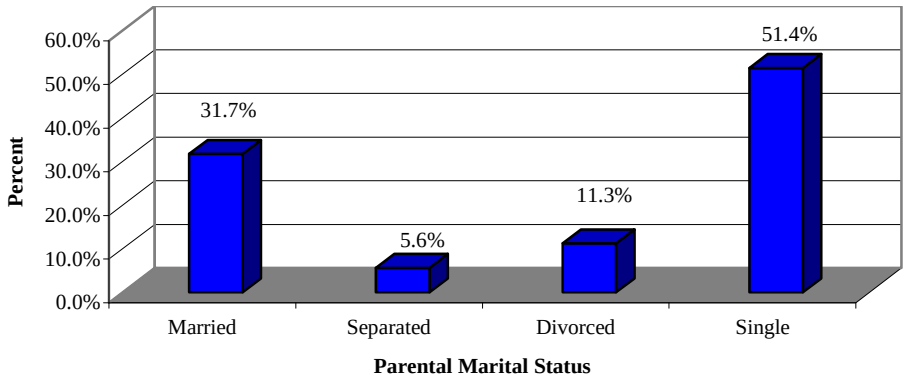


Table 3

Family Financial Status		
	Number	**Percent**
Less than $20,000 per year	190	76.3%
Between $20,000 and $40,000 per year	45	18.1%
Over $40,000 per year	6	2.4%
Not Available	8	3.2%
Total	**249**	**100.0%**

Source: Parenting Plus Program

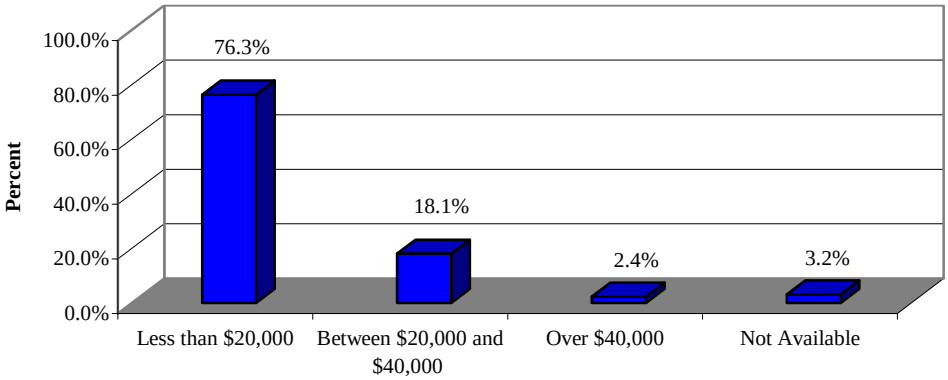


Table 4

Family Ethnicity[1]		
	Number	**Percent**
White	200	80.3%
Black	9	3.6%
Asian/Pacific Islander	2	0.8%
American Indian	3	1.2%
Middle Eastern	1	0.4%
Multi-Race[2]	30	12.1%
Not Available	4	1.6%
Total	**249**	**100.0%**

Source: Parenting Plus Program

1. DHS does not consider 'Hispanic' an ethnicity
2. Family is comprised of members who are a different race

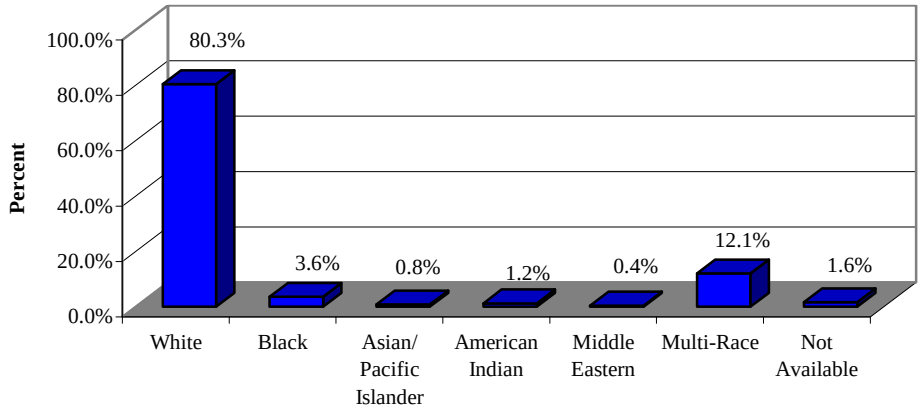


Table 5

Parental Substance Abuse Issues		
	Number	**Percent**
Has Substance Abuse Issue – Receiving Treatment	35	14.1%
Has Substance Abuse Issue – Not Receiving Treatment	26	10.4%
Does Not Have Substance Abuse Issue	188	75.5%
Total	**249**	**100.0%**

Source: Parenting Plus Program

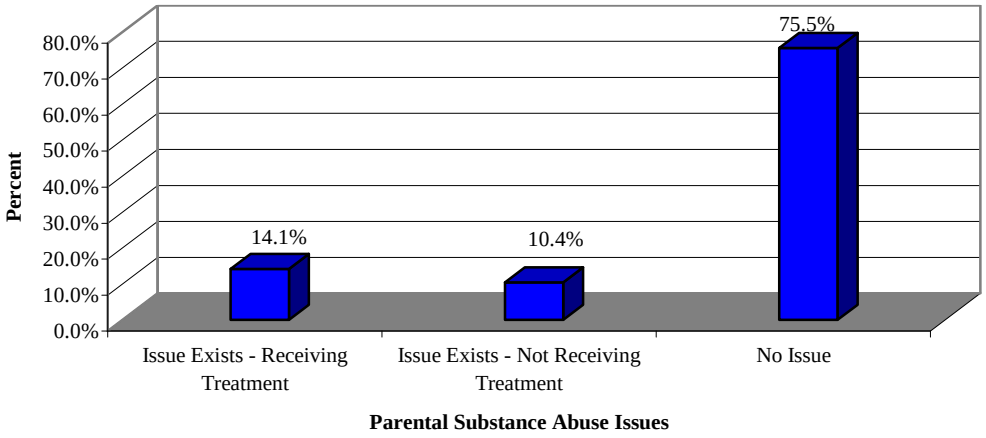
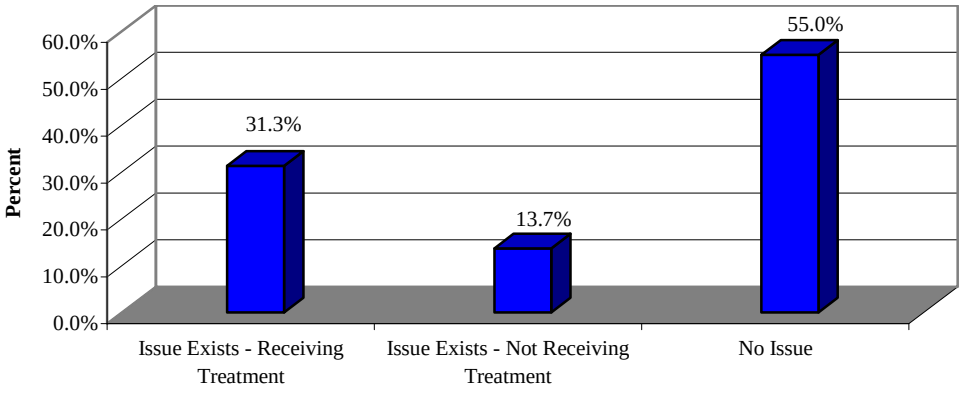


Table 6

Parental Mental Health Issues		
	Number	**Percent**
Has Mental Health Issue – Receiving Treatment	78	31.3%
Has Mental Health Issue – Not Receiving Treatment	34	13.7%
Does Not Have Mental Health Issue	137	55.0%
Total	**249**	**100.0%**

Source: Parenting Plus Program



B. Operational Performance

The operational components that were reviewed as part of this evaluation include the following:

1) Case Processing
2) Risk Assessments
3) Home-Based Mentoring
4) Specialized Services
5) Program Duration
6) Program Completion
7) Case Outcomes

1. Case Processing

Referrals and Caseload

A total of 348 families were referred to Parenting Plus for services during 2005 and 2006. Of these 348 referrals, 249 (71.6%) resulted in a case being opened (**Table 7**). Ninety-nine (99) of the referrals were deemed to be ineligible[1] or chose not to participate after being referred to the program for assistance. As a result, the average annual number of cases opened for the Parenting Plus Program is 125.

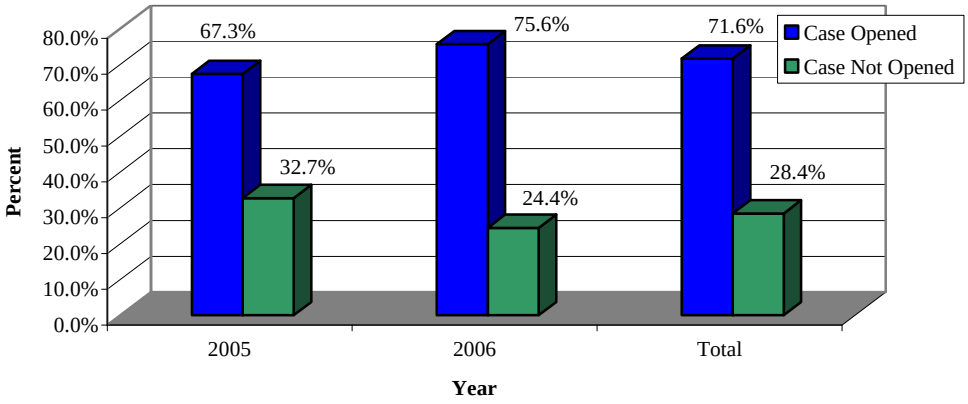
It is important to note however, that after the data analysis process, program administrators indicated that data had not been collected by Parenting Plus staff for all participating families. As a result, the average annual number of cases opened by Parenting Plus may actually range, according to program administrators, from 125 to 175 families.

Table 7

Total Caseload (2005-2006)

	2005	2006	Total
Case Opened	113 (67.3%)	136 (75.6%)	249 (71.6%)
Case Not Opened	55 (32.7%)	44 (24.4%)	99 (28.4%)
Total	**168 (100%)**	**180 (100%)**	**348 (100%)**
Average Number of Cases Opened (Per Year)			**124.5**
Average Number of Cases Not Opened (Per Year)			**49.5**

Source: Parenting Plus Program



1. Eligibility criteria include: Ottawa County resident, limited family income, at-risk for child abuse and neglect

The majority of program referrals **(Table 8)** are made by Children's Protective Services (CPS). Of the 249 total cases, 112 (45.0%) of the clients were referred by Children's Protective Services (average annual referral rate of 56). The remaining referrals were made by the Family Support Network, Friend of the Court, Family Court, Ottawa County Health Department, self-referrals, as well as other public and quasi-public agencies.

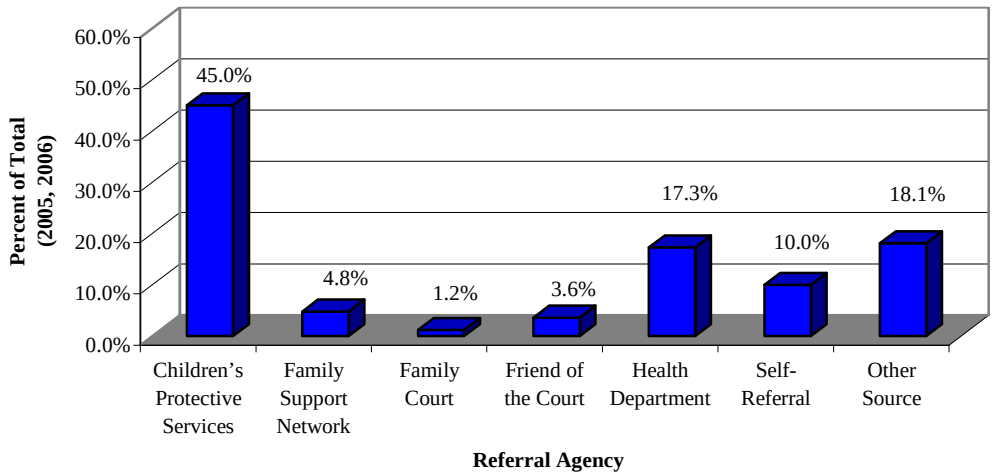
Table 8

Source of Referral to Parenting Plus (2005-2006)

	2005	2006	Total	Average (Per Year)
Children's Protective Services	55 (48.7%)	57 (42.0%)	112 (45.0%)	56.0
Family Support Network	8 (7.1%)	4 (2.9%)	12 (4.8%)	6.0
Family Court	2 (1.8%)	1 (0.8%)	3 (1.2%)	1.5
Friend of the Court	5 (4.4%)	4 (2.9%)	9 (3.6%)	4.5
Health Department	17 (15.0%)	26 (19.1%)	43 (17.3%)	21.5
Self-Referral	7 (6.2%)	18 (13.2%)	25 (10.0%)	12.5
Other Source[1]	19 (16.8%)	26 (19.1%)	45 (18.1%)	22.5
Total	**113 (100%)**	**136 (100%)**	**249 (100%)**	**124.5**

Source: Parenting Plus Program

1. Other sources include, but are not limited to: Holland Rescue Mission, Lakeshore Pregnancy Center, and the Probation Department



In those instances where child abuse or neglect is substantiated, the affected families are mandated by the State to participate in the Program. In most cases where the family is at-risk for child abuse or neglect, participation is voluntary (**See Table 9**).

Table 9

Primary Source of Referral and Purpose for Referral

Primary Source of Referral	Primary Purpose for Referral	Primary Referral Type
Children's Protective Services	Substantiated Case of Child Abuse/Neglect	Mandatory
Children's Protective Services	Potential Risk for Child Abuse/Neglect	Voluntary
Family Support Network	Suspected of Child Abuse/Neglect	Voluntary
Friend of the Court	Investigation of Non-Custodial Parent	Voluntary
Family Court	Assistance for Guardianship Program	Voluntary
Health Department	Maternal Infant Health Program	Voluntary
Self-Referral	Parental Education Assistance	Voluntary

Source: Parenting Plus Program

Of the 249 Parenting Plus cases opened in 2005 and 2006, 98 (39.4%) were referred to Parenting Plus because of substantiated child abuse or neglect (**See Table 10**). 151 (60.6%) of the 249 cases were referred because the families were identified as having a potential risk for child abuse and neglect.

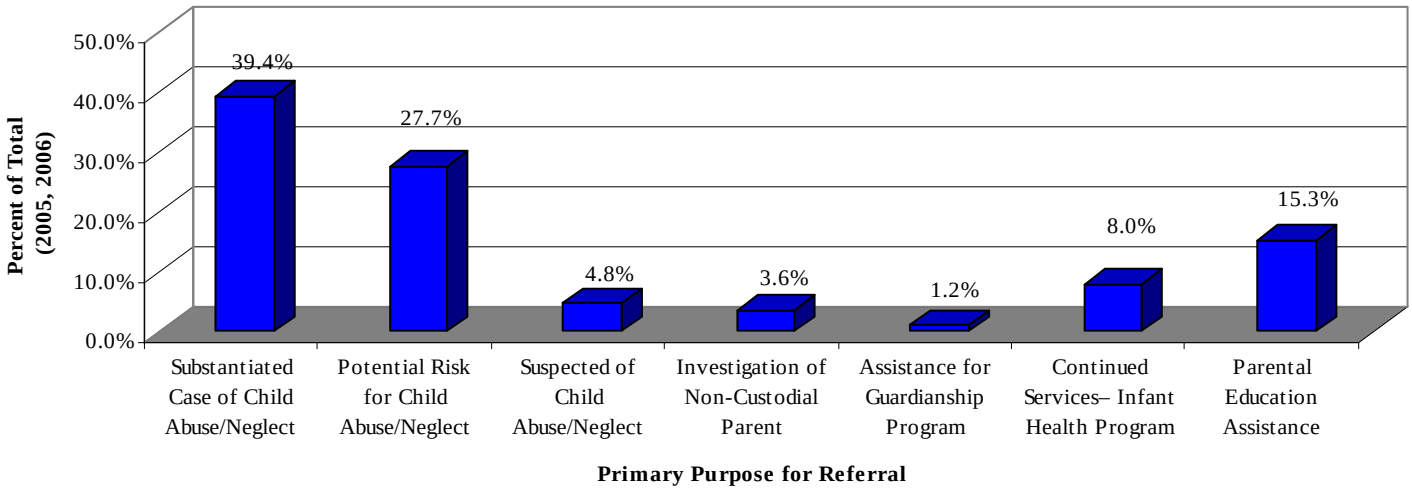
Table 10

Primary Purpose of Referral to Parenting Plus (2005-2006)

	2005	2006	Total	Average (Per Year)	Average Annual Case Load (Per Staff)[1]
Substantiated Case of Child Abuse/Neglect	45 (39.8%)	53 (39.0%)	98 (39.4%)	49	5.9
Potential Risk for Child Abuse/Neglect	28 (24.8%)	41 (30.1%)	69 (27.7%)	34.5	4.2
Suspected of Child Abuse/Neglect	8 (7.1%)	4 (2.9%)	12 (4.8%)	6	0.7
Investigation of Non-Custodial Parent	5 (4.4%)	4 (2.9%)	9 (3.6%)	4.5	0.5
Assistance for Guardianship Program	2 (1.8%)	1 (0.8%)	3 (1.2%)	1.5	0.2
Continued Services for Infant Health Program	9 (7.9%)	11 (8.1%)	20 (8.0%)	10	1.2
Parental Education Assistance	16 (14.2%)	22 (16.2%)	38 (15.3%)	19	2.3
Total	**113 (100%)**	**136 (100%)**	**249 (100%)**	**124.5**	**15.1**

Source: Parenting Plus Program

1. Parenting Plus consists of 8.25 FTEs (7 fulltime, 1 part-time, and 1 three-quarter time



The average annual number of substantiated cases of child abuse and neglect in Ottawa County was 200. Of these 200 substantiated cases, an average of 49 (25%) were referred by Children's Protective Services (CPS) to Parenting Plus to receive services. The remaining 151 (75%) annual cases were referred to other local agencies (e.g. Bethany Christian Services and Catholic Social Services). According to Ottawa County's DHS Director, CPS refers those families to Parenting Plus who they believe will benefit from the program's more intensive mentoring services. The local agencies are utilized primarily to provide professional counseling services to families with a substantiated case of child abuse and neglect who have a lower risk for further abuse.

Case Status

Of the 249 cases opened in 2005 and 2006, 82 (32.9%) were still active as of April 1, 2007. The other 167 (67.1%) cases had been closed (**Table 11**).

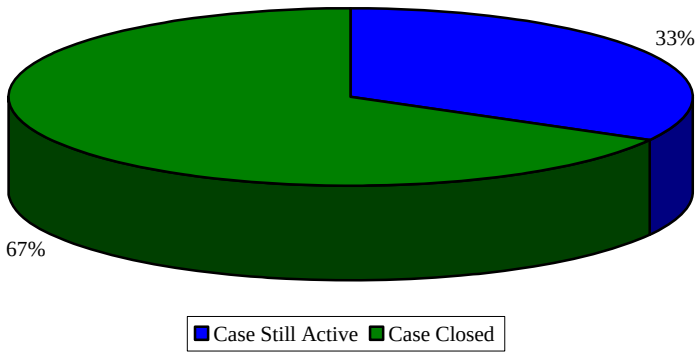
Table 11

Case Status of Parenting Plus Cases

	Case Still Active[1]	Average (Per Year)	Case Closed	Average (Per Year)	Total
Substantiated Case of Child Abuse/Neglect	34 (34.7%)	17.0	64 (65.3%)	32.0	98
Potential Risk for Child Abuse/Neglect	31 (44.9%)	15.5	38 (55.1%)	19.0	69
Suspected of Child Abuse/Neglect	1 (8.3%)	0.5	11 (91.7%)	5.5	12
Investigation of Non-Custodial Parent	1 (11.1%)	0.5	8 (88.9%)	4.0	9
Assistance for Guardianship Program	1 (33.3%)	0.5	2 (66.7%)	1.0	3
Continued Services for Infant Health Program	3 (15.0%)	1.5	17 (85.0%)	8.5	20
Parental Education Assistance	11 (28.9%)	5.5	27 (71.1%)	13.5	38
Total	**82 (32.9%)**	**41.0**	**167 (67.1%)**	**83.5**	**249**

Source: Parenting Plus Program

1. Still active as of April 1, 2007



2. Risk Assessments

In 2005, an assessment was added to improve the client assessment process in the Parenting Plus Program. This assessment, known as the *16 Risk Factors Assessment*, identifies family strengths and weaknesses (i.e. needs) within the following areas: General Family Functioning, Parental Functioning, and Child Care Management. Identifying family strengths and weaknesses is intended to aid case workers in customizing education and support services for families.

The 16 Risk Factors Assessment is intended specifically for families who require Parenting Plus Program services for longer than a six month period. An initial assessment occurs within the first two months of a family's enrollment in the Program. Subsequent assessments are conducted every 90 days in order to monitor the family's progress.

Due to the fact that families with a substantiated case of child abuse/neglect generally require program services for longer than six months, it was expected that those families would each receive a risk factor assessment. However, only 59.4% (38) of the 64 total families with a substantiated case of child abuse/neglect had a risk factor assessment (**Table 12**). This may, in part, be due to the fact that some families were already receiving program services at the time the assessment tool was implemented (early 2005).

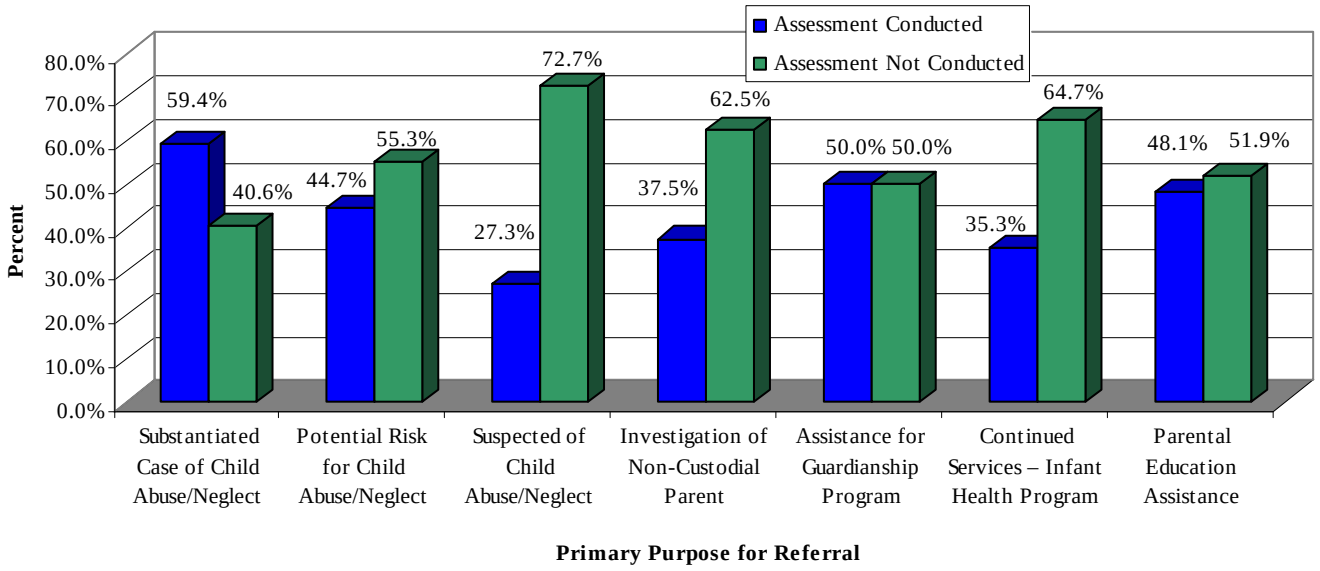
Table 12

16 Risk Factors Assessment

	Assessment Conducted	Assessment Not Conducted	Total[1]
Substantiated Case of Child Abuse/Neglect	38 (59.4%)	26 (40.6%)	64
Potential Risk for Child Abuse/Neglect	17 (44.7%)	21 (55.3%)	38
Suspected of Child Abuse/Neglect	3 (27.3%)	8 (72.7%)	11
Investigation of Non-Custodial Parent	3 (37.5%)	5 (62.5%)	8
Assistance for Guardianship Program	1 (50.0%)	1 (50.0%)	2
Continued Services for Infant Health Program	6 (35.3%)	11 (64.7%)	17
Parental Education Assistance	13 (48.1%)	14 (51.9%)	27
Total (2 Years)	**81 (48.5%)**	**86 (51.5%)**	**167**
Average Annual	**40.5**	**43**	**83.5**

Source: Parenting Plus Program

1. Assessment data were only collected by DHS staff for closed cases



3. Home-Based Mentoring

The Parenting Plus Program provides individualized, home-based mentoring services to families referred by CPS in order to educate parents about proper parenting and child education skills. Developing these skills would either allow children to safely remain at home or enable children who are in foster care to return safely to the home. Families referred by other agencies receive home-based mentoring in order to help prevent the occurrence of child abuse and neglect.

The primary home-based mentoring services provided to families include, but are not limited to, child development education, child management skills, life skills (e.g. finances/budgeting, health, employment), and family relationships.

The families referred to Parenting Plus by CPS typically receive weekly in-home sessions conducted by caseworkers. These caseworkers remain in contact with CPS staff keeping them informed of the family's progress. Families referred by other agencies receive in-home sessions when deemed necessary by their caseworkers.

Between 2005 and 2006, Parenting Plus caseworkers scheduled 2,400 in-home sessions (**Table 14**). Contact was made in 2,015 (83.5%) of those instances. Over 50% (1,027) of the 2,015 contacts involved families referred by CPS.

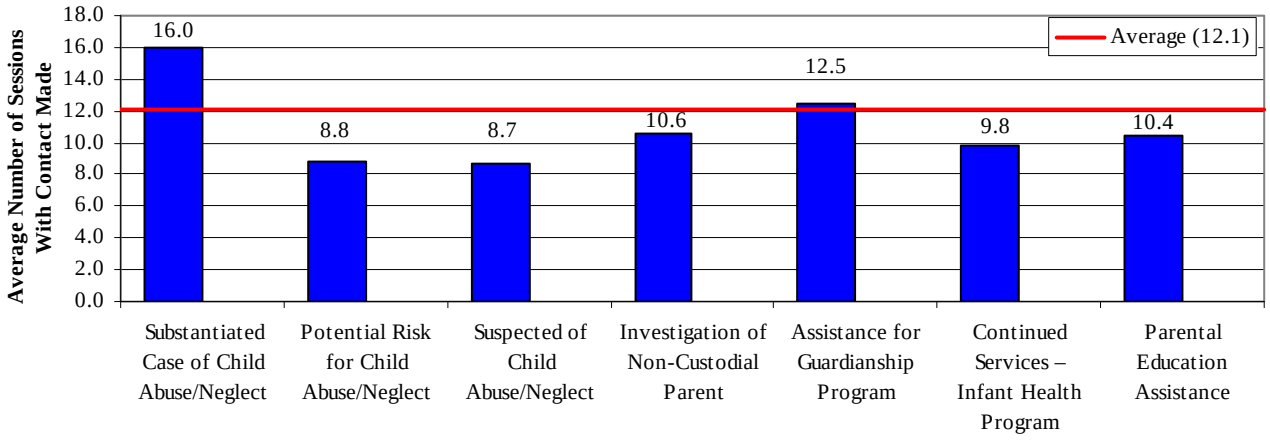
Table 14

Home-Based Mentoring and Support Services Sessions

	Sessions With Contact	Sessions Without Contact	Total Sessions	Average Number of Sessions With Contact (Per Family)[1]
Substantiated Case of Child Abuse/Neglect	1,027 (85.4%)	175 (14.6%)	1,202	16.0
Potential Risk for Child Abuse/Neglect	335 (80.0%)	84 (20.0%)	419	8.8
Suspected of Child Abuse/Neglect	96 (81.4%)	22 (18.6%)	118	8.7
Investigation of Non-Custodial Parent	85 (93.4%)	6 (6.6%)	91	10.6
Assistance for Guardianship Program	25 (86.2%)	4 (13.8%)	29	12.5
Continued Services for Infant Health Program	166 (72.2%)	64 (27.8%)	230	9.8
Parental Education Assistance	281 (86.7%)	43 (13.3%)	324	10.4
Total (2 Years)	**2,015 (83.5%)**	**398 (16.5%)**	**2,413**	**12.1**
Average Annual	**1,007.5**	**199**	**1,206.5**	**12.1**

Source: Parenting Plus Program

1. Averages based on the total number of closed cases per primary purpose for referral



4. Specialized Services

In some instances, a caseworker may identify a particular need that a client has that goes beyond the scope of service provided by Parenting Plus. These needs may include, but not be limited to, permanent or temporary housing, utility payments, clothing for children, or treatment for mental and/or physical health issues. In these instances, a caseworker refers the family to a local agency for the specialized service required to fulfill that need. A list of the outside agencies that provided specialized support services is included in **Attachment D**.

Between 2005 and 2006, 237 referrals for specialized services were made (**Table 15**). Families with a substantiated case of child abuse/neglect received the largest average number (1.7 per family) of referrals for specialized services. The average annual number of referrals for specialized services for the 167 closed cases was 1.4 per family.

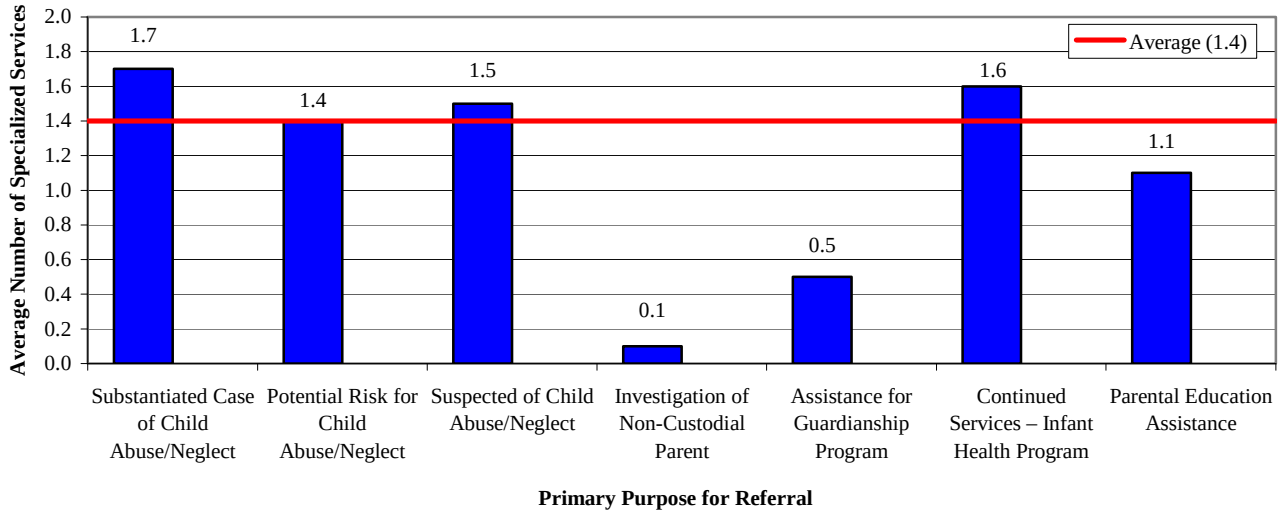
Table 15

Referrals for Specialized Services

	Total Number of Specialized Services Provided	Average Number of Specialized Services (Per Family)[1]
Substantiated Case of Child Abuse/Neglect	107	1.7
Potential Risk for Child Abuse/Neglect	52	1.4
Suspected of Child Abuse/Neglect	17	1.5
Investigation of Non-Custodial Parent	1	0.1
Assistance for Guardianship Program	1	0.5
Continued Services for Infant Health Program	28	1.6
Parental Education Assistance	31	1.1
Total (2 Years)	**237**	**1.4**
Average Annual	**118.5**	**1.4**

Source: Parenting Plus Program

1. Averages based on the total number of closed cases per primary purpose for referral



5. Program Duration

The length of time a family participates in the Parenting Plus Program generally depends on the reason for the initial referral. According to program administrators, families with a substantiated case of child abuse and neglect who are referred by CPS are often distrustful of personnel affiliated with the court system. Consequently, these families receive program services for greater lengths of time in order to allow the caseworker to gain the family's trust and cooperation.

Once a CPS caseworker believes a family is no longer at-risk, the family's CPS case is closed and their participation in Parenting Plus becomes voluntary. Families can participate voluntarily as long as they like.

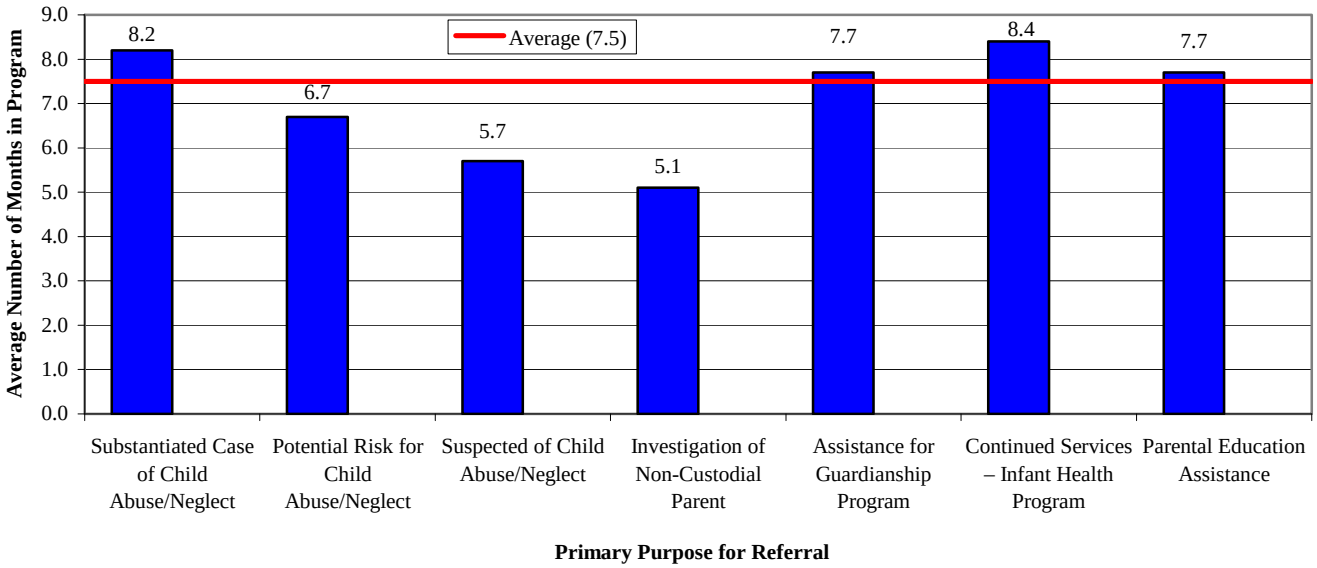
The average length of time a family is involved in the program is 7.5 months (**Table 16**). The maximum length of time a family received services was nearly 25 months.

Table 16

Program Duration by Primary Reason for Program Referral

	Minimum Number of Months	Maximum Number of Months	Average Number of Months
Substantiated Case of Child Abuse/Neglect	0.1	22.2	8.2
Potential Risk for Child Abuse/Neglect	0.5	22.5	6.7
Suspected of Child Abuse/Neglect	1.4	15.8	5.7
Investigation of Non-Custodial Parent	0.5	9.6	5.1
Assistance for Guardianship Program	4.9	10.5	7.7
Continued Services – Infant Health Program	1.8	24.8	8.4
Parental Education Assistance	0.1	24.0	7.7
Total (Average)	**0.1**	**24.8**	**7.5**

Source: Parenting Plus Program



6. Program Completion

Parenting Plus staff utilize the results of the 16 Risk Factors Assessment to assess whether a family has improved their parenting skills. A family will complete the program once they demonstrate an improvement in their needs and/or strengths score as determined by the assessment.

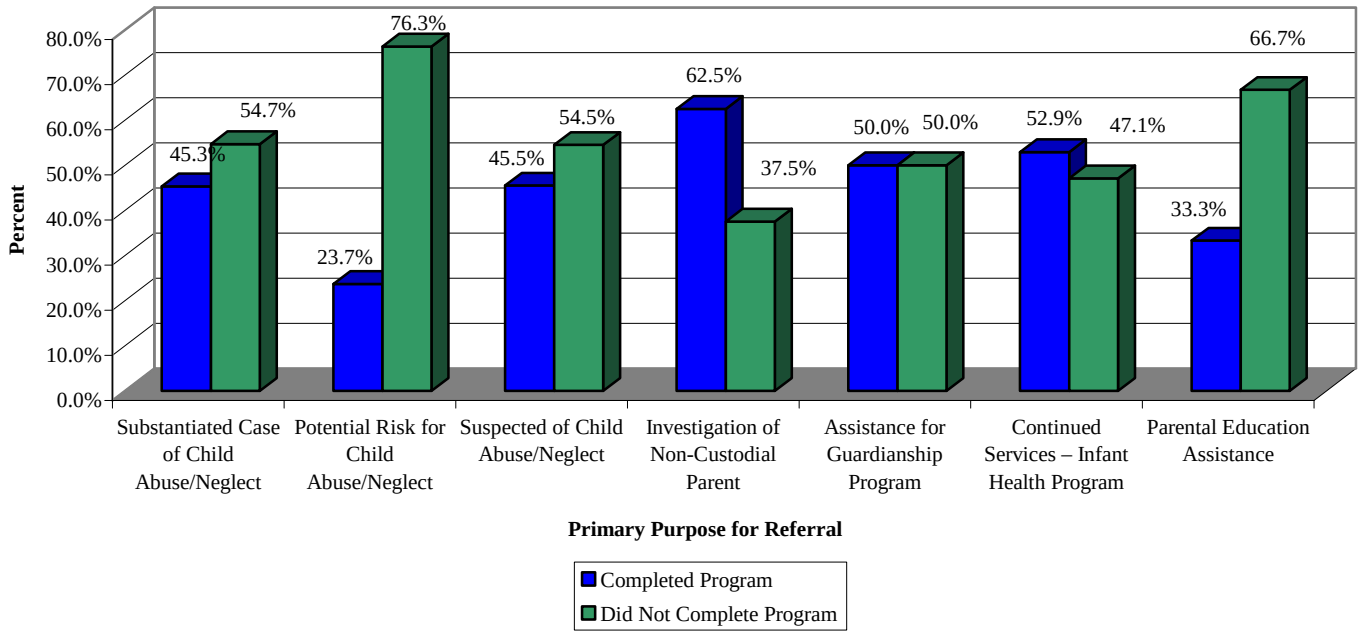
The overall completion rate for the 167 families with closed cases in 2005-2006 was 40.1% (**Table 17**). The average number of families completing the program during that two year period was 67 (34 annually). Of the 64 families with a substantiated case of child abuse/neglect, 29 (45.3%) completed the program; and of the 38 families with a potential risk for child abuse of neglect, only 9 (23.7%) completed the program.

Table 17

Case Status of Parenting Plus Cases

	Completed Program	Average (Per Year)	Did Not Complete Program	Average (Per Year)	Total
Substantiated Case of Child Abuse/Neglect	29 (45.3%)	14.5	35 (54.7%)	17.5	64
Potential Risk for Child Abuse/Neglect	9 (23.7%)	4.5	29 (76.3%)	14.5	38
Suspected of Child Abuse/Neglect	5 (45.5%)	2.5	6 (54.5%)	3.0	11
Investigation of Non-Custodial Parent	5 (62.5%)	2.5	3 (37.5%)	1.5	8
Assistance for Guardianship Program	1 (50.0%)	0.5	1 (50.0%)	0.5	2
Continued Services for Infant Health Program	9 (52.9%)	4.5	8 (47.1%)	4.0	17
Parental Education Assistance	9 (33.3%)	4.5	18 (66.7%)	9.0	27
Total	**67 (40.1%)**	**33.5**	**100 (59.9%)**	**50.0**	**167**

Source: Parenting Plus Program

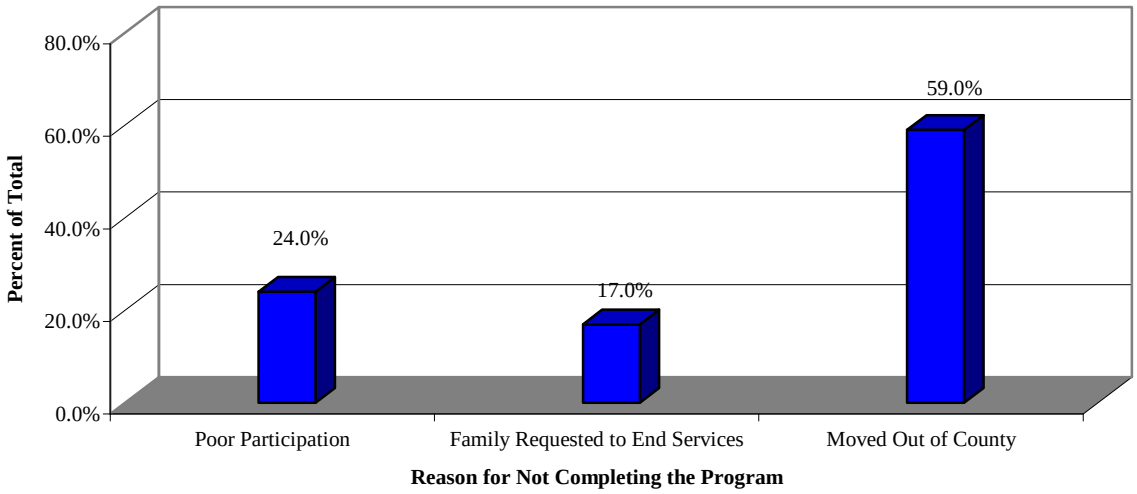


Of the 100 families who did not complete the program, 59 (59.0%) moved out of the county, 24 (24.0%) were unable to be located or were consistently not available for home sessions, and 17 (17.0%) requested to end participation in the program (**Table 18**).

Table 18

Reason for Not Completing the Program				
	Poor Participation	**Family Requested to End Services**	**Moved Out of County**	**Total**
Substantiated Case of Child Abuse/Neglect	8 (22.9%)	6 (17.1%)	21 (60.0%)	35
Potential Risk for Child Abuse/Neglect	6 (20.7%)	4 (13.8%)	19 (65.5%)	29
Suspected of Child Abuse/Neglect	2 (33.3%)	1 (16.7%)	3 (50.0%)	6
Investigation of Non-Custodial Parent	1 (33.3%)	1 (33.3%)	1 (33.4%)	3
Assistance for Guardianship Program	0 (0.0%)	1 (100.0%)	0 (0.0%)	1
Continued Services for Infant Health Program	3 (37.5%)	1 (12.5%)	4 (50.0%)	8
Parental Education Assistance	4 (22.2%)	3 (16.7%)	11 (61.1%)	18
Total (2 Year)	**24 (24.0%)**	**17 (17.0%)**	**59 (59.0%)**	**100**
Average Annual	**12**	**8.5**	**29.5**	**50**

Source: Parenting Plus



7. Case Outcomes

Families with a substantiated case of child abuse and neglect who are required to participate in Parenting Plus are typically those families in jeopardy of having their children removed from their homes. Consequently, an assessment of case outcomes was conducted for these families. The four possible case outcomes are as follows:

- Children avoided foster care
- Children returned home from foster care
- Children remained in foster care
- Parental rights terminated

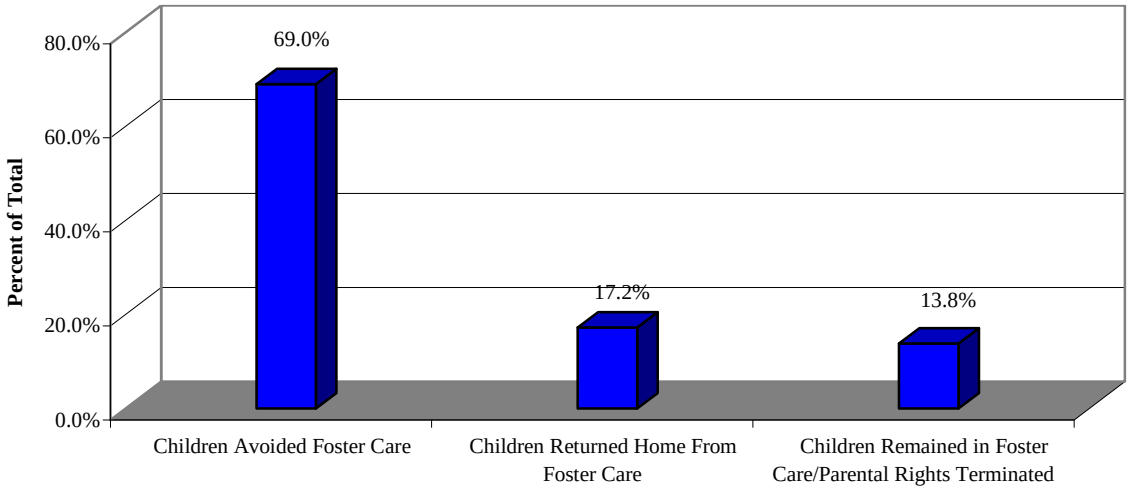
Twenty-nine families with a substantiated case of child abuse and neglect completed the program during the two year evaluation period. In 20 (69.0%) of the 29 cases, the children avoided foster care. In 5 (17.2%) cases, the children returned home from foster care, in 2 (6.9%) cases the children remained in foster care, and in 2 (6.9%) cases, parental rights were terminated (**Table 19**).

Table 19

Program Outcome (Families With a Substantiated Case of Child Abuse and Neglect)	
Children Avoided Foster Care	20 (69.0%)
Children Returned Home From Foster Care	5 (17.2%)
Children Remained in Foster Care[1]/Parental Rights Terminated	4 (13.8%)
Total	**29 (100.0%)**

Source: Parenting Plus Program

1. In one of the two cases, the children remained in guardianship with relatives



Case Outcome for Families with a Substantiated Case of Child Abuse and Neglect

C. Occurrence of Child Abuse and Neglect (Post-Program)

Recidivism is defined as an occurrence of child abuse and neglect after receiving program services. Recidivism data were collected for the families (67) who had completed the program during the two year time period. In other program evaluations, these data are typically collected by the Planning Department. However, because recidivism data for program participants are not contained in the County's AS400 system, and because of the confidential nature of Parenting Plus cases, the recidivism data for this evaluation were obtained by DHS staff and cannot therefore, be independently verified.

Additionally, the Planning Department typically prefers that a participant be out of a program for a minimum of 18 months in order to adequately measure recidivism. However, for this evaluation some families have only been out of the program for less than 1 month. The average length of time families have been out of the program is 10.1 months.

Nonetheless, according to DHS staff, 0 (0.0%) of the 67 families who completed the program recidivated.

D. Cost

A detailed analysis of the operating cost for the Parenting Plus Program was conducted as part of this report. This analysis identifies the total cost of the program (per year) as well as the amount of funding contributed by the County.

Program Cost

The total annual cost of the Parenting Plus Program in 2006 was $623,752 and the total annual cost per family was $4,990 (**Table 20**). This cost includes personnel expenses (i.e. salary and fringes) and operating expenses (e.g. office supplies, telephone, and mileage). Although the average length of time that families are in the program is less than one year, an annualized cost (per family) was calculated in order to compare against the annualized cost (per family) for providing similar services in other counties.

Table 20

Total Annual Cost (2006)	
Personnel Cost	$593,390
Operating Cost	$30,362
Total Annual Cost	**$623,752**
Total Annual Cost (per family)[1]	**$4,990**
Total Program Reimbursements[2]	$66,301
Cost To County (Annually)	
Substantiated Child Abuse and Neglect Cases[3]	$217,405.89
At-Risk for Child Abuse and Neglect Cases[4]	$340,045.11
Total Cases	**$557,451**
Total Annual Cost (per family)[1]	**$4,459**

Source: Fiscal Services and Department of Human Services

1. Figure based on 125 families referred to Parenting Plus annually
2. Reimbursements received from a Children's Protective Services contract ($20,880), the Child Care Fund ($44,856), and local donations ($565)
3. Figure based on 39% (53) of 136 total 2006 cases involving families with a substantiated case of child abuse and neglect
4 Figure based on 61% (83) of 136 total 2006 cases involving families at-risk for child abuse and neglect

A detailed program cost table is provided in **Attachment E**. The program also receives reimbursements from a Children's Protective Services contract ($20,880), the Child Care Fund ($44,856), as well as local donations ($565). Families are not charged a fee to participate in the program.

The total cost to the County in 2006 was $557,451, or 89.4% of the total program cost. The program cost (per family) was $2,787 and the program cost (per successful family) was $10,247 (**Table 21**). In addition, the program cost (per family) with a substantiated case of child abuse and neglect was $3,032 and the program cost (per successful family) was $9,904.

Table 21

Program Cost to County (Per Family)			
	Substantiated Child Abuse and Neglect Cases[1]	At-Risk for Child Abuse and Neglect Cases[2]	Total[3]
Program Cost (Per Family)	$3,032	$2,610	$2,787
Program Cost (Per Successful Family)[4]	$9,904	$10,440	$10,247

Source: Fiscal Services

1. Cost per family based on an average of 49 cases per year and an average of 8.2 months to complete the program; Cost per successful family based on an average of 15 cases per year and an average of 8.2 months to complete the program
2. Cost per family based on an average of 76 cases per year and an average of 7.0 months to complete the program; Cost per successful family based on an average of 19 cases per year and an average of 7.0 months to complete the program
3. Cost per family based on an average of 125 cases per year and an average of 7.5 months to complete the program; Cost per successful family based on an average of 34 cases per year and an average of 7.5 months to complete the program
4. Successful is defined as completing the program

Cost Avoidance

As a result of receiving program services, Parenting Plus staff reported that 10 (68.9%) of the 15 families with a substantiated case of child abuse and neglect (who complete the program on an annual basis) avoid having their children placed in foster care. Based on the total average cost per day of foster care ($43.64)[1], the total potential cost avoidance for 1-year as a result of the program was $318,572[2]. Typically, foster care funding is split evenly between the State and County through the Child Care Fund. However, in about 25% of foster care cases, the children are eligible to receive Title IV-E Federal funding which offsets the County's financial responsibility for that child. Therefore, the total potential cost avoidance for Ottawa County during 2006 was $119,465 (**Attachment F**).

Although it is not possible to verify if the children from the 10 families with a substantiated case of child abuse and neglect would have actually been placed into foster care if Parenting Plus services were not available, a cost/benefit analysis was conducted in which it was assumed that these cases would have resulted in foster care in the absence of Parenting Plus services. As a result, this cost/benefit analysis revealed that the average program cost to the County (per successful family) was decreased from $10,247 (**Refer to Table 21**) to $8,051 (**Table 22**) because foster care placement was avoided.

Table 22

Cost/Benefit to the County (2006)	
Total Annual Program Cost	$557,451
Total Potential Cost Avoidance (Foster Care)	$119,465
Total Annual Cost (Less Potential Cost Avoidance)	**$437,986**
Cost (Per Successful Family) – Less Potential Cost Avoidance	
Annual Cost (Per Successful Family)[1]	$12,882
Program Cost (Per Successful Family)[2]	$8,051

Source: Fiscal Services and Department of Human Services

1. Annual Cost (Per Successful Family) based on an average of 34 cases per year
2. Calculation based on an average of 7.5 months to complete the program

1. Includes a $19.40 (per day) administrative oversight fee, $14.24 (per day) for foster care of children 0-12 years of age, and $10.00 (per day) of supplemental services
2. Based on an average of 2 children per family.

E. Other Prevention Programs

In order to compare different program options that are available to address child abuse and neglect issues in Ottawa County, as well as in other counties, the Planning Department distributed surveys to local family assistance agencies and to administrators and DHS directors in other counties.

The results of the assessments are provided in the following subsections:

1) Prevention Programs – Local Agencies
2) Prevention Programs – Other Counties
3) Prevention Programs – Ottawa County DHS

1. Prevention Programs – Local Agencies

In order to identify local agencies which provide services to help prevent child abuse and neglect, a survey (**Attachment G**) was distributed to 25 local family assistance agencies. Twenty four (96%) of 25 local agencies that received a survey responded.

Fourteen (58.3%) of the 24 agencies indicated that they provide services to prevent child abuse and neglect (**Table 23**). Detailed data regarding program descriptions and service parameters for each of the agencies are provided in **Attachment H**.

Table 23

Local Agency Survey	
Services Provided to At-Risk Families	
1. Catholic Social Services	8. Holland Hospital
2. Children's Advocacy Center[1]	9. Intercare
3. Bethany Christian Services	10. Lakeshore Pregnancy Center
4. Community Mental Health	11. Lakeview Early Childhood Center
5. Court Appointed Special Advocates	12. Life Services System
6. Early Head Start	13. Ottawa Area Intermediate School District
7. Health Department	14. Pathways

Source: Ottawa County Local Agencies

1. Agency does not provide direct services to at-risk families. Agency serves as a broker for services

Pursuant to Public Act 238 of 1975 (**See Attachment I – Child Protection Law**), DHS is responsible for providing services to families with a substantiated case of child abuse and neglect in order to prevent further abuses or to purchase the services from other agencies. Families with substantiated cases of child abuse and neglect who have more serious issues are referred to Parenting Plus for services and those families with less serious issues are referred to local agencies for services.

DHS has a fair-market rate contract with several local treatment agencies that provide counseling services to families with substantiated cases of child abuse and neglect who have less serious issues for a fair-market-rate of $756 (per client). As of June 2007 however, CPS stopped referring families to local agencies for counseling because they had exhausted their funding for FY 2007.

Two of the agencies utilized by CPS, Bethany Christian Services and Catholic Social Services, stated that they have the capacity to provide counseling services to additional families at the $756 fair-market-rate, including families that do not have substantiated cases of child abuse and neglect but may have a potential risk for child abuse and neglect.

2. Prevention Services – Other Counties

In order to compare the services for child abuse and neglect which are provided by other counties, a survey was distributed to the County Administrator (**Attachment J**) in each of Michigan's 82 counties. A survey was also distributed to each county's DHS Director (**Attachment K**).

According to Ottawa County's DHS Director the program information provided by other counties does not offer a complete assessment of the prevention services available in those counties or the cost to provide those services. Consequently, the results of this assessment are considered immaterial to the conclusions and recommendations contained within this report. However, the information obtained from other counties does provide an overview of their prevention services and the general source of funding for these services.

In total, 28 (34.2%) of the 82 counties completed at least one of the surveys; however, only 16 (19.5%) completed the entire County Administrator survey. Furthermore, after distributing the "DHS Director" survey it was discovered that the State Department of Human Services requires approval before any survey can be completed by local DHS Offices. A minimum of 6 weeks is required to obtain approval from the State to re-distribute the survey. Despite this directive, 5 (31.3%) of the 16 counties that completed the entire County Administrator survey also completed the DHS Director survey.

Of these 16 counties, 100% offer prevention services either through a County Department or DHS (**Table 24**). Detailed data regarding program descriptions and service parameters provided by each of the counties is listed in **Attachment L**.

Table 24

Method of Service Delivery	
County	**Method of Service Delivery**
Alger	DHS
Benzie	DHS
Calhoun	DHS
Clare	DHS, CMH, Health Department, Family Court, Sheriff's Department
Crawford	DHS, MSU Extension
Eaton	DHS, Family Court
Kent	DHS
Lake	Trial Court, Prosecutor's Office
Lenawee	DHS
Manistee	DHS
Mecosta	DHS
Muskegon	DHS
Osceola	DHS
Otsego	DHS, MSU Extension
Schoolcraft	DHS
St. Joseph	DHS, CMH

Source: County Officials and Department of Human Services Directors

Nine (56.3%) of the 16 counties provide services similar to Parenting Plus (i.e. home-based, individualized parenting education). It is important to note however, that some county programs may only provide services to families with a low risk for child abuse and neglect, whereas the Parenting Plus Program provides services to families with a low or high-risk for child abuse and neglect. The nine counties include:

- Alger
- Benzie
- Calhoun
- Clare
- Kent
- Manistee
- Mecosta
- Osceola
- Schoolcraft

An assessment of the cost to provide these services revealed that Ottawa County contributes the largest amount (90%) of funding per family at $4,459.62 as part of the Parenting Plus Program (**Table 25**). Other counties, such as Alger, Benzie and Manistee, Mecosta and Osceola, and Schoolcraft do not contribute any county funding for similar prevention programs. The primary source of funding in these counties is from the State. Refer to **Attachment M** for detailed cost data.

A ratio of substantiated child abuse and neglect cases to foster cases was calculated to determine if there was a relationship between this ratio and the amount of per family funding. In Ottawa County, for every one substantiated case of child abuse and neglect, 0.66 result in foster care placement (**Table 25**).

It would be expected that the ratio of substantiated child abuse and neglect cases to foster care cases would decrease in relationship to the amount of prevention program funding (per family) that is expended. However, there does not appear to be any correlation between these variables. Benzie and Manistee Counties have approximately the same ratio (1:0.67) as Ottawa County, but their average per family funding ($760) is far less than that in Ottawa County.

Table 25

Ratio of Substantiated Child Abuse/Neglect Cases to Foster Care Cases

	Substantiated Cases of Child Abuse/Neglect (Percent of Total Youth Population)[1]	**Foster Care Cases** (Percent of Total Youth Population)[1]	**Ratio of Substantiated Child Abuse/Neglect Cases to Foster Care Cases**[2]	**Program Budget**[3]	**Average Funding (Per Family)**[3]	**Average County Funding (Per Family)**[3]
Ottawa	0.3%	0.2%	1 : 0.66	$623,752.78	$4,990.02	$4,459.62
Alger	0.8%	0.2%	1 : 0.25	$25,656.00	$855.20	$0.00
Benzie and Manistee[4]	0.6%	0.4%	1 : 0.67	$116,300.00	$760.13	$0.00
Calhoun	0.9%	0.9%	1 : 1.00	$363,529.00	$1,104.95	$117.02
Clare	1.0%	0.7%	1 : 0.70	n/a	n/a	n/a
Kent	0.7%	0.5%	1 : 0.71	$8,111,967.18[5]	$4,828.55	$1,238.72
Mecosta and Osceola[4]	0.6%	0.5%	1 : 0.73	$80,700.00	$896.67	$0.00
Schoolcraft	0.5%	0.5%	1 : 1.00	$26,640.00	$666.00	$0.00

Source: County Officials and Department of Human Services Directors, State *Management Information Report* (QA-231)

1. Historic data obtained from a State *Management Information Report* (QA-231). Data were only available between 2001 and 2006.

2. Ratio based on percent difference between substantiated child abuse/neglect cases and foster care cases

3. Data received from County Officials and Department of Human Services Directors. These data may not provide a complete assessment of the total cost of services

4. The data provided for Benzie and Manistee and Mecosta and Osceola were combined because these counties have a single DHS Office that serves both jurisdictions

5. According to Ottawa County's DHS Director, the program budget for Kent County may be lower than what was provided in the survey

3. Prevention Services – Ottawa County DHS

This assessment was conducted to determine if the Ottawa County DHS Office administers other programs, in addition to Parenting Plus, that are designed to provide services to families at-risk for child abuse and neglect. Data for this analysis were collected through Internet research and discussions with DHS staff. The existing programs that were identified include:

a) Family to Family
b) Families First
c) Strong Families/Safe Children

A summary of the program objectives is provided below. Refer to **Attachments N-P** for additional information related to each program.

a. Family to Family

The Family to Family program was implemented in Ottawa County in 2006. Similar to Parenting Plus, the primary goals of the program include:

- Avoid placing children in foster care whenever possible
- Facilitate the safe return of children who are in foster care to their homes
- Decrease the number and rate of children re-entering foster care as a result of the reoccurrence of child abuse and neglect

While the Parenting Plus Program is designed to provide home-based services to at-risk families, the Family to Family initiative is designed as an intervention program for those families with a substantiated case of child abuse and neglect whose children are close to being removed from their home and placed into foster care. The program involves team decision meetings (TDMs) that are lead by a trained facilitator and involve parents, family members, school social workers, child advocacy attorneys, foster care workers, and the children.

The Ottawa County DHS employs one full-time trained facilitator and one part-time employee to administer the Family to Family program. The total program budget (i.e. salary and fringes) is $120,000. In 2006, 44 families with a substantiated case of child abuse and neglect received assistance as part of the Family to Family program. The cost (per family) to receive services through the program was $2,727 in 2006.

b. Families First

The Families First program was implemented by the Michigan Department of Human Services in 1988 as an innovative alternative to traditional protective services treatment such as foster care. The Families First program is available in all 83 Michigan counties. The primary goal of the Families First program includes:

- Avoid placing children in foster care whenever possible

Unlike the Parenting Plus Program, case workers for Families First counsel only two families at a time, allowing them to be available to help a family 24 hours a day, 7 days a week for up to six weeks.

The Families First program is funded through the State's Temporary Assistance for Needy Families (TANF) initiative. Ottawa County and Allegan County presently share the allocation from TANF. The current allocation amount is $267,817 (i.e. $133,909 per County). The maximum number of at-risk families served per year

through this program is 31 (per county). Bethany Christian Services provides these services at a cost of $4,320 per client.

c. Strong Families/Safe Children

The Strong Families/Safe Children (SF/SC) program was first implemented by DHS in 1995. Similar to Parenting Plus, the primary goals of the program include:

- Avoid placing children in foster care whenever possible
- Facilitate the safe return of children who are in foster care to their homes
- Facilitate permanent foster care when parental rights are terminated
- Reduce risk of child abuse and neglect

Counties receive federal funding as part of the Strong Families/Safe Children initiative in order to provide community-based services that are designed to preserve family unity and to promote adoption of children as appropriate. Funding through the Strong Families/Safe Children initiative is designated for new programs (as of 1995); as such, funding is not available for Parenting Plus services. In FY 2006, Ottawa County's DHS received $163,014 in State funding for the Strong Families/Safe Children initiative.

These funds are distributed to various local agencies that provided services to families with substantiated cases of child abuse and neglect in Ottawa County. Bethany Christian Services received $21,347.50 in funding to provide services, Catholic Social Services received $14,500 and Children's Advocacy Center received $24,479.60.

CONCLUSIONS AND RECOMMENDATIONS

The issues of child abuse and neglect are serious community problems that require intervention in the form of prevention programs and services. The investment of public resources in these programs and services is necessary and worthwhile. However, it is also necessary to invest in services and programs that provide the maximum benefit to the maximum number of people.

The entity that is responsible for investing services for substantiated cases of child abuse and neglect is the State of Michigan. Public Act 238 of 1975 mandates that the Department of Human Services (DHS) provides these services. However, as previously stated, the services provided for 49 (24.5%) of the County's 200 substantiated cases of child abuse and neglect in 2006 and 2007 were provided by Ottawa County through the Parenting Plus Program. The remaining 151 (75.5%) families were referred to local agencies for professional counseling services, generally paid for by the State of Michigan.

The investment of County funds in Parenting Plus is unique and un-replicated anywhere else in the State. Ottawa County is to be commended for going above and beyond its responsibility to provide services for families who are involved in child abuse and neglect.

There are approximately 125 families who receive Parenting Plus Program services annually. Forty-nine (39%) families are mandated to participate due to substantiated cases of child abuse and neglect and are actually at-risk in having their children removed from their home. The remaining 76 (61%) families do not have substantiated cases of child abuse and neglect and participate in the program voluntarily. These children are not at immediate risk for being placed in foster care.

The average annual caseload is 15-20 cases per Parenting Plus staff member. The average number of families that complete the Parenting Plus Program annually is 34. Of the 34 completions, an average of 15 involve substantiated cases of child abuse or neglect and 19 involve unsubstantiated cases. These cases translate into a completion rate of 45% for families with substantiated cases of abuse or neglect and 38% for families with unsubstantiated cases.

As it relates to performance, of the 67 families who completed the program during the two-year evaluation period (2005-2006), Parenting Plus staff reported that 0% of families were involved in a new case of child abuse and neglect. Although these rates are noteworthy, many families had been out of the program for less than 1 month at the time the assessment was conducted, and recidivism rates could not be independently verified. In addition, on average, 15 families with a substantiated case of child abuse and neglect successfully completed the program. It was reported by Parenting Plus staff that 10 (69%) avoided having their children placed in foster care. Again, these rates are noteworthy, but it is difficult to verify if foster care would have been avoided if the families were involved in other programs or services.

The total cost of the Parenting Plus Program in 2006 was $623,752. The County contributed nearly 90% ($557,451) of that total cost. Recently, the DHS made a request to the State of Michigan for 5 new DHS employees which translates to an additional cost of $347,281. This request was approved by the State; however, the approval was contingent on Ottawa County agreeing to fund 50% of this additional cost ($173,641). This potential state funding could offset some of the County funds presently being used to support the Parenting Plus Program.

The 151 families with substantiated cases of child abuse and neglect who are referred to local agencies for professional counseling services (generally paid for by the State of Michigan) are charged a fair-market rate of $756 (per client) for counseling services. However, this rate may vary depending the family's circumstances and whether each individual family member requires counseling separately and/or as a family.

As a result of several factors identified in this evaluation (i.e. State of Michigan's statutory obligation to provide services to families with substantiated cases of child abuse and neglect, the level of voluntary program participation, low completion rates, low caseload levels, per client cost), this program would,

typically, receive serious consideration for elimination. However, due to the nature of the services being provided, the availability of new state funding to augment the program, and the need to further study the impact of Parenting Plus on family stability and foster-care placement, five alternative options were assessed in an attempt to continue providing services at varying levels of intensity (**Attachment Q**).

This effort resulted in a recommendation that provides services to all families who would typically receive assistance from the Parenting Plus Program in any given year without having to eliminate the program altogether. However, it also recommends a reduction in the overall size of the current Parenting Plus Program. Option 2 in Attachment Q provides the maximum benefit to families and would retain 4 Parenting Plus staff. Families with a substantiated case of child abuse and neglect would continue to receive services through the Parenting Plus Program as well as some of the families with unsubstantiated cases. The remaining families with unsubstantiated cases of child abuse and neglect would receive family counseling services through local agencies.

Recommendations:

Provide $188,052 (per year) in funding for the Parenting Plus Program. $138,912 of this funding would be allocated to cover 50% of the cost associated with four Parenting Plus positions, of which DHS would fund the other 50%. The remaining $49,140 in County funding would be allocated for family counseling services provided through local agencies.

This funding will sunset on December 31, 2009 or earlier if DHS funding for the positions is eliminated. Future funding will be contingent upon developing a mutually beneficial evaluation plan in conjunction with the Planning and Grants Department that solidifies program goals and objectives, as well as a complete data collection system. In addition, future funding will be contingent on a follow-up evaluation of the restructured Parenting Plus Program as well as other local agency programs being used to provide services to families with child abuse and neglect issues through contracts with the Ottawa County DHS.

Further, this recommendation will not be effective until January 1, 2008. This would provide current program staff who would be laid off with time to transition their present caseload into the future program and to secure new employment.

Attachments

Attachment A

STRATEGIC OUTLINE
Parenting Plus Program Services

Vision: To eliminate the re-occurrence of child abuse and neglect by providing home-based mentoring and individualized support services to at-risk families

LEAD AGENCY	Department of Human Services	Friend of the Court	Family Court	Family Support Network	Health Department
PROGRAM NAME	• Parenting Plus Program	• Investigation of Non-Custodial Parents	• Guardianship Program – Supplemental Services	• Family Intervention Services	• Infant Support Services Program
TARGET POPULATION	• Families at Risk for Child Abuse and Neglect	• Non-Custodial Parents Requesting Visitation with Children, Increased Visitation, or to Change Custody Arrangements for Children	• Guardians and/or Biological Parents of Children Already Placed in Foster Care	• All Families Referred to Children Protective Services for Reasons of Abuse and Neglect	• All Families with Children less than 1 Year of Age who Request Infant Support Services
TARGET POPULATION CHARACTERISTICS (of Parenting Plus Program Services)	• Ottawa County Resident • Limited Financial Resources • Families with Children less than 4 Years of Age • High Risk for Child Abuse and Neglect • Referred by Staff (i.e. CPS, Foster Care, Front-Desk)	• Involved in Investigation of Request by Friend of the Court • Parents with Children less than 18 years of Age • Referred by Friend of the Court	• Families with Children less than 6 Years of Age • High Risk for Child Abuse and Neglect • Referred by Family Court	• Families with Children less than 13 Years of Age • High Risk for Child Abuse and Neglect • Referred by Family Support Network	• Families with Children 1 Year of Age or Older (i.e. Previous Participation in Infant Support Services Program) • High Risk for Child Abuse and Neglect • Referred by Health Department
PRIMARY GOALS (of Parenting Plus Program Services)	• **Goal One:** Avoid Placing Children in Foster Care Whenever Possible • **Goal Two:** Facilitate the Return of Children to their Families When Foster Care is Not Avoidable • **Goal Three:** Facilitate Permanent Foster Care When Parental Rights are Terminated • **Goal Four:** Eliminate the Re-Occurrence of Child Abuse & Neglect in Families That Participated in the Program	• **Goal One:** Prepare Non-Custodial Parents for Spending More Time with Their Children and/or Acquiring Custody of Their Children • **Goal Two:** Provide Friend of the Court Investigators with Recommendation on Whether to Approve Visitation Request or Custody Request from Father • **Goal Three:** Prevent the Occurrence of Child Abuse & Neglect from Parents That Received Program Services	• **Goal One:** Maintain Guardianship of Children • **Goal Two:** Eliminate the Re-Occurrence of Child Abuse & Neglect in Families That Received Program Services	• **Goal One:** Serve as the Primary Agency that Provides Intervention Services for Families Involved with Family Support Network • **Goal Two:** Eliminate the Re-Occurrence of Child Abuse & Neglect in Families That Received Program Services	• **Goal One:** Provide Additional Services and Support to Families After Their Involvement in the Infant Support Services Program • **Goal Two:** Prevent the Occurrence of Child Abuse & Neglect in Families That Received Program Services
ACTIONS/ PROGRAM COMPONENTS (of Parenting Plus Program Services)	• Child & Family Assessments for Long-Term Participants (i.e. >6 Months). *16 Risk Factors for Child Abuse & Neglect* • Home-Based Mentoring/Support Services • Referrals for Specialized/Individualized Services	• Home-Based Mentoring/Support Services • Recommendation Report of Non-Custodial Parent's Ability to Care for the Children	• Child & Family Assessments (16 Risk Factors for Child Abuse & Neglect) • Home-Based Mentoring/Support Services	• Child & Family Assessments (16 Risk Factors for Child Abuse & Neglect) • Home-Based Mentoring/Support Services	• Child & Family Assessments (16 Risk Factors for Child Abuse & Neglect) • Home-Based Mentoring/Support Services
SELF-REPORTED AND OUTPUT BASED MEASURES	**Goal One Measure:** • Length of Time Between Referral to Participate in Parenting Plus Program and Completion of Program (per case) **Goal Two Measures:** • Number of "90 Day" Foster Care Review Sessions Until Children are Returned Home (per case) • Length of Time Between Early Return of Children from Foster Care and Completion of Program (per case) **Goal Three Measures:** • Number of "90 Day" Foster Care Review Sessions Until Parental Rights are Terminated **Administrative Measures:** • Source of Referral (per case) • Total Number of Referrals Resulting in Program Placement • Total Number of Program Cases • Number of Cases Where Children Avoided Foster Care, Were Returned Home from Foster Care, or Had Parental Rights Terminated • Total Number of Children (per case) • Total Number and Type of Home-Based Mentoring/Support Service Sessions Provided by DHS (per case) • Total Number and Type of Referrals Made for Specialized Services Provided by Other Agencies/Groups (per case) • Results of Pre and Post Program Child & Family Assessments (per case) • Program Effectiveness (self-reported by parent(s)/guardian and by participating agencies during exit interview/survey conducted by Planning and Grants) **Other Measures:** • Demographics (age of children, financial status, county of residency, marital status, ethnicity,)	**Goal One Measures:** • Length of Time Between Referral from Friend of the Court and Submittal of Recommendation (per case) • Amount of Visitation Time Allowed With Children Before and After Receiving Program Services (per case) **Goal Two Measures:** • Result of Recommendation (i.e. Support or Discourage Request) Submitted to Friend of the Court (per case) • Number of Recommendations Supporting Request that are Upheld by Friend of the Court • Number of Recommendations Discouraging Support of Request that are Upheld by Friend of the Court **Administrative Measures:** • Total Number of Parents Referred by Friend of the Court • Total Number of Referrals Resulting in Program Services • Total Number of Program Cases • Total Number of Children (per case) • Total Number and Type of Home-Based Mentoring/Support Service Sessions (per case) • Results of Pre and Post Program Child & Family Assessments (per case) • Program Effectiveness (self-reported by Friend of the Court during exit interview/ survey conducted by Planning and Grants) **Other Measures:** • Demographics (age of children, financial status, county of residency, marital status, ethnicity,)	**Goal One Measure:** • Total Number of Months/Years Guardianship Maintained (per case) **Administrative Measures:** • Total Number of Families Referred by Family Court • Total Number of Referrals Resulting in Program Services • Total Number of Program Cases • Total Number of Children (per case) • Total Number and Type of Home-Based Mentoring/Support Service Sessions (per case) • Results of Pre and Post Program Child & Family Assessments (per case) • Program Effectiveness (self-reported by Family Court during exit interview/survey conducted by Planning and Grants) **Other Measures:** • Demographics (age of children, financial status, county of residency, marital status, ethnicity,)	**Goal One Measures:** • Length of Time Between Referral from Family Support Network and Completion of Services (per case) **Administrative Measures:** • Total Number of Families Referred by Support Network • Total Number of Referrals Resulting in Program Services • Total Number of Program Cases • Total Number of Children (per case) • Total Number and Type of Home-Based Mentoring/ Support Service Sessions (per case) • Results of Pre and Post Program Child & Family Assessments (per case) • Program Effectiveness (self-reported by Family Support Network during exit interview/survey conducted by Planning and Grants) **Other Measures:** • Demographics (age of children, financial status, county of residency, marital status, ethnicity,)	**Goal One Measures:** • Length of Time Between Referral from Health Department and Completion of Services (per case) **Administrative Measures:** • Total Number of Families Referred by Health Department • Total Number of Referrals Resulting in Program Services • Total Number of Program Cases • Total Number of Children (per case) • Total Number and Type of Home-Based Mentoring/ Support Service Sessions (per case) • Results of Pre and Post Program Child & Family Assessments (per case) • Program Effectiveness (self-reported by the Health Department during exit interview/survey conducted by Planning and Grants) **Other Measures:** • Demographics (age of children, financial status, county of residency, marital status, ethnicity,)
OUTCOME BASED MEASURES	**Goal Four Measure:** • Number of Cases that Result in Subsequent Child Abuse & Neglect Charge(s) After Program Participation **Other Measures:** • Program Cost (salaries/fringes, office supplies (printing, postage, telephone, other), membership dues, travel and conferences, other) • Cost Avoidance (future involvement in foster care and/or Child Protective Services)	**Goal Three Measure:** • Number of Cases that Result in Child Abuse & Neglect Charge(s) After Receiving Program Services **Other Measures:** • Cost of Providing Services to Friend of the Court (salaries/ fringes, office supplies (printing, postage, telephone, other), membership dues, travel and conferences, other) • Cost Avoidance (future involvement in foster care and/or Child Protective Services)	**Goal Two Measure:** • Number of Cases that Result in Subsequent Child Abuse & Neglect Charge(s) After Receiving Program Services **Other Measures:** • Cost of Providing Services to Family Court (salaries/fringes, office supplies (printing, postage, telephone, other), membership dues, travel and conferences, other) • Cost Avoidance (future involvement in foster care and/or Child Protective Services)	**Goal Two Measure:** • Number of Cases that Result in Subsequent Child Abuse & Neglect Charge(s) After Receiving Program Services **Other Measures:** • Cost of Providing Services to Family Support Network (salaries/fringes, office supplies (printing, postage, telephone, other), membership dues, travel and conferences, other) • Cost Avoidance (future involvement in foster care and/or Child Protective Services)	**Goal Two Measure:** • Number of Cases that Result in Child Abuse & Neglect Charge(s) After Receiving Program Services **Other Measures:** • Cost of Providing Services to Health Department (salaries/ fringes, office supplies (printing, postage, telephone, other), membership dues, travel and conferences, other) • Cost Avoidance (future involvement in foster care and/or Child Protective Services)

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Attachment B - PARENTING PLUS PROGRAM SUPERFORM **Employee Completing Form:**_____ **Date Completed:** _____

DEMOGRAPHICS (complete for all cases)

First & Last Name of Parent(s)/Guardian(s):

_____

Marital Status: □ Married □ Separated □ Divorced □ Single

Number of Children Involved in Case:_____

Number Male: _____ Number Female: _____

Date(s) of Birth: Child A:_____ Child B:_____

Child C: _____ Child D:_____ Child E:_____

Child F: _____ Child G:_____ Child H:_____

County of Residence: _____

Family Ethnicity: □ White □ Black □ Asian/Pacific Islander
□ American Indian □ Multi □ Unknown

Hispanic Descent: □ Yes □ No

Financial Status: □ Low-Level Income (< $20k per year)
□ Moderate-Level Income ($21k-40k per year)
□ High-Level Income (>$41k per year)

CASE INFORMATION (complete for all cases)

Case Status: □ Active □ Closed Date Closed:_____

Referral Date:_____

Referred By:_____

Primary Purpose for Referral:

□ Family may be at risk for child abuse & neglect **(Prevention)**

□ Family at risk for child abuse & neglect **(CPS/Foster Care Case)**

□ Investigation of non-custodial parent **(FOC Case)**

□ Assistance for guardianship program **(Family Court Case)**

□ Services for non-CPS case **(Family Support Network Case)**

□ Continued Maternal/Infant Health Program **(Health Dept Case)**

□ Other:_____

Accepted into Program (i.e. Requires Services): □ Yes □ No

Program Type: □ Short-Term (i.e. less than 6 months)
□ Long-Term (i.e. greater than 6 months)

Date of Acceptance/Denial:_____

16 RISK FACTORS ASSESSMENT (complete for closed cases)

Assessment Conducted: □ Yes □ No (i.e. Short-term)

Child & Family Assessments Results (16 Risk Factors):

Start of Program:	**Needs Score**	**Strengths Score**
Family Profile:		
Physical Health:		
Housing:		
Financial Health:		
Immediate Family:		
Extended Family:		
Outside Support:		
Personal Habits:		
Mental Health:		
Emotional Health:		
Parental Learning:		
Child Care:		
School Commitment:		
Supervision:		
Parent/Child Relation:		
Previous CPS:		
Total Score at Start:		

Assessment Conducted: □ Yes □ No (i.e. Short-term)

Child & Family Assessments Results (16 Risk Factors):

End of Program:	**Needs Score**	**Strengths Score**
Family Profile:		
Physical Health:		
Housing:		
Financial Health:		
Immediate Family:		
Extended Family:		
Outside Support:		
Personal Habits:		
Mental Health:		
Emotional Health:		
Parental Learning:		
Child Care:		
School Commitment:		
Supervision:		
Parent/Child Relation:		
Previous CPS:		
Total Score at End:		

DIRECT MENTORING/SUPPORT SERVICES (complete for closed cases)

Total Number of Sessions Provided: _____

Please list any referrals that were made to outside agencies for specialized services on the back of this form

CASE OUTCOMES

If the case is closed, please refer to the *Case Information* section of this form to confirm the "Primary Purpose for Referral". Then match the reason for referral with the corresponding reason for referral listed below (A-F) and complete the requested information.

A. **Family may be/are at risk for child abuse & neglect** (Prevention, CPS, Foster Care Case)

Please check the appropriate case outcome:

□ **Children Avoided Foster Care**

□ **Children Returned Home From Foster Care**

Date Returned Home:_____

Total Number of 90-Day Review Sessions
Between Date of Acceptance into Program and
Date Returned Home:_____

□ **Parental Rights Terminated** (e.g. Best Solution for Children)

Date of Termination:_____

Total Number of 90-Day Review Sessions
Between Date of Acceptance into Program and
Date of Termination:_____

□ **Other:** _____

Date of Result:_____

Total Number of 90-Day Review Sessions
Between Date of Acceptance into Program and
Date of Result:_____

Please proceed to back of page to complete remainder of form

Attachment B - PARENTING PLUS PROGRAM SUPERFORM **Employee Completing Form:**_____ **Date Completed:** _____

(Cont.) CASE OUTCOMES

B. Investigation of Non-Custodial Parent (FOC Case)

Please answer each of the following questions (1-4) related to the case outcome:

1. Initial Custodial Status (on date referred to Parenting Plus):

□ No Custody

□ Limited Visitation; Amount (if known): _____

2. Request of Non-Custodial Parent:

□ Increased Visitation

□ Full Custody

3. Recommendation of DHS at Completion of Program:

□ Support Request for Increased Visitation/Custody

□ Discourage Request

4. Final Custodial Status After Friend of the Court Decision:

□ Visitation Increased; Amount (if known): _____

□ Full Custody Request Approved

□ Request Denied

C. Assistance for Guardianship Program (Family Court)

Please check the appropriate case outcome:

Guardianship Status:

□ Guardianship Maintained

□ Guardianship Not Maintained

Reason: _____

□ Other: _____

D. Services for Non-CPS Case (Family Support Network)

Please check the appropriate case outcome:

□ **Children Avoided Foster Care**

□ **Case Referred Back to CPS for Investigation**

Reason: _____

□ **Other:** _____

(Cont.) CASE OUTCOMES

E. Continued Maternal/Infant Health Program (Health Dept)

Please check the appropriate case outcome:

□ **Children Avoided Foster Care**

□ **Case Referred to CPS for Investigation**

Reason: _____

□ **Other:** _____

F. Other

Please check the appropriate case outcome:

□ **Children Avoided Foster Care**

□ **Case Referred to CPS for Investigation**

Reason: _____

□ **Other:** _____

POST-PROGRAM CHILD ABUSE & NEGLECT

Occurrence/Re-Occurrence of Substantiated Child Abuse & Neglect After Completion of Program Services:

□ Yes □ No

If Yes, Date of Occurrence/Re-Occurrence: _____

REFERRALS FOR SPECIALIZED SERVICES (complete for closed cases)

Referrals for Specialized Services from an Outside Agency:

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Agency: _____

Type of Service: _____

Attachment C

Characteristics of Program Participants

	Primary Reason for Program Referral						
	Substantiated Case of Child Abuse/Neglect	**Potential for Child Abuse/Neglect**	**Suspected of Child Abuse/Neglect**	**Investigation of Non-Custodial Parent**	**Assitance for Guardianship Program**	**Continued Services - Maternal/ Infant Health Program**	**Parental Education Assistance**
Number of Children Per Case							
One	38 (38.8%)	29 (42.0%)	3 (25.0%)	8 (88.9%)	2 (66.7%)	11 (55.0%)	16 (42.1%)
Two	25 (25.5%)	23 (33.3%)	7 (58.3%)	0 (0.0%)	1 (33.3%)	6 (30.0%)	11 (28.9%)
Three	20 (20.4%)	12 (17.4%)	2 (16.7%)	1 (11.1%)	0 (0.0%)	1 (5.0%)	7 (18.4%)
Four	9 (9.2%)	3 (4.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	2 (10.0%)	3 (7.9%)
Five	5 (5.1%)	2 (2.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (2.6%)
Six	1 (1.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**
Average	**2.2**	**1.9**	**1.9**	**1.2**	**1.3**	**1.7**	**2.0**
Children's Age at Start of Program							
Minimum	0	0	0	0	0	0	0
Maximum	16	14	11	7	3	6	13
Average	**3.5**	**2.4**	**4.5**	**2.5**	**1.5**	**1.5**	**3.0**
Family Race							
White	74 (75.5%)	53 (76.8%)	12 (100.0%)	9 (100.0%)	3 (100.0%)	15 (75.0%)	34 (89.5%)
Black	4 (4.1%)	4 (5.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (5.0%)	0 (0.0%)
Asian/Pacific Islander	2 (2.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
American Indian	3 (3.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Middle Eastern	1 (1.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Mulit-Race	12 (12.2%)	12 (17.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (15.0%)	3 (7.9%)
Not Available	2 (2.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (5.0%)	1 (2.6%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**
Marital Status of Parents							
Married	30 (30.6%)	24 (34.8%)	6 (50.0%)	2 (22.2%)	1 (33.3%)	6 (30.0%)	10 (26.3%)
Separated	3 (3.1%)	6 (8.7%)	1 (8.3%)	1 (11.1%)	0 (0.0%)	1 (5.0%)	2 (5.3%)
Divorced	13 (13.3%)	6 (8.7%)	1 (8.3%)	1 (11.1%)	0 (0.0%)	0 (0.0%)	7 (18.4%)
Single	52 (53.1%)	33 (47.8%)	4 (33.3%)	5 (55.6%)	2 (66.7%)	13 (65.0%)	19 (50.0%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**
Parental Substance Abuse Issues							
Issue Exists, Received Treatment	27 (27.6%)	5 (7.2%)	0 (0.0%)	1 (11.1%)	1 (33.3%)	0 (0.0%)	1 (2.6%)
Issue Exists, Treatment Not Received	10 (10.2%)	11 (15.9%)	0 (0.0%)	1 (11.1%)	0 (0.0%)	2 (10.0%)	2 (5.3%)
No Existing Issue	61 (62.2%)	53 (76.8%)	12 (100.0%)	7 (77.8%)	2 (66.7%)	18 (90.0%)	35 (92.1%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**
Parental Mental Health Issues							
Issue Exists, Received Treatment	45 (45.9%)	18 (26.1%)	5 (41.7%)	1 (11.1%)	0 (0.0%)	1 (5.0%)	8 (21.1%)
Issue Exists, Treatment Not Received	15 (15.3%)	8 (11.6%)	2 (16.7%)	0 (0.0%)	0 (0.0%)	4 (20.0%)	5 (13.2%)
No Existing Issue	38 (38.8%)	43 (62.3%)	5 (41.7%)	8 (88.9%)	3 (100.0%)	15 (75.0%)	25 (65.8%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**
Family Financial Status							
Less than $20,000 per year	77 (78.6%)	55 (79.7%)	6 (50.0%)	3 (33.3%)	3 (100.0%)	17 (85.0%)	29 (76.3%)
Between $21,000 and $40,000 per year	17 (17.3%)	11 (15.9%)	2 (16.7%)	4 (44.4%)	0 (0.0%)	3 (15.0%)	8 (21.1%)
Over $41,000 per year	2 (2.0%)	2 (2.9%)	2 (16.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Not Available	2 (2.0%)	1 (1.4%)	2 (16.7%)	2 (22.2%)	0 (0.0%)	0 (0.0%)	1 (2.6%)
Total	**98 (100.0%)**	**69 (100.0%)**	**12 (100.0%)**	**9 (100.0%)**	**3 (100.0%)**	**20 (100.0%)**	**38 (100.0%)**

Source: Parenting Plus Program
Prepared by: Ottawa County Planning Department (06/14/07)

Attachment D
Outside Agencies Providing Specialized Services

Outside Agency Providing Specialized Services	Number of Services Provided
Education and Developmental Services	
Head Start - Child Development Services	37 (15.6%)
Early On Program - Ottawa Area Intermediate School District	26 (11.0%)
Children's Resource Network	8 (3.4%)
Intermediate School District	5 (2.1%)
Michigan Works	5 (2.1%)
Holland Public Schools	3 (1.3%)
West Ottawa Public Schools	3 (1.3%)
Gateway Preschool Program	2 (0.8%)
Michigan Readiness	2 (0.8%)
Arbor Circle - Kent County	1 (0.4%)
Boy and Girls Club	1 (0.4%)
Disabilities Network	1 (0.4%)
Easter Seals	1 (0.4%)
Family Impact Program - Kent County	1 (0.4%)
Family Nutrition Program	1 (0.4%)
Jenison Public Schools	1 (0.4%)
Preschool (organization not provided)	1 (0.4%)
Public Schools (GED)	1 (0.4%)
Tutortime Daycare	1 (0.4%)
Housing/Utility Services	
Community Action Agency	18 (7.6%)
Michigan State Housing Development Authority (MSHDA)	7 (3.0%)
Center For Women in Transition	3 (1.3%)
Community Action House	2 (0.8%)
The People Center	2 (0.8%)
Bernice's House (Salvation Army)	1 (0.4%)
Coopersville Cares	1 (0.4%)
Habitat for Humanity	1 (0.4%)
Red Bird Realty	1 (0.4%)
Food/Furniture/Appliances (Donations)	
Salvation Army	17 (7.2%)
Department of Human Services - Volunteer Services	14 (5.9%)
Good Samaritan Ministries	10 (4.2%)
Lakeshore Safe Kids	8 (3.4%)
Love, Inc.	7 (3.0%)
Gleaners Food Distribution	4 (1.7%)
Lakeshore Pregnancy Center	3 (1.3%)
211	2 (0.8%)
Women, Infant, and Children (WIC)	2 (0.8%)
7th Day Adventist Church	1 (0.4%)
Allendale Public Schools	1 (0.4%)
His Harvest	1 (0.4%)
Lifeline	1 (0.4%)
Lion's Club	1 (0.4%)
Red Cross	1 (0.4%)
Counseling Services	
Child and Family Services	2 (0.8%)
Community Mental Health	2 (0.8%)
Family Services Network	2 (0.8%)
Alano Club	1 (0.4%)
Bethany Christian Services	1 (0.4%)
Big Brother and Big Sisters - Kent County	1 (0.4%)
Breakfast with Baby (Support Group for Mothers with Young Children)	1 (0.4%)
Pathways	1 (0.4%)
Pine Rest	1 (0.4%)
Social Security	1 (0.4%)
Support Group for Children with ADD	1 (0.4%)
Employment Services	
Gentex Corporation	1 (0.4%)
Manpower	1 (0.4%)
Medical/Legal Services	
Health Department	4 (1.7%)
Medicaid Health Plans	3 (1.3%)
Family Physician	2 (0.8%)
Legal Aid	2 (0.8%)
Total	**237 (100.0%)**

Source: Parenting Plus Program
Prepared by: Ottawa County Planning Department (06/08/07)

Attachment E

Program Cost (2006)	
Salary and Fringe Benefits	
Jennifer Bytwerk (Family Resource Specialist)[1]	$39,286.00
Cori Hedberg (Family Resource Specialist)	$52,652.00
Lindsay Dean (Family Resource Specialist)	$65,226.00
Lourdes King (Family Resource Specialist)[1]	$32,885.00
Karyn Miller (Family Resource Specialist)	$52,328.00
Caryn Navis (Family Resource Specialist)[1]	$22,429.00
Alice Snyder (Family Resource Specialist)	$64,627.00
Nancy Vandenberg (Family Resource Specialist)	$54,542.00
Paul Vanderhill (Family Resource Specialist)	$64,627.00
Sheryll VanPortfleet (Program Coordinator)	$80,161.00
Loretta Wall (Family Resource Specialist)	$64,627.00
Total Salaries and Fringes	**$593,390.00**
Miscellaneous Expenses	
Supplies/Operating	$5,612.75
Membership and Dues[2]	$490.00
Cell Phones	$2,754.89
Mileage	$19,231.14
Conference	$2,274.00
Total Miscellaneous Expenses	**$30,362.78**
Total Annual Cost (Salaries, Fringes, and Miscellaneous)	**$623,752.78**
Reimbursements	
Children's Protective Services Contract[3]	$20,880.00
Child Care Fund[4]	$44,856.00
Donations from Junior Welfare League	$565.00
Total Annual Reimbursements	**$66,301.00**
Total Net Annual Cost To County (Less Reimbursements)	**$557,451.78**
Annual Cost to County (Per Family)[5]	**$4,459.62**
Per Family Cost to the County	
Total Monthly Cost	$46,454.32
Total Program Cost (Average of 7.5 Months)[6]	**$348,407.40**
Program Cost Per Family[7]	**$2,787.26**
Program Cost Per Successful Family[8]	**$10,247.28**

Source: Fiscal Services

1. These are part-time employees
2. This includes renewals of staff social work license and membership dues for the Michigan Infant Mental Health Association
3. These monies are reimbursed to Parenting Plus for providing services to Children's Protective Services clients.
4. These monies are reimbursed to Parenting Plus for providing in-home services to Family Court and Foster Care clients
5. Calculation based on the Total Net Annual Cost To County (Less Reimbursements) divided by the average number (125) of cases per year.
6. Calculated by multiplying the Monthly Cost by the average number of months (7.5) to complete the program
7. Calculation based on the Total Program Cost divided by the average number (125) of cases per year
8. Calculation based on the Total Program Cost divided by the average number (34) of cases which successfully completed the program per year

Attachment F

COUNTY FOSTER CARE COSTS

Daily Foster Care Cost Calculation

Daily Administrative Rate Paid to Private Agencies……..…….$19.40

Daily Rate for Child Age 0-12 Paid to Foster Parents…….$14.24
- Reference Foster Care Rate Sheet

"Average" Daily Level of Care Rate Paid to Foster Parents……$10.00
- Reference Assessment for Determination of Care Form & Rate Sheet
- Costs can vary between $5.00 and $18.00 per day

TOTAL DAILY COSTS …….$43.64

Annual Foster Care Cost per Child

Total Daily Foster Care Costs……..……$43.64
Days Per Year……..…….....x 365

Total Cost Per Year (Per Child).……..……..$15,928.60

Costs to County

Generally, 50% of the cost of Foster Care is the County's responsibility..…$7,964.30

Sometimes a child is eligible for Title IV-E Funding, a Federal funding source for foster care payments based on family income and type of placement. If a child is eligible for Title IV-E funding, this funding source will offset the County's 50% funding responsibility for that particular child. Although the percent of our children that are eligible for this funding will vary from day to day (5% to 50%), this funding source is estimated to be an option for 25% of our children.

For purposes of this calculation, County foster care cost is based upon the 10 families (average family size of 2 children for a total of 20 children) identified in the evaluation that avoided the foster care placement of their children. Assuming that 25% (5) of these 20 children will be eligible for Federal Title IV-E funding, the remaining number of children (15) will be funded by means of the County Child Care Fund.

50 % of the Annual Cost of Foster Care per Child…….$7,964.30
Number of Children Placed in Foster Care that are County Responsibility…… ….x 15

County's Annual Foster Care Costs for 15 Children…..…….……..…$119,465

Source: Ottawa County Department of Human Services

Attachment G

Ottawa County **Local Agency Survey**

Services Provided for Families At Risk for Child Abuse and Neglect

1. Does your Agency provide services to help families at risk for child abuse and neglect?

☐ Yes *Please proceed to question 2*

☐ No

1a. If no, please identify if your Agency has ever considered providing services to families at risk for child abuse and neglect and then proceed to question 9.

☐ Yes ☐ No

2. Please identify the setting in which services are provided to families at risk for child abuse and neglect (please check all that apply)**:**

☐ In the client's home

☐ In the agency's office

☐ Other – Please describe: _____

3. Please identify the format currently used in providing services to families at risk for child abuse and neglect (please check all that apply)**:**

☐ Individual format

☐ Family format

☐ Group format

☐ Other – Please describe: _____

4. Please identify the type(s) of service(s) provided to families at risk for child abuse and neglect (please check all that apply)**:**

☐ Child Development Education ☐ Child Health Issues Education

☐ Child Management Education ☐ Child Safety Education

☐ Parent/Child Relationship Education ☐ Co-Parenting Tactics Education

☐ Budgeting/Financial Assistance ☐ Employment/Education Assistance

☐ Other – Please describe: _____

5. What is the maximum age (if any) that children must be under in order for their family to receive services? _____

6. What is the maximum income level (if any) that families must be under in order for their family to receive services? _____

7. What is the maximum length of time (if any) that families are allowed to receive services? _____

8. Please identify the type of fee charged for services and the amount charged per client:

- ☐ Flat Fee Amount: _____
- ☐ Hourly Fee Amount: _____
- ☐ Sliding Scale Fee Please explain: _____
- ☐ No Fee
- ☐ Other – Please describe: _____

9. Does your Agency refer families at risk for child abuse and neglect to other Local Agencies to receive services?

☐ Yes ☐ No

9a. If yes, please identify the name(s) of each Local Agency that you utilize to provide referral services for families at risk for child abuse and neglect: _____

10. Additional Comments: _____

11. Please complete your Agency's contact information below:

Name of Agency: _____

Name of Contact Person: _____

Email Address of Contact Person: _____

Telephone Number of Contact Person: _____

Thank you for completing the survey.

Please return the completed survey by <u>Friday, April 6</u> to:

Ottawa County Planning and Grants Department
Attention: Shannon VanderMolen
12220 Fillmore St., Rm. 170, West Olive, MI 49460
Fax: (616) 738.4625
Email: svandermolen@co.ottawa.mi.us

Attachment H

Local Agency Survey - Agencies Who Provide Direct Services to Families At Risk for Child Abuse/Neglect

	Program Description			Service Parameters			
Local Agency	**Program Setting**	**Program Format**	**Educational Program Services**	**Program Fee**	**Maximum Length of Time in Program**	**Maximum Family Income Level**	**Maximum Age of Children**
Catholic Social Services	In-Home Office	Individual Family Group	Child Development Child Management Life Skills	No Fee	Contract Dependent	None	17
Children's Advocacy Center[1] - Wrap Around Program	In-Home Office	Individual Family	Child Development Child Management Life Skills	No Fee	None	None	18
Early Head Start	In-Home Office	Individual Family Group	Child Development Child Management Life Skills	No Fee	None	None (10% of Total Clients)	5
Bethany Christian Services	In-Home Office	Individual Family	Child Development Child Management Life Skills	No Fee (In-Home)	None	None	19
Children's Advocacy Center - Child Sexual Abuse Assessments	Office Court	Individual Family Group	Child Development	No Fee	None	None	18
Community Mental Health[2]	In-Home Office	Individual Family Group	Child Development Child Management	No Fee - Medicaid; Sliding Scale	None	Medicaid Eligible	18
Court Appointed Special Advocates	In-Home Office	Individual Group	Advocacy and mentoring	No Fee	For the duration of the family court case	None	18
Health Department - Children's Special Health Care	In-Home Office	Individual Family	Child Development	$0 to $2,400 annually	None	None	21
Holland Hospital	Hospital	Individual	Referrals for specialized services	Depends	None	None	18
Intercare	In-Home	Individual	Child Development	Medicaid reimburses	Up to 18 visits if risks persist	Medicaid Eligible	2
Lakeshore Pregnancy Center	Office	Individual	Child Development Child Management	No Fee	None	None	None
Lakeview Early Childhood Center	School	Group	Child Development	No Fee	During the school year	Income guidelines	4
Life Services System	In-Home Office	Individual Family Group	Child Development Child Management	No Fee	None	None	18
Ottawa Area Intermediate School District	In-Home	Family	Child Development Child Management	No Fee	None	None	5
Pathways	Office	Individual Group	Child Development Child Management	No Fee	10 weeks (Parenting Classes)	None	17

[1] Agency does not provide direct services to at-risk families. Agency serves as a broker for services.

[2] CMH provides services if a parent has severe and persistent mental illness or if a child has a severe emotional disturbance; a client must also be either a Medicaid beneficiary or uninsured

Source: Local Agencies
Prepared by: Ottawa County Planning Department (06/07/07)

Sec. 8. (1) Within 24 hours after receiving a report made under this act, the department shall refer the report to the prosecuting attorney if the report meets the requirements of section 3(6) or (9) or shall commence an investigation of the child suspected of being abused or neglected. Within 24 hours after receiving a report whether from the reporting person or from the department under section 3(6) or (9), the local law enforcement agency shall refer the report to the department if the report meets the requirements of section 3(7) or shall commence an investigation of the child suspected of being abused or neglected or exposed to or who has had contact with methamphetamine production. If the child suspected of being abused or exposed to or who has had contact with methamphetamine production is not in the physical custody of the parent or legal guardian and informing the parent or legal guardian would not endanger the child's health or welfare, the agency or the department shall inform the child's parent or legal guardian of the investigation as soon as the agency or the department discovers the identity of the child's parent or legal guardian.

* (2) In the course of its investigation, the department shall determine if the child is abused or neglected. The department shall cooperate with law enforcement officials, courts of competent jurisdiction, and appropriate state agencies providing human services in relation to preventing, identifying, and treating child abuse and neglect; shall provide, enlist, and coordinate the necessary services, directly or through the purchase of services from other agencies and professions; and shall take necessary action to prevent further abuses, to safeguard and enhance the child's welfare, and to preserve family life where possible. In the course of an investigation, at the time that a department investigator contacts an individual about whom a report has been made under this act or contacts an individual responsible for the health or welfare of a child about whom a report has been made under this act, the department investigator shall advise that individual of the department investigator's name, whom the department investigator represents, and the specific complaints or allegations made against the individual. The department shall ensure that its policies, procedures, and administrative rules ensure compliance with the provisions of this act.

(3) In conducting its investigation, the department shall seek the assistance of and cooperate with law enforcement officials within 24 hours after becoming aware that 1 or more of the following conditions exist:

(a) Abuse or neglect is the suspected cause of a child's death.

(b) The child is the victim of suspected sexual abuse or sexual exploitation.

(c) Abuse or neglect resulting in severe physical injury to the child. For purposes of this subdivision and section 17, "severe physical injury" means an injury to the child that requires medical treatment or hospitalization and that seriously impairs the child's health or physical well-being.

(d) Law enforcement intervention is necessary for the protection of the child, a department employee, or another person involved in the investigation.

(e) The alleged perpetrator of the child's injury is not a person responsible for the child's health or welfare.

(f) The child has been exposed to or had contact with methamphetamine production.

(4) Law enforcement officials shall cooperate with the department in conducting investigations under subsections (1) and (3) and shall comply with sections 5 and 7. The department and law enforcement officials shall conduct investigations in compliance with the protocols adopted and implemented as required by subsection (6).

(5) Involvement of law enforcement officials under this section does not relieve or prevent the department from proceeding with its investigation or treatment if there is reasonable cause to suspect that the child abuse or neglect was committed by a person responsible for the child's health or welfare.

(6) In each county, the prosecuting attorney and the department shall develop and establish procedures for involving law enforcement officials as provided in this section. In each county, the prosecuting attorney and the department shall adopt and implement standard child abuse and neglect investigation and interview protocols using as a model the protocols developed by the governor's task force on children's justice as published in FIA Publication 794 (revised 8-98) and FIA Publication 779 (8-98), or an updated version of those publications.

(7) If there is reasonable cause to suspect that a child in the care of or under the control of a public or private agency, institution, or facility is an abused or neglected child, the agency, institution, or facility shall be investigated by an agency administratively independent of the agency, institution, or facility being investigated. If the investigation produces evidence of a violation of section 145c or sections 520b to 520g of the Michigan penal code, 1931 PA 328, MCL 750.145c and 750.520b to 750.520g, the investigating agency shall transmit a copy of the results of the investigation to the prosecuting attorney of the county in which the agency, institution, or facility is located.

(8) A school or other institution shall cooperate with the department during an investigation of a report of child abuse or neglect. Cooperation includes allowing access to the child without parental consent if access is determined by the department to be necessary to complete the investigation or to prevent abuse or neglect of the child. However, the department shall notify the person responsible for the child's health or welfare about

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Attachment J

Michigan County Survey

Services Provided for Families At Risk for Child Abuse and Neglect

1. Does your County Government provide services to help families at risk for child abuse and neglect?

☐ Yes ☐ No *If no, please proceed to question 7*

1a. If yes, please identify the name of each County Department(s) that provides these services:

_____

2. Does your County have any specific goal(s) and/or objective(s) associated with providing services to help families at risk for child abuse and neglect?

☐ Yes ☐ No

2a. If yes, please describe the goal(s) and/or objective(s) associated with providing these services (please feel free to provide a copy of any marketing materials relating to these services):

_____

3. Please identify the setting in which services are provided to families at risk for child abuse and neglect (please check all that apply)**:**

☐ In the client's home

☐ In the agency's office

☐ Other – Please describe: _____

4. Please identify the format currently used in providing services to families at risk for child abuse and neglect (please check all that apply)**:**

☐ Individual format

☐ Family format

☐ Group format

☐ Other – Please describe: _____

5. Please identify the type(s) of service(s) provided to families at risk for child abuse and neglect (please check all that apply)**:**

☐ Child Development Education ☐ Child Health Issues Education

☐ Child Management Education ☐ Child Safety Education

☐ Parent/Child Relationship Education ☐ Co-Parenting Tactics Education

☐ Budgeting/Financial Assistance ☐ Employment/Education Assistance

☐ Other – Please describe: _____

6. What was the total budget for providing services to families at risk for child abuse and neglect during 2006? _____

6a. How much of the 2006 total budget for providing these services was County funded? _____

6b. How much of the 2006 total budget for providing these services was State funded? _____

6c. How much of the 2006 total budget for providing these services was State Grant funded? _____

6d. How much of the 2006 total budget for providing these services was funded from other grants/sources? _____

6e. If funding was received from other grants/sources during 2006, please identify the name(s) of the other grants/sources: _____

7. Does your County refer families at risk for child abuse and neglect to other Local Agencies to receive services?

☐ Yes ☐ No

7a. If yes, please identify the name(s) of each Local Agency that your County utilizes to provide referral services for families at risk for child abuse and neglect: _____

8. Please complete your County's contact information below:

Name of County: _____

Name of Contact Person: _____

Email Address of Contact Person: _____

Telephone Number of Contact Person: _____

Thank you for completing the survey.

Please return the completed survey by <u>Friday, April 6</u> to:

Ottawa County Planning and Grants Department
Attention: Shannon VanderMolen
12220 Fillmore St., Rm. 170, West Olive, MI 49460
Fax: (616) 738.4625
Email: svandermolen@co.ottawa.mi.us

Attachment K

Department of Human Services Survey

Services Provided for Families At Risk for Child Abuse and Neglect

1. Does your Agency provide services to help families at risk for child abuse and neglect?

☐ Yes ☐ No *If no, please proceed to question 15*

2. Please identify the name of each program (if applicable) that your Agency administers to help families at risk for child abuse and neglect (if you have more than three programs, please complete an additional survey for the other programs):

Program A: _____

Program B: _____

Program C: _____

3. Please identify the setting in which the program services are provided to families at risk for child abuse/ neglect and select the associated program(s) which the setting applies to (please check all that apply)**:**

Setting	Associated Program(s)		
☐ In the client's home	☐ A	☐ B	☐ C
☐ In the agency's office	☐ A	☐ B	☐ C
☐ Other – Please describe: _____	☐ A	☐ B	☐ C

4. Please identify the format currently used in providing services to families at risk for child abuse/ neglect and select the associated program(s) which the format applies to (please check all that apply)**:**

Format	Associated Program(s)		
☐ Individual format	☐ A	☐ B	☐ C
☐ Family format	☐ A	☐ B	☐ C
☐ Group format	☐ A	☐ B	☐ C
☐ Other – Please describe: _____	☐ A	☐ B	☐ C

5. Please identify the type(s) of service(s) that your Agency provides to families at risk for child abuse/ neglect and select the associated program(s) which the service applies to (please check all that apply)**:**

Services	Associated Program(s)		
☐ Child Development Education	☐ A	☐ B	☐ C
☐ Child Health Issues Education	☐ A	☐ B	☐ C
☐ Child Management Education	☐ A	☐ B	☐ C
☐ Child Safety Education	☐ A	☐ B	☐ C
☐ Parent/Child Relationship Education	☐ A	☐ B	☐ C
☐ Co-Parenting Tactics Education	☐ A	☐ B	☐ C
☐ Budgeting/Financial Assistance	☐ A	☐ B	☐ C
☐ Employment/Education Assistance	☐ A	☐ B	☐ C
☐ Referrals To Other Agencies	☐ A	☐ B	☐ C
☐ Other – Please describe: _____	☐ A	☐ B	☐ C
☐ Other – Please describe: _____	☐ A	☐ B	☐ C
☐ Other – Please describe: _____	☐ A	☐ B	☐ C

6. Please identify the total number of employees who helped administer each program during 2006 and the total number of hours per week these employees spent working with the program:

Program A: Number of Employees: _____ Total Hours Per Week: _____

Program B: Number of Employees: _____ Total Hours Per Week: _____

Program C: Number of Employees: _____ Total Hours Per Week: _____

7. Please identify the number of families who received program services during 2006:

Program A: _____

Program B: _____

Program C: _____

8. What was the total budget for each program during 2006?

Program A: _____ Program B: _____ Program C: _____

8a. How much of the 2006 total budget for each program was County funded?

Program A: _____ Program B: _____ Program C: _____

8b. How much of the 2006 total budget for each program was State funded?

Program A: _____ Program B: _____ Program C: _____

8c. How much of the 2006 total budget for each program was State Grant funded?

Program A: _____ Program B: _____ Program C: _____

8d. How much of the 2006 total budget for each program was funded from other grants/sources?

Program A: _____ Program B: _____ Program C: _____

8e. If funding was received from other grants/sources during 2006, please identify the name(s) of the other grants/sources:

Program A: _____

Program B: _____

Program C: _____

9. Has your County experienced a reduction in the number of foster care placements as a result of the program(s)?

Program A: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program B: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program C: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

10. Has your County experienced a reduction in the length of foster care stay as a result of the program(s)?

Program A: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program B: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program C: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

11. Has your County experienced a reduction in the re-occurrence of child abuse and neglect cases as a result of the program(s)?

Program A: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program B: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

Program C: ☐ Yes ☐ No

If known, please identify the amount of reduction and how it was measured and/or include a copy of the study/report: _____

12. In addition to the services provided by your Agency to families at risk for child abuse and neglect (as identified in question 5), does your Agency also assist Friend of the Court with investigations of non-custodial parents who want increased visitation/custody time?

☐ Yes ☐ No *If no, please proceed to question 13*

12a. If this assistance is associated with Program A, B, and/or C, please identify the amount of the 2006 total budget (provided in question 8) that is associated with providing this assistance:

Program A: _____ Program B: _____ Program C: _____

12b. If this assistance is not associated with Program A, B, and/or C, what was the 2006 total budget for providing this assistance? _____

13. In addition to the services provided by your Agency to families at risk for child abuse and neglect (as identified in question 5), does your Agency also assist Family Court by providing mentoring/support services to court appointed guardians of minors?

☐ Yes ☐ No *If no, please proceed to question 14*

13a. If this assistance is associated with Program A, B, and/or C, please identify the amount of the 2006 total budget (provided in question 8) that is associated with providing this assistance:

Program A: _____ Program B: _____ Program C: _____

13b. If this assistance is not associated with Program A, B, and/or C, what was the 2006 total budget for providing this assistance? _____

14. In addition to the services provided by your Agency to families at risk for child abuse and neglect (as identified in question 5), does your Agency also assist the Health Department by providing mentoring/support services to new parents with a high risk for child abuse and neglect?

☐ Yes ☐ No *If no, please proceed to question 15*

14a. If this assistance is associated with Program A, B, and/or C, please identify the amount of the 2006 total budget (provided in question 8) that is associated with providing this assistance:

Program A: _____ Program B: _____ Program C: _____

14b. If this assistance is not associated with Program A, B, and/or C, what was the 2006 total budget for providing this assistance? _____

15. Does your Agency refer families at risk for child abuse and neglect to other Local Agencies to receive services?

☐ Yes ☐ No

15a. If yes, please identify the name(s) of each Local Agency that you utilize to provide referral services for families at risk for child abuse and neglect: _____

16. Please complete your Agency's contact information below:

Name of County/Counties: _____

Name of Contact Person: _____

Email Address of Contact Person: _____

Telephone Number of Contact Person: _____

Thank you for completing the survey.

Please return the completed survey by <u>Friday, April 6</u> to:

Ottawa County Planning and Grants Department
Attention: Shannon VanderMolen
12220 Fillmore St., Rm. 170, West Olive, MI 49460
Fax: (616) 738.4625
Email: svandermolen@co.ottawa.mi.us

Attachment L
Counties Who Provide Services to Families At Risk for Child Abuse/Neglect

	Program Description		
County	**Program Setting**	**Program Format**	**Educational Program Services**
Alger	In-Home School	Individual Family	Child Development Child Management Life Skills
Benzie and Manistee	In-Home	Family	Child Development Child Management Life Skills
Calhoun	In-Home	Individual Family	Child Development Child Management Life Skills
Clare	In-Home Office	Individual Family Group	Child Development Child Management Life Skills
Kent	In-Home Office School	Individual Family Group	Child Development Child Management Life Skills
Mecosta and Osceola	In-Home	Family	Child Development Child Management Life Skills
Schoolcraft	In-Home School	Individual Family	Child Development Child Management Life Skills
Crawford	In-Home Hospital School	Individual Family	Child Development Child Management
Eaton	In-Home Office	Individual Family Group	Parent/Child Relationship
Lake	In-Home Office	Family	Life Skills
Lenawee	In-Home School	Individual Family	Child Development Child Management
Muskegon	In-Home Office School	Individual Family	Child Management
Otsego	In-Home Hospital School	Individual Family	Child Development Child Management
St. Joseph	In-Home Office	Family	Child Management

Source: County Officials and DHS Administrators
Prepared by: Ottawa County Planning Department (06/07/07)

Attachment M
Prevention Services Budget (2006)

				Program Funding Sources (2006)								
	Program Budget (2006)	Total Families Served (2006)	Average Funding Received Per Family (2006)	COUNTY GENERAL FUND	County General Funding as a Percent of Total Program Budget	Average Funding Per Client (County General Fund)	STATE GENERAL FUND	State General Funding as a Percent of Total Program Budget	Average Funding Per Client (State General Fund)	OTHER SOURCES	Other Source Funding as a Percent of Total Program Budget	Average Funding Per Client (Other Sources)
Ottawa	$623,752.78	125	$4,990.02	$557,451.78	89.4%	$4,459.62	$20,880.00	3.3%	$167.04	$45,421.00 [1]	7.3%	$363.36
Alger	$25,656.00	30	$855.20	$0.00	0.0%	$0.00	$0.00	0.0%	$0.00	$25,656.00 [2]	100.0%	$855.20
Benzie and Manistee[3]	$116,300.00	153	$760.13	$0.00	0.0%	$0.00	$111,770.00 [4]	96.1%	$730.52	$4,530.00 [5]	3.9%	$29.61
Calhoun	$363,529.00	329	$1,104.95	$38,500.00	10.6%	$117.02	$325,029.00	89.4%	$987.93	$0.00	0.0%	$0.00
Clare[6]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Kent[7]	$8,111,967.18	1,680	$4,828.55	$2,081,042.70	25.7%	$1,238.72	$6,030,924.48	74.3%	$3,589.84	$0.00	0.0%	$0.00
Mecosta and Osceola[8]	$80,700.00	90	$896.67	$0.00	0.0%	$0.00	$80,700.00	100.0%	$0.00	$0.00	0.0%	$0.00
Schoolcraft	$26,640.00	40	$666.00	$0.00	0.0%	$0.00	$0.00	0.0%	$0.00	$26,640.00 [9]	100.0%	$666.00

[1] Ottawa DHS received funding from fees paid by Family Court and Foster Care Services, as well as from donations from the Junior Welfare League

[2] Alger DHS received funding from State Grants

[3] Benzie and Manistee DHS are operated by one DHS director

[4] The state general fund dollars received by Benzie and Manistee DHS is from the Strong Families/Safe Children fund

[5] Benzie and Manistee DHS received funding from local donations

[6] The program funding data were not available from Clare County

[7] According to Ottawa County's DHS Director, the program budget for Kent County may be lower than what was provided in the assessment survey

[8] Mecosta and Osceola DHS are operated by one DHS director

[9] Schoolcraft DHS received funding from State Grants

Source: County Officials and DHS Directors
Prepared by: Ottawa County Planning Department (07/25/07)

Attachment N

FAMILY TO FAMILY

In November 2000, the Family Independence Agency received an initial grant of $150,000 from the Annie E. Casey Foundation, with additional resources of approximately $1,000,000 to be made available over the next three years. These funds are targeted to ***Family to Family*** planning, implementation and state rollout.

Background of the *Family to Family* Model

Family to Family is a child welfare system reform initiative with a goal to place those children who are removed from their families, and only those who *must* be removed, with one permanent and stable family *in the child's own community*, until reunification with birth families can occur, or until the child is released for adoption. A priority of the program is to reduce the number of children placed in congregate or institutional care. What is unique to this initiative is that ***Family to Family*** focuses on building collaboration and community partnerships, an approach that Michigan human service agencies and their partners have also found successful in recent years. Children and families are best served when the child welfare system uses and builds on the strengths of the community.

The ***Family to Family*** model has four key strategies:

1. *Community partnership.* ***Family to Family*** builds on natural helping networks, neighborhood partners, and the belief that there are strengths and resources in every community from which children enter the child welfare system.

2. *Neighborhood-based recruitment, retention, training and support of foster parents.* The number of foster parents recruited to be part of the ***Family to Family*** network has increased significantly. Retention of foster families has also improved as a result of the training and support systems developed. Birth parents are more able to maintain a relationship and keep a visitation schedule when their children are placed in their own neighborhood or community. Children are less traumatized by removal from their families if they are not also removed from their schools, neighborhoods and other supports that are familiar to them.

3. *Self-evaluation.* ***Family to Family*** sites use data to drive the decisions about their systems, learn where children come from, where they are placed, and whether outcomes improve as a result of the initiative.

4. *Team decision-making.* Both birth and foster parents are regularly consulted as an integral part of the team decision making process that will impact their birth/foster child. Encouraging regular contact between birth and foster parents leads to more successful reunification for many children and their families.

Attachment N

Michigan's Implementation of *Family to Family*

Two counties, Wayne and Macomb, have been selected as the first demonstration sites for ***Family to Family*** in Michigan. In Macomb the initiative is targeted to South Warren, and in Wayne to Southeastern Village, which is a geographic area on the east side of Detroit. Both targeted areas have had significant numbers of families involved with the child welfare system and a high number of removals to out of home care.

Each county has hired a ***Family to Family*** coordinator and has begun work on the critical issues necessary for successful implementation, including:

- establishing effective community partnerships to support ***Family to Family***;
- increasing the number of foster families in the targeted areas;
- providing those families with key supports such as foster parent support groups; and
- training of case workers on the elements of team decision making.

A statewide steering committee, chaired by the FIA directors of Child and Family Services, Outstate Operations and Wayne County, has been formed to ensure the success and sustainability of the initiative as it is expanded statewide over the next several years.

The steering committee members will meet quarterly and share their collective experience and common sense to serve as a reality check. They will be primary advocates on the importance of making our foster care system more child-centered, neighborhood-based and family-focused. Both Macomb and Wayne counties have local steering committees that are responsible for coordination issues with the targeted areas and for overseeing the committee progress.

Attachment O

FAMILIES FIRST

PROGRAM BACKGROUND

Michigan's Families First Program was created in response to growing public concern over the statewide increase in child abuse, neglect, and delinquency cases. The Michigan Department of Social Services (MDSS) implemented the program in 1988 as an innovative alternative to traditional protective services treatment such as Foster Care. The program provides families in crisis - those in which abuse, neglect, or delinquency is most likely to occur - with a broad range of support services on an intensive, short-term basis. Families First attempts to stabilize the family by addressing the underlying sources of stress that often lead to neglect and/or violence. Many program services are offered in the home, allowing caseworkers to strengthen, empower, and preserve families, rather than protecting children by removing them from their homes.

EVALUATION RESULTS

University Associates, a Lansing-based research firm, conducted an assessment of the Families First Program to determine its effectiveness and to compare its cost and case outcomes with those of Foster Care placement. The evaluation compared a group of 225 children that was participating in the Families First Program to a similar group of 225 children receiving Foster Care services. This study spanned five years and yielded the following results, each of which is supported by multiple data sources.

The Families First Program is a consistent and cohesive family preservation program. Families who have children at imminent risk of removal from their homes are referred to the Families First Program by MDSS Protective Services staff. A Families First caseworker makes contact with the family in an average of 28 hours. Over the next four to six weeks, the family receives intensive services in areas such as parenting, financial management, transportation, and job skills. These services are available 24 hours a day, 7 days a week. To ensure the program staff can offer the level of help needed, caseworkers are generally assigned only two families at a time.

The Families First Program has the support of MDSS Protective Services staff, Families First Program staff, and families participating in the program.

Confidential surveys of referring workers, Families First staff, and participating families revealed a high level of satisfaction with the program; 100% of referring workers said they would use Families First again in the future; ratings of program staff members show a high degree of satisfaction with their jobs; over 90% of program staff rated the program as effective or extremely effective. In addition, 82% of participating families reported behavioral changes such as improved communication, appropriate discipline, and better care of children as a result of Families First intervention; 92% said they were "very satisfied" (the highest possible rating) with their overall interaction with their caseworker; and 98% said they would recommend Families First to another family in a similar situation.

Attachment O

The Families First Program is highly cost-effective when compared with Foster Care Services. During a 6-month evaluation period, 626 families were referred to Families First. According to MDSS referring workers, 96% of these families had children who were at imminent risk of placement without Families First intervention. If this estimate is correct, averting Foster Care placement for 96% of the children referred to Families First over the program's six-year period (n=26,392) could have saved the State of Michigan more than $219,343,000 for the first year following intervention. Even if more conservative estimates of the actual percentage of children at risk are used, the savings produced by the Families First Program remain substantial. If Foster Care placement were prevented for 85% of the 26,392 children by Families First, savings to the state would amount to $185,000,000 the first year after intervention.

SUMMARY

Results of this comprehensive evaluation of Michigan's Families First Program substantiated a well-defined model of service delivery which was highly effective at both protecting children and preserving families. The Family First Program addressed a severe social problem which was costly in terms of both human misery, and the expenditure of large amounts of public funds. Evaluative results determined that Families First was effective at treating families with children at risk of removal by empowering families while protecting the safety of their children. Not only was the Families First Program effective at attacking the severe social problem of treating families experiencing child neglect, abuse, and delinquency, but it also saved the State of Michigan many millions of dollars by reducing the need for Foster Care services.

Attachment P

STRONG FAMILIES/SAFE CHILDREN

Strong Families/Safe Children (SF/SC) is Michigan's implementation of the Federal "Family Preservation and Family Support Services" program (Public Law 103-66). The program was amended to the Social Security Act as a new subpart, Title IV-B, subpart 2, and ratified as part of the Omnibus Budget Reconciliation Act (OBRA) in 1993. Under Title IV-B, subpart 2, the funds allocated to Michigan were $35 million over five years (Fiscal Years 1994 - 1998).[1]

MICHIGAN'S VISION FOR "STRONG FAMILIES/SAFE CHILDREN"

The vision is to develop and enhance family preservation and family support services to help make service delivery more responsive to children and families. Effective implementation of SF/SC funds will help:

- Keep children safe
- Support, preserve and strengthen families
- Promote permanency for children
- Prevent the unnecessary separation of families [when appropriate]
- Foster protection of all family members
- Build on the resources and strengths of families
- Provide a continuum of services that are family-focused, flexible, easily accessible, and respectful of cultural and community characteristics

OVERALL IMPACT

SF/SC remains a major catalyst in Michigan for collaborative child and family services planning and delivery. Local collaborative groups report SF/SC as continuing to have great benefit within communities. Many new services were created and existing programs or services were enhanced or expanded with SF/SC funds. The availability of funds positively impacted the planning process and service delivery systems. The SF/SC dollars, coupled with other initiatives and funding sources, have positively impacted outcomes for children and families by helping communities focus on strong partnerships among agencies, the value of family support services, and the importance of using data to assess results. As required by federal program guidelines, the state committed to a set of minimum core program outcomes tracked quarterly. Additionally, the state committed to annually tracking progress on locally determined service outcomes as identified in the plans of the county-based collaborative.

[1] Federal funds for SF/SC were reauthorized under the "Adoption & Safe Families Act of 1997" through FY 2001. Federal Title IV-B, subpart 2 was renamed "Promoting Safe & Stable Families" (previously "Family Preservation and Family Support Services").

Attachment Q

Prevention Services (Alternative Options)

			Substantiated Cases Total Minimum: 49 Annual		Unsubstantiated Cases Total Minimum: 76 Annual				Total Minimum Number of Families Served (125 Annual)	Cost to County		
			DHS Staff		DHS Staff	Counseling Agencies	Total Served	Percent of Total (Annual)				
	Number of DHS Staff Members	**Minimum Caseload** (15 per staff)	**Number Served (Minimum)**	**Percent of Total (Annual)**	**Minimum Number Served (DHS)**	**Minimum Number Served (Counseling)**				**DHS Staff**	**Counseling**	**Total**
Option 1	5	75	49	100%	26	0	26	34%	**75**	$173,640.30	$0	**$173,640.30**
Option 2	4	60	49	100%	11	65	76	100%	**125**	$138,912.24	$49,140	**$188,052.24**
Option 3	3	45	45	92%	0	76	76	100%	**121**	$104,184.18	$57,456	**$161,640.18**
Option 4	3	45	45	92%	0	0	0	0%	**45**	$104,184.18	$0	**$104,184.18**
Option 5	0	0	0	0%	0	0	0	0%	**0**	$0.00	$0	**$0.00**

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