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STATE OF MAINE

DEPARTMENT OF HUMAN SERVICES



BUREAU OF CHILD AND FAMILY SERVICES

FY' 95-99 STATE PLAN

Child Welfare Services

Family Preservation and Support Services

CHILD AND FAMILY SERVICES PLAN

FY' 1995-1999

Produced Under Appropriation Number 010 10A 5000 012

Non-Discrimination Notice

In accordance with Title IV of the Civil Rights Act of 1964 (42 U.S.C. §2000d et seq.), Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), the Age Discrimination Act of 1975, as amended (42 U.S.C. §6101 et seq.), and Title IX of the Education Amendments of 1972, the Maine Department of Human Services does not discriminate on the basis of sex, race, color, national origin, handicap or age in admission or access to or treatment or employment in its programs or activities. Ann Twombly, Affirmative Action Officer, has been designated to coordinate our efforts to comply within the U.S. Department of Health and Human Services regulations (45 C.F.R. parts 80, 84, and 91) and the U.S. Department of Education (34 C.F.R. Part 106) implementing these Federal laws. Inquiries concerning the application of these regulations and our grievance procedures for resolution of complaints alleging discrimination may be referred to Ann Twombly at 221 State Street, Station #11, Augusta, Maine 04333, telephone number: (207) 287-3488 (Voice) or 1-800-332-1003 (TTY), or to the Assistant Secretary of the Office of Civil Rights, Washington, D.C.

FEDERAL ASSISTANCE			2. APPLICANT'S APPLICATION		3. STATE APPLICATION IDENTIFIER		4. NUMBER ME- 901001003		
1. TYPE OF ACTION <input type="checkbox"/> PREAPPLICATION <input checked="" type="checkbox"/> APPLICATION (Mark as appropriate box) <input type="checkbox"/> NOTIFICATION OF INTENT (OPL) <input type="checkbox"/> REPORT OF FEDERAL ACTION			b. DATE 19 95 6 26		b. DATE Year month day ASSIGNED 19 93 9 1				
4. LEGAL APPLICANT/RECIPIENT a. Applicant Name : State of Maine b. Organization Unit : Department of Human Services c. Street/P.O. Box : Bureau of Child & Family Services d. City : State House, Sta. 11 e. State : Maine f. Contact Person (Name & telephone No.) : Kevin Concannon, Commissioner g. ZIP Code : 04333					5. FEDERAL EMPLOYER IDENTIFICATION NO. 6. PRO. GRAM (From Federal Catalog) a. NUMBER : 113170171 b. TITLE : Child Welfare Services				
7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT Child and Family Services Plan for FY' 95-99 Title IV-B					8. TYPE OF APPLICANT/RECIPIENT A-State B-Interstate C-Substate D-District E-County F-City G-School District H-Community Action Agency I-Higher Educational Institution J-Indian Tribe K-Other (Specify): Enter appropriate letter <input checked="" type="checkbox"/> A				
10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.) Statewide					11. ESTIMATED NUMBER OF PERSONS BENEFITING 12. TYPE OF APPLICATION A-New B-Renewal C-Revision D-Continuation E-Augmentation Enter appropriate letter <input checked="" type="checkbox"/> D				
13. PROPOSED FUNDING a. FEDERAL \$ 2,629,300 .00 b. APPLICANT .00 c. STATE 9,654,408 .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$ 12,283,708 .00		14. CONGRESSIONAL DISTRICTS OF: a. APPLICANT 1 b. PROJECT 1 & 2		15. TYPE OF CHANGE (For 15c or 15e) A-Increase Dollars B-Decrease Dollars C-Increase Duration D-Decrease Duration E-Cancellation F-Other (Specify): Enter appropriate letter(s) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>					
		16. PROJECT START DATE Year month day 1995 10 1		17. PROJECT DURATION 12 Months		18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY Year month day 19 95 6 28			
20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code) ACF, DHHS Regional Office, Region I, Boston, MA 02203					19. EXISTING FEDERAL IDENTIFICATION NUMBER 21. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No				
22. THE APPLICANT CERTIFIES THAT a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved. b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached: expense Response attached		c. TYPED NAME AND TITLE Kevin W. Concannon, Commissioner		d. DATE SIGNED 19.		e. MAIN STATE PLANNING <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			
24. AGENCY NAME 26. ORGANIZATIONAL UNIT 29. ADDRESS					25. APPLICATION RECEIVED Year month day 19 27. ADMINISTRATIVE OFFICE 28. FEDERAL APPLICATION IDENTIFICATION 30. FEDERAL GRANT IDENTIFICATION				
31. ACTION TAKEN <input type="checkbox"/> a. AWARDED <input type="checkbox"/> b. REJECTED <input type="checkbox"/> c. RETURNED FOR AMENDMENT <input type="checkbox"/> d. DEFERRED <input type="checkbox"/> e. WITHDRAWN		32. FUNDING a. FEDERAL \$.00 b. APPLICANT .00 c. STATE .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$.00		33. ACTION DATE Year month day 19 35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)		34. STARTING DATE Year month day 19 36. ENDING DATE Year month day 19 37. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No			
38. FEDERAL AGENCY A-95 ACTION		a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made.		b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)					

FEDERAL ASSISTANCE		2. APPLICANT'S APPLICATION	a. NUMBER	3. STATE APPLICATION IDENTIFIER	a. NUMBER ME- 901001003
1. TYPE OF ACTION <input type="checkbox"/> PREAPPLICATION <input checked="" type="checkbox"/> APPLICATION (Mark appropriate box) <input type="checkbox"/> NOTIFICATION OF INTENT (Opl) <input type="checkbox"/> REPORT OF FEDERAL ACTION		b. DATE 19 95 6 26	b. DATE 19 93 9 1	b. DATE 19 93 9 1	
4. LEGAL APPLICANT/RECIPIENT a. Applicant Name : State of Maine b. Organization Unit : Department of Human Services c. Street/P.O. Box : Bureau of Child & Family Services d. City : State House, Sta. 11 e. County : Kennebec f. State : Maine g. ZIP Code : 04333 h. Contact Person (Name & telephone No.) : Kevin W. Concannon, Commissioner			5. FEDERAL EMPLOYER IDENTIFICATION NO. 6. PRO. GRAM (From Federal Catalog) a. NUMBER : 113107017 b. TITLE : Child Welfare Services		
7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT Child and Family Services Plan for FY' 95-99			8. TYPE OF APPLICANT/RECIPIENT A-State B-Interstate C-Substate D-District E-City F-School District G-Special Purpose District H-Community Action Agency I-Higher Educational Institution J-Indian Tribe K-Other (Specify): Enter appropriate letter <input type="checkbox"/> A		
10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.) Statewide			11. ESTIMATED NUMBER OF PERSONS BENEFITING 12. TYPE OF APPLICATION A-New B-Renewal C-Revision D-Continuation E-Augmentation Enter appropriate letter <input type="checkbox"/> B		
13. PROPOSED FUNDING a. FEDERAL \$ 2,333,210 .00 b. APPLICANT .00 c. STATE 9,580,355 .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$ 11,913,565 .00			14. CONGRESSIONAL DISTRICTS OF: a. APPLICANT 1 b. PROJECT 1 & 2 16. PROJECT START DATE Year month day 19 94 10 1 17. PROJECT DURATION 12 Months 18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY Year month day 19 95 6 28		
15. TYPE OF CHANGE (For 12c or 12e) A-Increase Dollars B-Decrease Dollars C-Increase Duration D-Decrease Duration E-Cancellation Enter appropriate letter(s) <input type="checkbox"/> A			19. EXISTING FEDERAL IDENTIFICATION NUMBER		
20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code) J.F.K. Federal Bldg. ACF, DHHS Regional Office, Region I, Boston, MA 02203			21. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No		
22. THE APPLICANT CERTIFIES THAT a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved. b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached: g) Maine State Planning <input type="checkbox"/> (2) <input type="checkbox"/> (3)			No response attached <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
23. CERTIFYING REPRESENTATIVE Kevin W. Concannon, Commissioner			c. DATE SIGNED Year month day 19 95 6 27 1995		
24. AGENCY NAME			25. APPLICANT YEAR MONTH DAY RECEIVED 19		
25. ORGANIZATIONAL UNIT			27. ADMINISTRATIVE OFFICE		
29. ADDRESS			30. FEDERAL GRANT IDENTIFICATION		
31. ACTION TAKEN <input type="checkbox"/> a. AWARDED <input type="checkbox"/> b. REJECTED <input type="checkbox"/> c. RETURNED FOR ASSIGNMENT <input type="checkbox"/> d. DEFERRED <input type="checkbox"/> e. WITHDRAWN		32. FUNDING a. FEDERAL \$.00 b. APPLICANT .00 c. STATE .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$.00		33. ACTION DATE Year month day 19	
				34. STARTING DATE Year month day 19	
				35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)	
				36. ENDING DATE Year month day 19	
				37. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No	
38. FEDERAL AGENCY A-95 ACTION		a. In taking above action, any comments received from clearinghouses were considered, if agency response is due under provisions of Part I, OMB Circular A-95, it has been or is being made. b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)			

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APPROVAL AND SUBMISSION OF STATE CHILD WELFARE SERVICES PLAN

I hereby approve and submit the State Child and Family Services Plan, which includes the required Assurances, operational strategy and the State budget requests for the time period beginning October 1, 1995 and ending September 30, 1999.

The Maine Department of Human Services
(Designated Single State Agency)

has the authority to prepare the State Plan; is the sole State agency responsible for administering the State Plan; and is primarily responsible for administering the Child Welfare Services Program within the State.

June 27, 1995
Date

Kevin W. Concannon
Kevin W. Concannon, Commissioner
Department of Human Services

June 27, 1995
Date

Nancy B. Carlson
Nancy Carlson, Acting Director
Bureau of Child & Family Services

Revisions Approved:

January 4, 1996
Date

Kevin W. Concannon
Kevin W. Concannon, Commissioner
Department of Human Services

January 4, 1996
Date

Nancy
Nancy Carlson, Acting Director
Bureau of Child & Family Services

INTRODUCTION

The Bureau of Child and Family Services, Department of Human Services, has, for more than a decade, developed State Child Welfare Services Plans to address goals for improving components of the system which it believes can be reasonably accomplished within given time frames.

In developing these plans, the Bureau has been committed to maximizing its resources, achieving statewide consistency of practice while addressing unique area needs, and implementing an integrated plan considering training, supervision, administrative supports and quality assurance as overriding themes.

In 1993, new legislation titled "Family Preservation and Support Services" was added to the Social Security Act. This Legislation, P.L. 103-66, amended Title IV-B by adding subpart 2 to provide funds "for the purpose of encouraging and enabling each state to develop and establish, or expand, and to operate a program of family preservation services and community-based family support services".

This new program provides states with funds over five years for redefining and expanding services. Fiscal Year 1994 funds were provided to states, after application, for comprehensive planning and planning related activities. Fiscal Year 1995 and 1996 funds will be available only after submission of and approval for a five-year plan for services that meets all requirements set forth in the Family Preservation and Support Services Program Instruction.

The Title IV-B, Child Welfare Services is now referred to as Title IV-B, Subpart 1, Child and Family Services. Title IV-B, Subpart 2 is the new Family Preservation and Support Services. The Program Instruction issued to states on actions they need to take to receive their allotments for fiscal years 1995 and 1996 authorized under Title IV-B, Subparts 1 and 2. It has been recommended that states consolidate Title IV-B Subparts 1 and 2, the Independent Living Program (ILP) and the Child Abuse and Prevention Treatment Act (CAPTA) to construct a comprehensive child welfare services delivery system.

The Department of Human Services recognizes that family preservation and family support are not separate services but a part of the larger child welfare system. The Bureau of Child and Family Services, in response to the goal of developing consolidated Child and Family Services Plan (CFSP), has set forth specific objectives for the provision of family preservation and support services as well as goals and objectives for the broader child welfare system.

Assurances

The State of Maine has been in compliance with the Assurances required by relevant sections of the Social Security Act and federal regulations applicable to recipients of Title IV-B funds since October 1, 1983.

Further, the State of Maine Assures:

1. That the agency administering Title IV-B, Subpart 2, is the same agency administering Title IV-B, Subpart 1.
2. That it will conduct an annual review of progress toward accomplishing goals and objectives, and, if necessary, will revise goals and objectives in its yearly report and update.
3. That it will conduct a final review of progress toward accomplishing goals, in consultation with appropriate entities, that will result in the preparation of a final report which will be submitted to ACF and made available to the public, and will include a statement of goals intended to be accomplished by the end of the next five-year plan cycle.

(Guidelines for preparing the Annual and Final Service Reviews and Service Reports will be addressed in the Final Rule).

4. That it will adhere to a 10 percent limitation on administrative costs associated with implementing the Plan, and that the remaining expenditures are earmarked for programs of family preservation services and community-based family support services.
5. That it will expend significant portions of its allocation for both family preservation and community-based family support services which are specified in the Plan, unless the State has made a case acceptable to ACF for not doing so.
6. That it will make available to the Secretary and the public the description of family preservation and community-based family support services which will be provided under the Plan in the subsequent fiscal year; the populations the programs will serve; and, the geographic areas in the State which the services will be available.
7. That it will make the description of services available to the public, in the case of the first fiscal year under the Plan, at the time the State submits the initial Plan, and for succeeding fiscal years by the end of the third quarter of the immediately preceding fiscal year.
8. That it will administer the Plan in accordance with methods determined by the Secretary to be proper and efficient.
9. That Federal funds provided to the State will not be used to supplant Federal or non-Federal funds for existing services and activities which promote the purposes of this program.

10. That it will furnish reports to the Secretary in a format and containing information the Secretary may require, for the purpose of demonstrating State compliance with the supplantation provision.
11. That it will furnish reports containing information and participate in evaluations the Secretary may require.
12. That it will not use other Federal funds to meet the 25 percent match.
13. That it will not expend Title IV-B, Subpart 2, funds for any fiscal year after the end of the immediately succeeding fiscal year.

June 27, 1995
Date

June 27, 1995
11
Date

Kevin W. Concannon
Kevin W. Concannon, Commissioner
Department of Human Services

Nancy D. Carlson
Nancy Carlson, Acting Director
Bureau of Child & Family Services

Mission Statements of The Bureau and its Components

Maine Bureau of Child and Family Services Mission

The mission of the Bureau is to promote the safety and well-being of children and families through the provision of social, regulatory and purchased services on a continuum from prevention to protection with professional integrity and respect.

Child Welfare Program Mission

The mission of the Child Welfare program is, with professional integrity and respect, to protect children who are abused, neglected, and exploited, to rehabilitate and reunify families when children have been separated from them, to secure durable family relationships for children who cannot return to their own families, and to provide for the acquisition of skills and abilities for productive adulthood.

The Department is legally mandated to protect children from abuse, neglect, and exploitation which occurs within the family, to petition the court for a protection order when children are in circumstances of jeopardy, to give family rehabilitation and reunification priority, and to promote early establishment of permanent plans for care and custody of children who cannot return to their families within a time frame which meets the child's needs. This includes:

- * Assessing allegations of abuse and neglect to determine if children are in need of protection
- * Assisting parents to recognize and fulfill their responsibilities so that their children may remain safely in their own home
- * Providing safe care and services to children who have been removed from their own homes in order to promote their personal growth and development and preparation for healthy adulthood
- * Providing for and coordinating services so that, when families are rehabilitated, children can safely be returned to their own homes
- * Assuring permanency in an adoptive home or other permanent placement if the custodial family cannot be preserved without serious risk to the child

Operating Philosophy

- * The right to family integrity is limited by the right of children to be protected from abuse and neglect.
 - * Parents have the primary responsibility for raising, supporting and protecting their own children
 - * Children have the right to safe care and nurturance
- * Child Welfare should intervene in a family only when there are clear and specific indicators that a child has been or is likely to be abused, neglected or exploited and requires protection.
- * Child Welfare must be closely related to other societal systems for intervention to protect and support children and families, including law enforcement, public health and mental health services, economic security programs, and educational services.
- * The community shares the responsibility for preventing and intervening in the cycle of child abuse and neglect. This includes involvement of responsible citizens as volunteers in fulfilling tasks which support child welfare clients and staff.
- * All people in contact with Child Welfare are entitled to professional and courteous treatment and respect for their civil rights; clients are offered opportunities to resolve problems which brought them into contact with Child Welfare and adults have the right to informed self-determination.
- * People change and grow and do so primarily through belief in self, relationships with others and environmental opportunities.
- * Clients are best served by skilled and trained Child Welfare staff who clearly understand and carryout the mission and beliefs of the Child Welfare program and who are supported, valued and recognized.

Division of Licensing Mission

The mission of the Division of Licensing is to promote quality out-of-home care for Maine children through equitable licensing practice; through effective resource and policy development; and through advocacy for providers and children. We will strive to accomplish our mission in a spirit of fairness, cooperation, honesty and caring, and by respecting the individuality of the people with whom we work.

Division of Purchased and Support Services Mission

The purpose of this Division is to coordinate, purchase and make available social services in order to maximize self-sufficiency and minimize jeopardy of children, families and individuals in Maine. In pursuit of this mission, we encourage an atmosphere of integrity, mutual respect, cooperation and understanding while maintaining a sense of humor.

Goals:

1. Plan and develop social services for specific populations of clients
2. Contract with community agencies to purchase quality, cost-effective services
3. Coordinate specified social service programs
4. Work cooperatively with regional offices and contract agencies to improve or adapt services to meet changing needs
5. Be accountable to the public for the administration of public funds
6. Provide service including RFP process administration, planning, evaluation, program development, technical assistance and training to other BCFS Divisions, other Bureaus, state departments and community agencies
7. Maintain a supportive work environment that fosters personal growth and development

OFFICE OF THE DIRECTOR MISSION

To develop and maintain an effective administrative infrastructure which assists the Bureau in promoting its collective mission and that of its individual organizational units. It accomplishes this through:

- * Identifying and keeping up to date with key federal and state laws and mandates, external and internal trends and translating them to operational programs as needed
- * Establishing long and short term goals and objectives and priorities and selling and explaining them to others in the agency and to persons and groups outside the Bureau
- * Preparing, justifying and managing the Bureau's budgetary process
- * Developing and maintaining an efficient information system to provide information needed to support program operations

- * Developing and maintaining an efficient and accurate fiscal payments system for providers of service to target populations designated by the Bureau
- * Providing and managing clerical support services and material resources such as supplies, equipment, facilities, etc.
- * Coordinating personnel system requirements with the human resource needs of the Bureau to assure an adequate number of skilled and trained staff
- * Developing and maintaining management monitoring systems and data to assist other units in evaluation of program and operations effectiveness

PHILOSOPHY AND GOALS OF THE CHILD WELFARE PROGRAMS

Protective Services to Children in Their Own Families

In the field of child protection, there is an ever-increasing body of knowledge and development of expertise. Child Protective Services staff have increased their knowledge and skills in response to the increased number and complexity of referrals. It is essential that a balance be maintained in the dynamic equation involving children at risk of harm --- a high number of referrals and a caseload which can be effectively managed.

Child Protective Services is responsible for providing services to identified families to enable them to care for and protect the children in their own home. When it is not possible to safely maintain children in their own home, Child Protective Services will petition the court for removal of children from their home. These children and their families then move through the Substitute Care process.

Child abuse is a social problem requiring a multi-disciplinary home and community-based service delivery system. Direct services are provided through regional social services caseworkers supported by their supervisors and regional administrators. Direct services include case assessment, case management, counseling, advocacy and court related activities. Intensive home-based services are also provided for appropriate families at risk of dissolution.

Indirect services are provided through a variety of purchased service arrangements. These client-oriented purchased services funded by the Department provide a variety of support services to protect clients including substance abuse treatment, day care, homemaker, mental health services and other services designed to support children and families and improve family functioning.

Total requests for services to Child Protection Services continue to increase each year as the community looks to the Department of Human Services to assist families with a variety of dysfunctional behaviors and to fill increasing gaps in mental health, corrections, education and other related services. This has resulted in increased stress on the entire child welfare system and created the need to look for alternative methods of providing services and other resources to carryout activities encouraged to play a significant role in the future of families. The Family Preservation and Support Services Program should be of significant assistance in meeting this need.

The cases which do make it through the screening process tend to be more complex and demanding of the workers' time, causing continuous strain on the child protective system.

Goals for the Child Protective Program:

- To protect children from abuse, neglect and exploitation which occurs within the family.
- To operate a comprehensive, statewide child protective service system which responds to all child abuse and neglect referrals and seeks to remove children from the custody of their parents only when necessary to protect them from jeopardy.
- To provide families with appropriate and adequate supports so that children may be safely cared for in their own homes, whenever possible.

Goals for Quality Assurance:

- To insure that services to child victims of abuse/neglect, or to children at risk and their families, comply with statutory mandates and are consistent with department policy, good case management practice and procedures.

Substitute Care Services and Residential Resources for Children in the Department of Human Services' Care or Custody

Every child has the right to be with his biological family if that family can and will protect him from jeopardy to his health and welfare. Therefore, the Department's priority, after protecting the child, is to assist in rehabilitating the family when reunification is possible and the parent can protect the child from jeopardy. Since the family integrity is important in protecting the welfare of children and because extended foster care can lead to uncertainty and instability which can harm children, the Department gives priority to reunification and initiates contact with the family to assist in rehabilitation. The Department must also prevent needless delay for permanent plans for children when rehabilitation and reunification are not possible.

The Department's ability to reunify the child with his family is limited by the family's willingness and ability to rehabilitate and reunify. Therefore, the parents are also responsible for resolving and rectifying the problems which create jeopardy to the child. To this end, the Department and family must work together and share responsibility, where possible, to develop and participate in a reasonable rehabilitation and reunification plan which is designed to correct the problems which prevent the return of the child.

When family rehabilitation and reunification are not possible, alternative methods of promoting legal and psychological family ties shall be sought.

When an out-of-home placement is necessary, the child is placed in the least restrictive, most family-like resource suitable for the child. First consideration is given to placing the child with a relative. If American Indian children cannot be placed with relatives, placement with other Indian families is considered next. If children cannot be placed with family, the next option is a foster home. Other residential resources are used if this option is not appropriate.

The children entering in the Department's care and custody are increasingly in need for specialized care and treatment. To meet these needs, the continuum of substitute care resources needs to be expanded. The foster care system requires major changes and expansion in order to meet the current and future placement needs of the children for whom the Bureau is responsible.

Foster care, based on volunteer families with one parent a full time homemaker, is a method which can no longer meet the needs of a time-limited, goal-directed child welfare system, nor the needs of the children who have been severely damaged by physical, sexual or emotional abuse which is so prevalent. The problems of the children currently in placement require a greater level of skill and commitment than has been the case historically.

For children not living in foster homes, residential and treatment services are provided in residential child care facilities which include residential treatment facilities and specialized therapeutic foster homes. There are four children's emergency shelters which can provide emergency shelter services for up to thirty days.

Goals for Substitute Care Services

- To provide safe, quality care and services to children who have been removed from their own homes.
- To promote rehabilitation and reunification with children's own families for children who can safely return to their families.
- To ensure that care and services to children in legal custody, to child victims or children at risk of abuse and neglect and to their families are provided in compliance with statutory mandates and are consistent with department policy and good casework practice.
- To promote early establishment of permanent plans for care and custody of foster children who cannot be returned to their parents.
- To increase the availability, accessibility and receipt of independent living services by youth in care, ages 16 and older, in preparation for adulthood.
- To assure optimal services for children whose permanent placement will be adoption.

Goals for Quality Assurance:

- To assure that each child in care or custody of the Department of Human Services has a case plan which provides for appropriate substitute placement which addresses the special needs of the child.
- To assure that the status of each child is reviewed either by a court or administratively with attention to the child's continuing need for placement, to the progress which has been made in alleviating the need for care or custody and to the projection of a date for permanent placement.

To assure that procedural safeguards are applied with respect to dispositional hearing and notice to parents of changes in placement and in visiting plans.

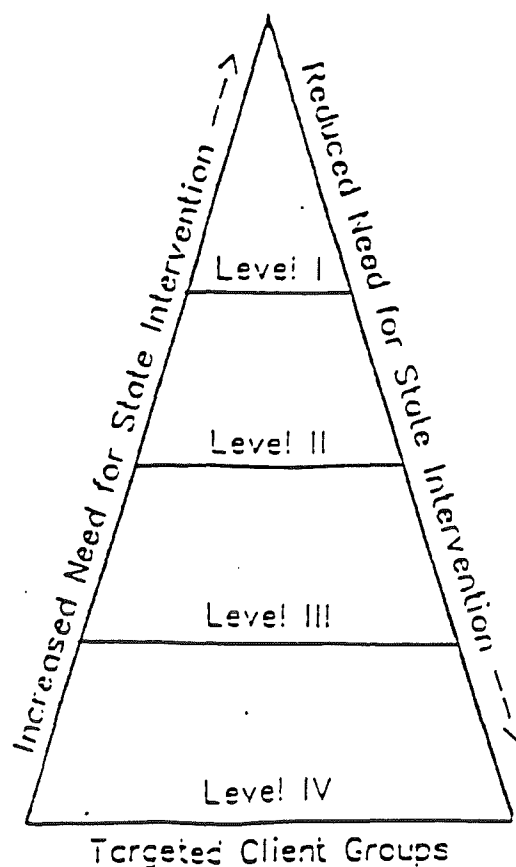
CLIENT-ORIENTED SERVICE SYSTEM

To plan for service delivery in a climate where needs always exceed resources, the Bureau has developed a client-oriented system of social service delivery. It is estimated that statewide, the Bureau provides services to over 15,000 people, foster care to 3,000 children, adoption assistance and/or Medicaid for 650 children and child care related to employment and training for 2,500 children. This client-oriented system is illustrated below with a pyramid representing the population of children and their families in the State of Maine.

The concepts embodied in this paradigm provide a method of viewing the social service delivery system. They provide a framework for planning for and making decisions about the priority to be given to various client groups and the services to be provided in meeting the objectives consistent with the purposes of the Bureau and its programs. As resources shrink or expand, this paradigm provides a conceptual basis for critical decisions about the allocation of resources.

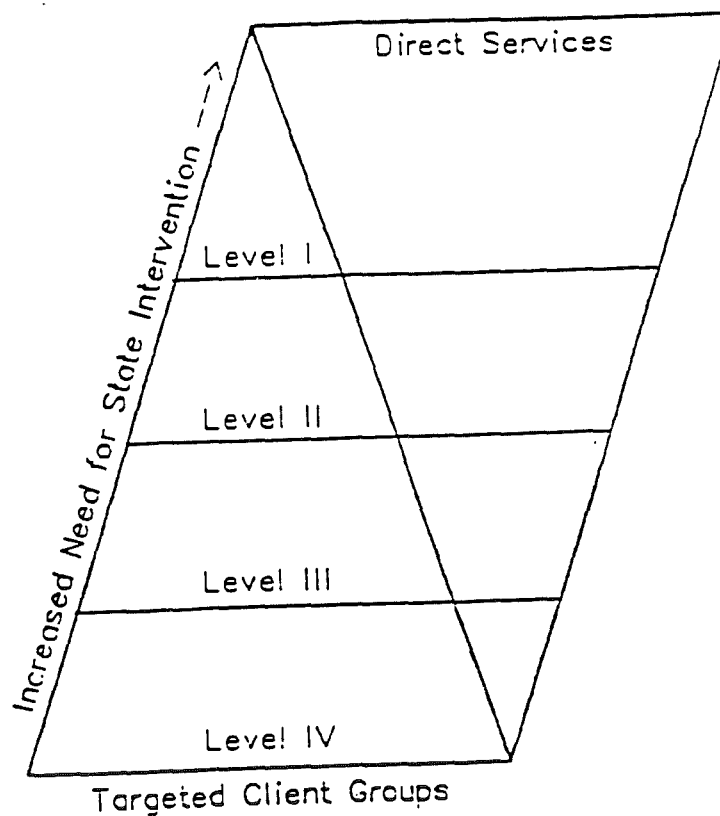
FIGURE 1

<u>Level I</u>	Children in custody or care of DHS and their families
<u>Level II</u>	Children suspected to be or found to be abused and/or neglected and their families
<u>Level III</u>	Children at risk of abuse and neglect and their families
<u>Level IV</u>	General population where risk of or actual abuse and neglect has not been identified



For abused and neglected children, caseworkers have access to community-based support services which are funded by the Department of Human Services and are needed by abused and neglected children and their families. Departmental staff work with the family in developing a case plan, providing intensive home-based family preservation services, if appropriate, and refer the family to community-based family support and family preservation services such as counseling, emergency shelters, home-based services, day care, family planning, homemakers and parent aide, medical and mental health services, and transportation.

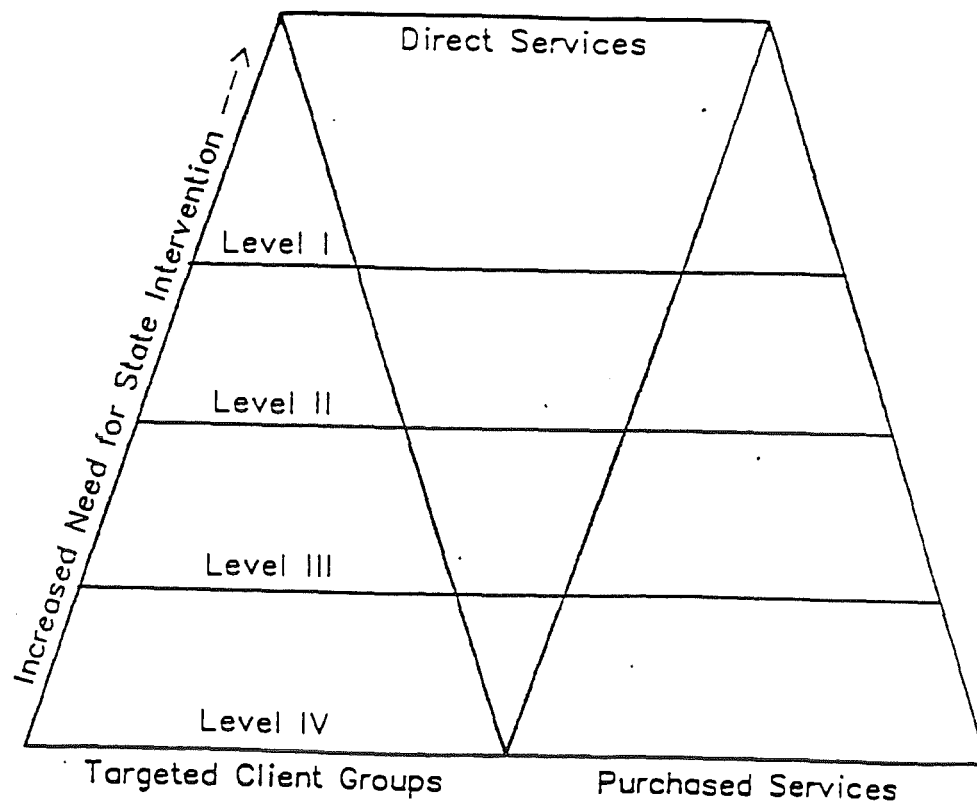
FIGURE 2



Purchased services, services provided by community agencies through contracts, are an essential part of the service delivery system. While clients at the top of the client pyramid, those who are most vulnerable and dependent on the protection of the child welfare system, have priority for purchased services, the purchased services are available to a broad range of eligible clients who are not part of the child welfare system. These services can be viewed as preventive services to eligible clients in the general population. Clients derive eligibility for these services by virtue of their child welfare client status, by their recipient status for a range of income maintenance programs, by meeting income guidelines, or by being part of a group for whom service is provided regardless of income, e.g., battered women and their children, rape victims and clients requiring substance abuse services.

Figure 3 expands the paradigm to illustrate the addition of purchased, community agency delivered services. These services include AIDS case management, family crisis services, homemaker services, rape crisis services, substance abuse services, day care services, residential child care services, children's emergency shelters, child care resource development, mental health services, support services, child abuse and neglect councils, SCAN programs, teen health services, transportation and victims advocates, and are supplemented by non-public funded community services such as United Way agencies, religious groups and service organizations.

FIGURE 3



Services Available to Protective Clients
defined as:

PRIORITY GROUP 2: Children who are or may be neglected, abused and/or exploited and their families.

IN-HOUSE ¹	PURCHASED SOCIAL SERVICES ²	OTHER PURCHASED SERVICES ³
Advocacy	Family Building Programs	
		Board
Case Study/Review		
Case Management/ Supervision	Emergency Shelter	
	Residential Care	
Counseling	Counseling	Counseling
Court Activities	Family Crisis Shelter	
	Day Care	
		Dental Care
	Developmental Skills Training	
		Education
	Family Planning	
Case Aide Services	Homemaker & Parent Aide Svc.	
Family Preservation		
Information		
		Medical Treatment
	Occupational Therapy	
Preparation & placement		
		Prescription Drugs
	Psychological Services	Psychological Services
	Recreation/Socialization	
Referral		
Resource Development		
	Speech Pathology	
Transportation	Transportation	Transportation
	Work Skills Training	

¹ Social services provided by Department staff; paid for by the Social Services Block Grant, IV-B or State funds.

² Social Services provided by outside staff; paid for by the Social Services Block Grant and/or State funds.

³ Other services provided by outside staff; paid for through other funds such as Medicaid, Title IV-B and IV-E funds, state appropriations, etc.

SERVICES AVAILABLE TO
CHILDREN IN SUBSTITUTE CARE
defined as:

PRIORITY GROUP 1: Children in the care or custody of the Department of Human Services.

IN-HOUSE ¹	PURCHASED SOCIAL SERVICES ²	OTHER PURCHASED SERVICES ³
Advocacy		
	Family Crisis Shelter	Board
Case Study/Review		Clothing
Case Management/ Supervision	Therapeutic Foster Care Emergency Shelter	Therapeutic Foster Care Emergency Shelter
		Residential Care
		Community Residential Treatment Programs
		Semi-Independent Living, Residential
Counseling	Counseling	Classes to prepare for Independent Living
Court Activities	Day Care	Dental Care
	Developmental Skills Training	
		Education
	Family Planning	
Case Aide Services	Homemaker and Parent Aide Services	
Information		
		Medical Treatment
	Occupational Therapy	
Preparation and Placement		
		Prescription Drugs
	Psychological Services	Psychological Services
	Recreation/Socialization	Recreation/ Socialization
Referral		
Resource Development		
	Speech Pathology	
Transportation	Transportation	Transportation
	Work Skills Training	

¹ Social services provided by Department staff; paid for by the Social Services Block Grant, IV-B or State funds.

² Social services provided by outside staff; paid for by the Social Services Block Grant and/or State funds.

³ Other services provided by outside staff; paid for through other funds such as Medicaid, Title IV-B and IV-E funds, state appropriations, etc.

PRIORITY LEVEL II: CHILDREN WHO ARE OR MAY BECOME ABUSED, NEGLECTED, AND/OR EXPLOITED AND THEIR FAMILIES

TARGET POPULATION	TARGET GROUP	OBJECTIVE
1. Children who are reported to be or are neglected and abused, or at risk of abuse and neglect, and their families.	Families whose children have been reported to be abused, neglected, or exploited.	To determine if neglect and/or abuse exist to a degree requiring protective services.
	Families whose children are neglected, or abused, condition correctable.	To reduce neglect and abuse, to level so child can be safely maintained in his/her own home without a child protection order.
	Families whose children are neglected, abused and in jeopardy; not correctable without child protection order.	To secure a final child protection order to correct circumstances of jeopardy or remove child from it.
	Children who are abused, neglected, and in jeopardy, petition for child protection order filed.	To prepare the child for separation and placement.
	Families for whom child protection order has been issued other than custody to the Department, but requiring Department supervision and services under 22 MRS §4001 et seq.	To reduce neglect and abuse to level so child can be safely maintained in his/her own home without Department supervision.
	Families whose children are in the legal custody of the Department.	To rehabilitate family so children can be safely returned.
2. Children who are at risk of abuse and neglect, and their families.	Families who require services in order to prevent abuse, neglect, exploitation or jeopardy of children (also applies to families whose children are in voluntary care).	To raise family functioning to level where children are not at risk.
	Children or families for whom the court has ordered supervision by the Department other than under 22 MRS §4001 et seq.	To supervise as ordered by court.
	Families who have adopted children and who are experiencing post-adoption difficulties.	To raise family functioning to level where children are not at risk.
3. Children who are reported to be at risk of serious injury because of lack of necessary medical treatment.	Children whose parents cannot be located or refuse to consent to necessary medical treatment.	To secure and implement Medical Treatment Order.
4. Children and families about whom studies and reports have been requested.	Children in conflict with the law; court requested study.	To complete a study and submit a report with recommendations.
	Families and children; petition pending to adopt independent of an agency under 19 MRS §532 et. seq.	To complete a study and submit a report on child, biological parents and adoptive family.
	Children and families, family petitions to adopt child from another state or country.	To complete a study and submit a report with recommendations.
	Families and children; court requested study on pending divorce action or motion to change custody.	To complete a study and submit a report with recommendations.
	Children and families; study requested by court of social agency.	To complete a study and submit a report with recommendations.
5. People with problem pregnancies.	People with problems related to pregnancy.	To develop and implement a plan for parent(s) and child.

PRIORITY LEVEL I: CHILDREN IN THE CARE OR CUSTODY OF THE DEPARTMENT OF HUMAN SERVICES

TARGET POPULATION	TARGET GROUP	OBJECTIVE
1. Children in the legal custody or extended care of the Department.	Children in the legal custody of the Department of Human Services.	To return custody of the child to his family.
		To terminate Parental Rights.
		To complete adoption of the child.
	Children in the legal custody or extended care of the Department of Human Services.	To achieve self-sufficient adulthood or transfer to another appropriate person or agency
	Children in the legal custody of the Department for whom a formal long term foster care agreement is in effect.	To achieve self-sufficient adulthood.
2. Children in voluntary or short term emergency care.	Children not in the legal custody of the Department of Human Services who require temporary care outside their own homes.	To implement a decision whether to surrender and release for adoption
		To implement a decision whether to petition for custody
		To reunite child with his family.
		To achieve self-sufficient adulthood.
3. Children in the care or custody of another state or country.	Children in voluntary care or legal custody of an agency in another state.	To reunite child with his family.
	Children in the custody of an agency in another state.	To terminate parental rights.
	Children in the custody of an agency in another state; parental rights terminated.	To complete adoption of the child.
	Children in the custody of an agency in another state.	To achieve self-sufficient adulthood or transfer to another appropriate person or agency.

SUMMARY

In response to the Family Preservation and Support Services Program established by legislation that passed in 1993, the Bureau of Child and Family Services, Department of Human Services, has, through a broad-based collaborative planning process, developed a 5-Year Plan for the provision of services to Maine's children and families.

This plan sets forth goals and objectives for the broader child welfare system as well as specific objectives for the provision of family preservation and family support services.

Family Support Services are primarily community-based activities designed to promote parental competencies and increase the ability of families to successfully nurture their children.

Family Preservation services are designed to help families alleviate crisis that threaten the stability of the family and the safety of the children.

Based on what was learned from the various inventories, reports, and from families all over the state, the following broad goals have been set forth to be accomplished by 1999.

PROGRAM AND ADMINISTRATIVE GOALS OF THE BUREAU

<u>Program Goal I.</u>	Improved access to appropriate services for families whose children are reported to be at risk of abuse/neglect.
<u>Program Goal II.</u>	Adequate and appropriate placement resources for children and youth who come into the care and custody of the Department.
<u>Program Goal III.</u>	Expanded, integrated and improved services for older youth in the care and custody of the Department.
<u>Program Goal IV.</u>	Reduced barriers to permanency planning.
<u>Administrative Goal I.</u>	Improved personnel practices to enable the Bureau to meet its commitments with limited resources.
<u>Administrative Goal II.</u>	Implementation of an information system to meet management needs and improve staff ability to access information.

There are numerous families who are referred to the Department because they are experiencing problems of a significant enough nature to place their children at risk and for whom no services are provided because there simply are not sufficient resources to do so. Given the severity of this problem, Maine's Family Preservation Plan will initially target this vulnerable population for services. As resources allow, other high risk cohorts will be served.

The desired outcomes of the Family Preservation Program are to:

- Produce measurable positive changes in well-being for participating families
- Achieve reductions in number of children coming into foster care

- Achieve higher well-being outcomes for targeted families in participating communities
- Establish community service networks for coordinating services
- Reduce service costs in target communities

The Bureau, the Child Welfare Advisory Committee and members of the Family Preservation and Support Services Advisory Group will conduct ongoing, joint review, assessment and planning activities to assure progress toward meeting the goals and objectives of this plan.

Training will continue to be accomplished through the Child Welfare Training Institute and expanded training needs and technical assistance for providers of family preservation and support services will be assessed.

Those involved in the development of this Plan recognize that this is not the end product. Work will continue over the coming years to improve data collection methodology and evaluation of programs and services to assure cost effectiveness as well as quality of service. There will also be continued efforts to make services more flexible to meet the changing needs of families and to explore alternative methods of funding to stretch limited resources.

ADMINISTRATION OF THE PLAN

As the state agency in Maine that administers the federal Title IV-B of the Social Security Act, Subpart 1 and Subpart 2, the Bureau of Child and Family Services, Department of Human Services, through its Commissioner, is charged with the responsibility for the operation and administration of the state's five-year Child and Family Services Plan which includes the plan for family preservation and support services.

The Department of Human Services directs a wide-ranging system of programs in income maintenance, public health, social and medical services and provides services established by Federal and State laws to protect and preserve the health and welfare of Maine citizens. The Department of Human Services is under the direction and supervision of a Commissioner of Human Services who is appointed by the Governor and confirmed by the Legislature. There are six bureaus within the Department and five regional offices each having at least two sites.

The Bureau of Child and Family Services, with the advice of the Child Welfare Advisory Committee and subject to the direction of the Commissioner of Human Services, is authorized to establish the overall planning, policy, objectives and priorities for all functions and activities relating to social services.

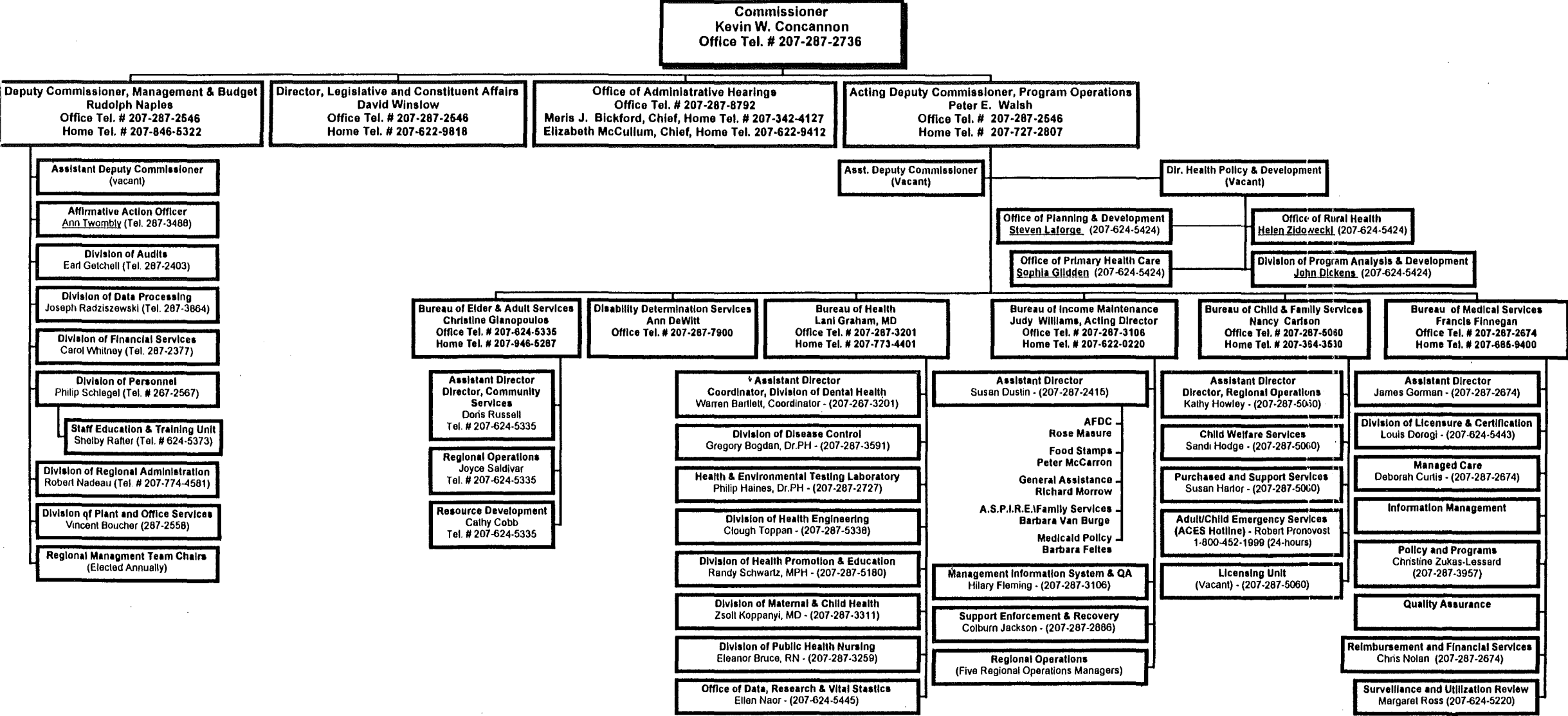
The Bureau also encourages and assists development of more effective and coordinated use of existing and new resources and social services available to Maine residents. It serves as a clearinghouse for information and gathers knowledge and statistics dealing with social services. It conducts continuing evaluation of the social services programs and activities affecting Maine residents and prepares and administers policies to govern the development and operation of such programs and activities.

The Division of Child Welfare Services is responsible for policy development of child and family services programs administered and delivered by direct service, management and administrative staff. This includes the administration of over \$55 million in state and federal funds including Title IV-B and Title IV-E. Services under the responsibility of this division include child protective services and family preservation services to children and their families where there are allegations of suspected abuse and neglect as defined in Maine statutes, foster care and residential treatment services for children, adoption, adoption assistance and administration of the Interstate Compact on the Placement of Children and the Interstate Compact on Adoption and Medical Assistance. It is also responsible for the 24-hour Adult and Children's Emergency Services. This Division is responsible for developing and publishing the State's five-year Child and Family Services Plan and for assuring its implementation, oversight and evaluation.

The Division of Purchased and Support Services is responsible for the administration of more than \$40 million in state, federal and local funds under the SSBG, the Refugee Resettlement Program and State Child Care funding. It works with private and public agencies seeking to contract with the Department of Human Services to provide services eligible for funding under the above mentioned programs. It is responsible for the negotiation, administration and monitoring of contractual services with these community agencies.

The Division of Licensing is responsible for the licensing of day care facilities, foster homes and residential facilities for children. The Division also houses an institutional abuse investigation team.

State of Maine Department of Human Services - Organizational Chart February 1995



DESCRIPTION OF SERVICES

For years, policy makers, administrators and advocates have recognized the growing severity of problems experienced by children, youth and families needing services. There are neither human nor fiscal resources to meet these needs. The Family Preservation and Support Services Program offers an opportunity to develop a more comprehensive continuum of services which may be more preventive and also expand services to families and children in crisis.

Family Support Services are primarily community-based preventive activities designed to alleviate stress and promote parental competencies and behaviors that will increase the ability of families to successfully nurture their children; enable families to use other resources and opportunities available in the community; and create supportive networks to enhance child-rearing abilities of parents and help compensate for the increased social isolation and vulnerability they experience.

Family Preservation Services are services designed to help families alleviate crisis that might lead to out-of-home placement of children; maintain the safety of children in their own homes; support families with rehabilitation and reunification and those preparing to reunify or adopt; and assist families in obtaining services and other supports necessary to address their multiple needs in a culturally sensitive manner. If a child cannot be protected from harm without placement or the family does not have adequate strengths on which to build, family preservation services are not appropriate.

State agencies oversee an array of family support and family preservation services both directly and through local contracts with community-based agencies. The Bureau of Child and Family Services within the Department of Human Services, provides a continuum of services from prevention through pre-placement, preventive services including intensive family preservation services, child protection and permanency planning services of family rehabilitation and reunification, adoption and preparation for independent living. The Bureau contracts for numerous services throughout the state such as family crisis services, homemaker services, child care, substance abuse services, child care resource development, teen health services, transportation and others.

Through the Department of Human Services' Bureau of Health, numerous family support services are offered statewide. These include prenatal care, nurse home visiting services, WIC, child birth education, parenting education, well child care, immunizations, health and dental health education, adolescent health care, school health services, adolescent pregnancy program, comprehensive school health education and coordinated care services for children with Special health needs and others.

The Bureau of Family Independence within the Department of Human Services, in addition to administering AFDC, the Food Stamp Program, General Assistance, Emergency Assistance and Medicaid eligibility oversees the A.S.P.I.R.E. Jobs Program designed to reduce welfare dependency.

The Bureau of Children with Special Needs (BCSN) within the Department of Mental Health and Mental Retardation is charged with expanding and improving services to Maine children with special needs and to their parents. Funds from the Bureau are combined with those of other programs or agencies such as the Department of Human Services, the Department of Corrections and the Department of Education. The Bureau contracts with

over 100 community non-profit agencies to provide a variety of services which fall into the following program categories: Infant Mental Health, Early Childhood (Preschool) Services, Autism Services, Case Management, Wraparound Services, Information and Referral, Community Support/Mediation, Respite Care, Crisis Services, Therapy (Individual, Group and Family) Sexual Abuse Treatment Services, Home-Based Family Services, Day Treatment, Social-Recreation Services and Residential Services.

Comprehensive developmental services including physical therapy, speech and language therapy, and occupational therapy are provided to children with disabilities. There are 19 Child Development Services (CDS) sites, funded cooperatively by the Department of Education, Human Services and Mental Health & Mental Retardation.

The Department of Corrections has limited funds available for contracts with community providers. Community programs ranging from counseling and education and training programs to residential programs are needed to assist juveniles in their transition from Maine Youth Center to their homes or when not possible, to alternative living arrangements.

In addition to the array of family support and preservation services provided by these agencies, there are numerous programs and services provided at the community level which are funded by both public and private sources.

The Maine State Housing Authority and other local housing authorities offer the Family Self-Sufficiency Program which assists low income families through case management, education, training, career counseling and supportive services. Some city Housing Authorities offer wide social services - education centers, peer leaders, parenting skills, recreation and other programs.

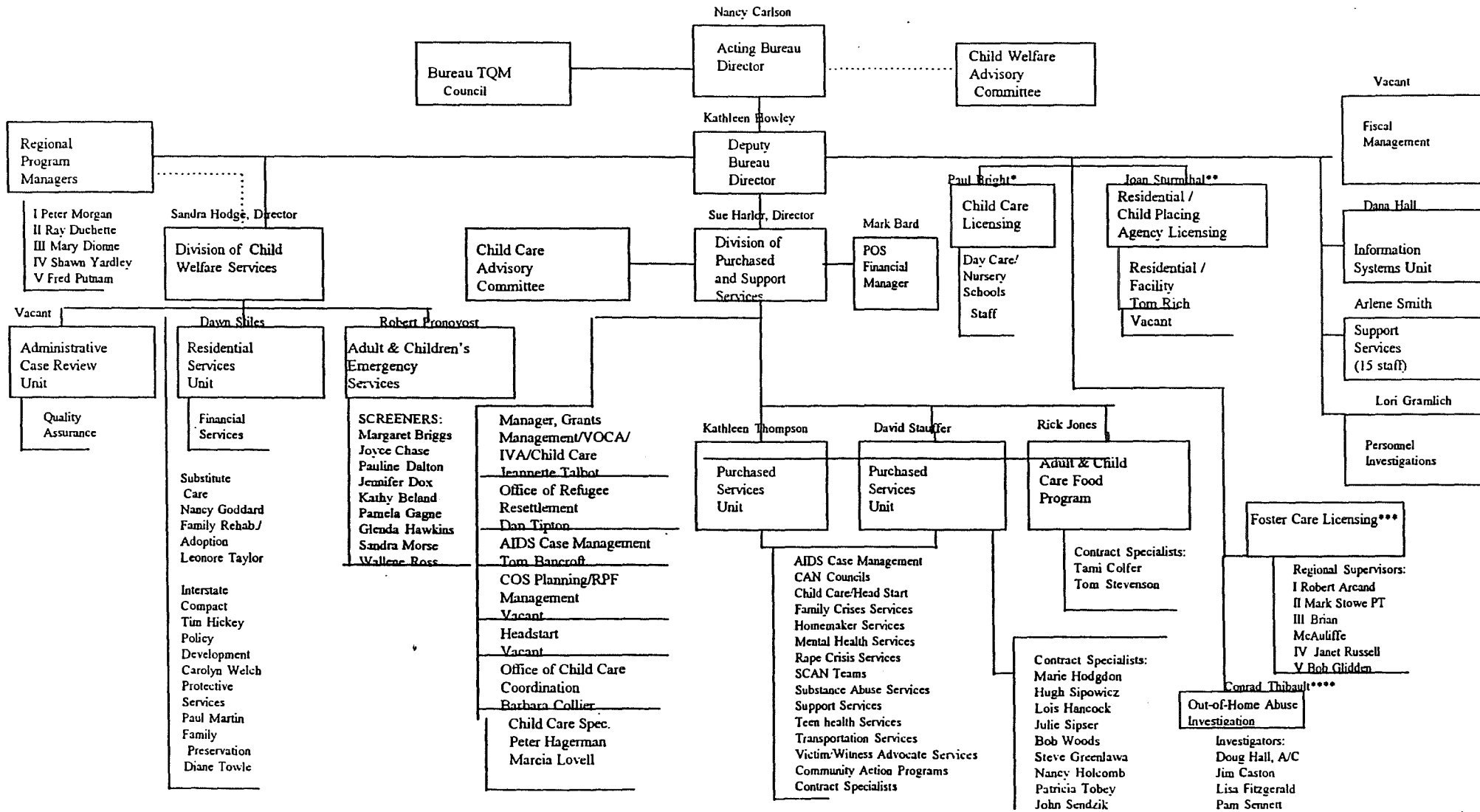
With assistance from researchers from the Edmund S. Muskie Institute of Public Affairs' Center for Child and Family Policy, the Bureau of Child and Family Services developed an inventory of family support and family preservation services in the State of Maine.

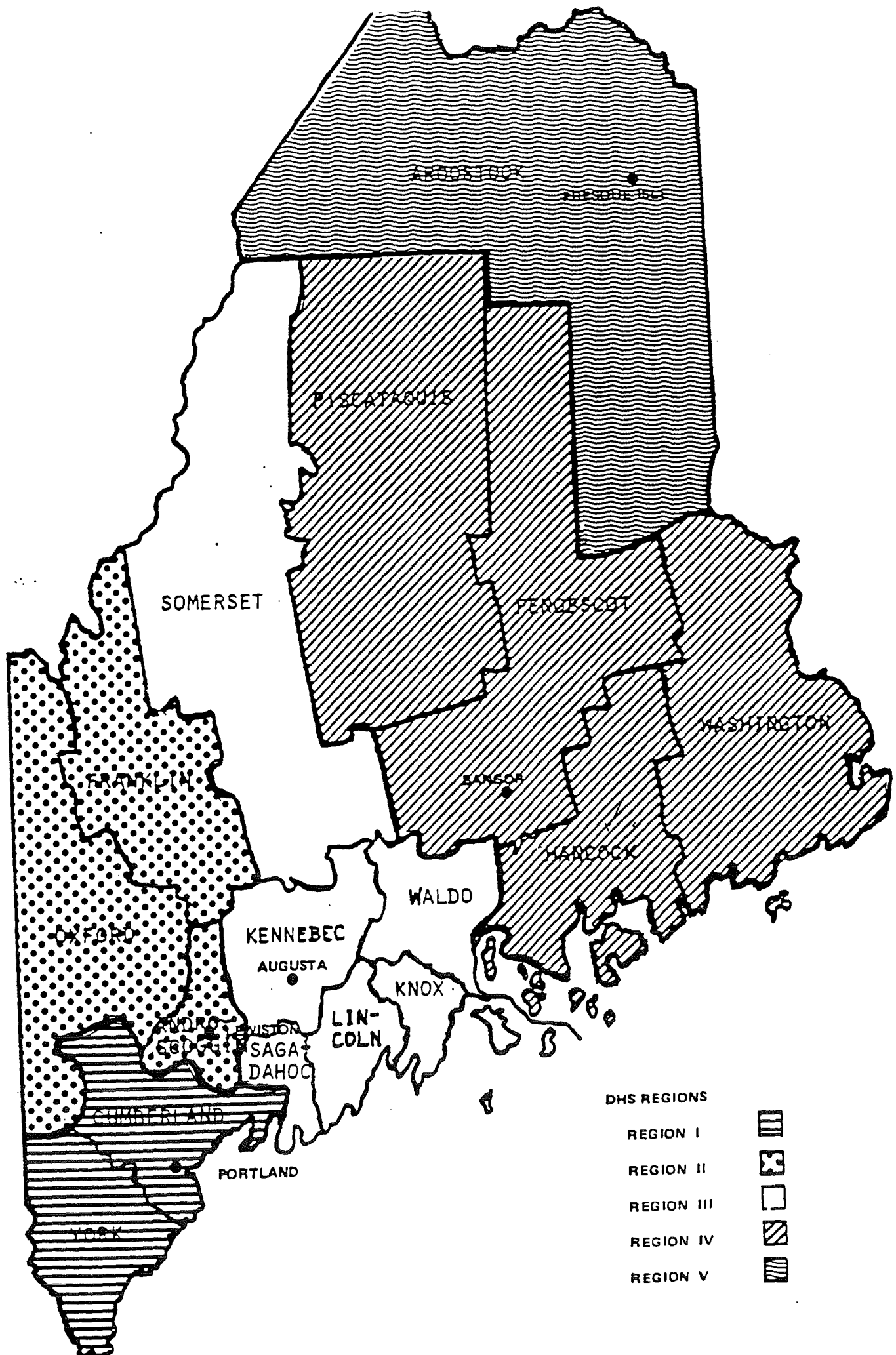
Beginning with a list of service providers and services available compiled by the Healthy Start Task Force, and expanding upon the list by contacting the Department of Human Services' Regional Program Managers and the Child Abuse and Neglect Councils, an initial mailing list of approximately 250 service providers were sent the "Survey of Service Providers".

Subsequently, additional service providers were identified and telephone follow-up was conducted. Surveys were received by mail and completed over the phone. Responses were received from 216 agencies providing names of each agency, the seven most important services they offer and their client profiles (Appendix B).

BUREAU OF CHILD AND FAMILY SERVICES **FUNCTIONAL ORGANIZATIONAL CHART - 2/95**

- *Current reports to Nancy Carlson
- **Currently reports to Kathy Howley
- ***Currently reports to Leonore Taylor
- ****Currently reports to Sandi Hodge





DHS REGIONS

REGION I

REGION II

REGION III

REGION IV

REGION V



CONSULTATION

The Bureau of Child and Family Services (BCFS) has, for many years, conducted an ongoing analysis of its child welfare needs. The planning process has utilized multiple sources of information including system output reports, information gathered from staff and community services, Regional Managers and Supervisors, the Purchase of Service Contracts System, the Child Welfare Advisory group and various other groups and task forces. The consultative process for the Child and Family Services Plan (CFSP), however, was greatly expanded to include input from as many stakeholders as possible.

As one step toward development of a comprehensive Five Year Plan for Child and Family Services, the Bureau of Child and Family Services convened an Advisory Group charged with making recommendations to the Department of Human Services regarding the implementation of the federal Family Preservation and Family Support Services Program and its impact on services for children and families.

Planning for the Family Preservation and Support Services Program has occurred under the direction of the Bureau of Child and Family Services and the Family Preservation and Support Services Advisory Group. The Advisory Group began meeting in August of 1994. The Advisory Group was composed of representatives of key state-level departments and agencies, advocacy groups, the Council of Churches, Maine Foster Parents Association, Child Welfare Training Institute, consumers and parents, Family Crisis Services, the Native Americans, legislators, Head Start, Community Action Programs, the Courts, the Juvenile Justice Advisory Group, Maine Children's Alliance, providers of services to children and families, group homes, Maine State Housing Authority, child care, homemaker services, mental health services, Cooperative Extension, Coalition for the Homeless, Child Abuse & Neglect Councils, United Way and the Administration for Children and Families. Additionally, minutes of meetings and copies of materials were distributed to a group of individuals who were interested in the activities of the Advisory Group and whose input was encouraged. The intent was to include stakeholders who would impact or be impacted by changes in the service delivery system (Appendix C).

The Family Preservation and Support Services Advisory Group's subcommittees were utilized to research and gather information to facilitate decision making. Members of the Advisory Group shared information and expertise from the agencies they each represented to further round out the base of information.

The Advisory Group has recommended a set of principles to guide the provision of family support and family preservation services and agreed that there be flexibility regarding the use of funds so they may be used as appropriate to help families toward self-sufficiency.

The Child Welfare Advisory Committee, including consumers and other members of the Family Preservation and Support Services Advisory Group, will provide ongoing review for the Plan's goals and objectives.

NEEDS ASSESSMENT

The needs assessment conducted for the Child and Family Services Plan (CFSP) included collection of demographic information, compilation and assessment of information about Maine families and communities based on selected indicators and gathering of information about the service delivery system including existing gaps in services and sources of funding. Focus groups, telephone surveys and written surveys were conducted statewide. Subcommittees of the Advisory Group concentrated their efforts on four major areas: demographic data, consumer data, information systems and regulatory reform.

Over 1,000 Family Support Surveys were distributed in numerous locations throughout the state, such as Head Start Centers, CAP Agencies and to families seen by visiting nurses. Respondents were asked to provide written answers to survey questions regarding how families are doing and the problems and challenges they face. The University of Maine Cooperative Extension Services conducted a random phone survey of 835 Maine families. Respondents were asked to identify what they thought were the most important problems facing parents and what could be done to help.

In all, six focus groups were conducted in three Maine counties. Two were conducted in Aroostook County, two in Androscoggin and two in Kennebec. In each group, the attendees were asked questions about parenting and the services that would be helpful to them in their role as parents.

The Family Preservation Advisory Group developed indicators of need in addition to those used in "Maine Kids Count" - 1994 Data Book" and compiled data by county/region under the indicator headings of "Child and Family", "Community" and "Service System". From these indicators, the surveys and focus groups, a list of major areas of concern for Maine families by DHS region was developed (Appendix D).

In accordance with the request made by the Administration for Children and Families, an analysis was done of the unserved, appropriate referrals to Child Protective Services.

The complexity and increasing severity of the problems experienced by the families referred to Child Protective Services continues to put a significant strain on the limited, and in many cases, diminishing resources available. A triage system is utilized to direct scarce resources to the most compelling referrals. Consequently, many troubled families in need of services do not receive them. In 1994, approximately 38% of referrals which met the criteria for Child Protective Services assessment, were not assigned due to lack of resources. Of the cases assigned, roughly 50% of allegations of abuse and/or neglect are substantiated. If that same ratio holds for appropriate referrals not assigned, then in 1994, about 1,200 families were sufficiently troubled that children in those households were at some risk. They received no services from Child Protective Services because resources are simply inadequate.

Based on the Department's need and desire to address this critical issue, Maine's plan is to direct family preservation and support services to this unserved, at-risk population.

Three sites are being considered for a coordinated Family Preservation Program based on the needs analysis, the existence of services on which to build and the characteristics of the targeted population. Oxford, Somerset and Waldo counties will all be considered for the development of a collaborative and coordinated service delivery system to meet the needs of at-risk families who currently are unserved by the Department. One of the three target sites will be selected for initial funding so that a significant impact can be made on the availability of critical services.

The mission statement developed by the Family Preservation and Support Services Advisory Group is: *To promote community-based efforts to enhance the ability of all families to create stable, safe and nurturing environments that promote healthy child development and family self-sufficiency through services developed in partnership with families and built on family strengths.*

Some of the outcomes Family Preservation and Support Services would hope to achieve for families and service systems are:

Family Outcomes

- Reduce risk to children
- Reduce number of children coming into care
- Increase number of adolescents graduating from high school
- Increase number of children who stay at home
- Decrease birth rate for adolescent girls
- Decrease rates of adolescent suicide
- Decrease rates of youth truancy and substance abuse

System Outcomes

- Build and strengthen community service networks by collaborating, sharing resources and making joint decisions on clients held in common
- Develop service efficiencies, including speedy response and cost savings
- Increase parent involvement in decision making
- Reduce barriers and gaps in service
- Access other service dollars

The Family Preservation and Support Services Advisory Group developed 14 Principles which it believes should guide the development and provision of Family Preservation and Support Services. They are:

1. All programs and services are planned and implemented in partnership with families and should support and supplement family functioning.
2. The safety and well-being of children and all family members is assured.
3. Services are designed to recognize and respect the unique needs, strengths and cultural values of individuals and families.
4. Services are built on a relationship of trust and convey respect for the capability of families to make decisions for themselves and to support families in their roles as primary care givers.

5. Services emphasize and build on existing strengths and seek to enhance the self esteem of all family members.
6. Services recognize that families are part of extended families which influence their lives.
7. Services and programs are offered to all families on a voluntary basis and are low-barrier and family friendly.
8. Families receiving services shall maintain their right to privacy and confidentiality - recognizing that this right is limited by the right of children to be protected from abuse and neglect.
9. Services provide comprehensive, responsive and flexible support to families in their roles as primary care givers.
10. Services are seamless and flexible to accommodate developmental transitions and the needs of families as they evolve over time.
11. Services encourage maximum use of existing social networks, natural sources of support and community integration, and foster a sense of community responsibility for children and families.
12. Individual and community-based services are based on principles of sharing ordinary places, developing meaningful relationships, learning new skills, making choices and enhancing the status and self-sufficiency of people served.
13. Services and programs are holistic, comprehensive and coordinated to make effective use of existing resources and minimize gaps in support to families and individuals in all areas of the state.
14. There is assurance of adequate training and supervision for all individuals who provide family support and family preservation services.

Outcomes for Family Preservation and Family Support Services

- A. In years 1-5 of the Plan, enroll in services, those families appropriately referred to Child Protective Services who are not served due to lack of resources (PC-40's)
- B. In years 2-5 of the Plan, as resources allow, provide services to other high risk groups
- C. Produce measurable, positive changes in well-being for participating families
- D. Achieve reductions in the number of children coming into foster care in participating communities
- E. Achieve higher well-being outcomes for targeted families in participating communities
- F. Establish community service networks for coordinating services

GOALS

For the purpose of this Plan, those outcomes, specific to Family Preservation and Support Services are described separately from the broader goals of the Bureau and the objectives to be used in measuring accomplishment of those goals.

There are several key issues facing the Bureau which led to development of the goals as presented in this Plan

1. There is insufficient staff to investigate and provide services to children suspected to have been abused and neglected and their families and to provide services to children in the state's custody.
2. Many families who are being referred to the Department of Human Services have increasingly complex problems where the prognosis for improvement is quite limited. The children in those families have severe emotional and behavioral problems and, as a result of the seriousness of the needs of those children, more intensive and more costly treatment resources are required. Coupled with our inability to respond earlier in the abuse cycle, children have more severe problems and complex treatment needs when intervention occurs.
3. There is a lack of placement resources available for children, particularly those with the most severe needs. Traditional foster parents are not equipped to meet the needs of many of the children now requiring care. A move toward more professional foster parents with particular training and performance requirements is clearly indicated.
4. More families need concentrated, in-home services in order to prevent the need for placement. There are insufficient resources to meet the needs of the families served. There is a significant need for resources for supervised visitation between children and families.
5. Delays in hiring are exacerbating an already serious problem in getting staff hired to fill new positions and vacated positions.
6. Because of lack of automation, caseworkers' jobs are more difficult. A reduction in paperwork requirements is imperative
7. Casework staff are burdened by non-professional tasks which could be carried out by paraprofessionals. Authorization of paraprofessional staff to do these tasks would facilitate the Bureau's ability to meet its responsibilities to children and families.

PROGRAM AND ADMINISTRATIVE GOALS OF THE BUREAU

Objectives through FY'96

PROGRAM GOAL I. Improved access to appropriate services for families whose children are reported to be at risk of abuse/neglect.

Objective 1 - Develop a plan for implementation to serve families who meet the criteria for Child Protective Services.

Action Steps:

- a) institute centralized intake and assessment units
- b) implement a Family Preservation Program in one county to serve appropriate referrals to Child Protective Services

Objective 2 - Develop an enhanced capability to target appropriate services to children, youth and families based on evaluation of parental capacity and to care for and nurture their children.

Action Steps:

- a) begin use and review of standardized evaluation format
- b) work with Medicaid to establish rate for evaluations by Forensic Service
- c) provide training
- d) identify and refine evaluation tool

Objective 3 - Continue efforts to enhance funding resources to provide services for families, youth and children who meet the criteria for Child Protective Services.

Action Steps:

- a) prepare budgets and identify needs
- b) Advocate to Legislature
- c) undertake intensive revenue enhancement activities

Objective 4 - Through provision of intensive home-based services, enhance family member's ability to utilize community and other supports.

Action Steps:

- a) review and assess current criteria for provision of intensive home-based services
- b) seek expanded resources for intensive home-based services

PROGRAM GOAL II. Adequate and appropriate placement resources for children and youth who come into the care and custody of the Department.

Objective 1 - Assess and evaluate feasibility of developing an in-house therapeutic foster home system.

Actions Steps:

- a) develop programmatic model
- b) develop funding mechanism
- c) review licensing rules

Objective 2 - Develop less costly alternatives for crisis stabilization.

Action Steps:

- a) gather information from other states
- b) work with Medicaid on rules and regulations
- c) explore need for licensing changes

Objective 3 - Develop performance-based contracts with out-of-home care providers.

Action Steps:

- a) develop policies and procedures
- b) provide training

Objective 4 - Reduce barriers to placements in residential facilities when warranted by the severity of the child's behavior and emotional problems.

Action Steps:

- a) identify barriers
- b) pursue modifications in regulations and laws as necessary

Objective 5 - Expand regional initiatives to retain and recruit appropriate foster care resources.

Action Steps:

- a) update foster home licensing rules
- b) fund a recruiter position with the Maine Foster Parents Association

Objective 6 - Develop out-of-home residential services placements in Maine that meet the needs of children coming into custody of the Department.

Action Steps:

- a) meet with appropriate representatives of other child serving agencies and provider agencies
- b) meet with representatives of Medicaid to explore funding options

Objective 7 - Explore feasibility of expanded Kinship Care/Relative Placement.

Action Steps:

- a) review issues addressed by task force
- b) seek input regarding current practice

PROGRAM GOAL III. Expanded, integrated and improved services for older youth in the care and custody of the Department.

Objective 1 - Integrate preparation for adulthood activities into the practice of all staff working with older youth.

Action Steps:

- a) clarify roles and responsibilities
- b) identify skills and competencies needed and ensure that they are incorporated in training

Objective 2 - Expand services for older youth in the Department's custody.

Action Steps:

- a) develop standards and accountability for programs providing Independent Living Program through contracted services

PROGRAM GOAL IV. Reduced barriers to permanency planning.

Objective 1 - Develop strategies to assure that children in the custody of the Department who are moving toward termination of parental rights are given priority.

Action Steps:

- a) develop a Bureau system of case prioritization
- b) work with community groups and judiciary to support system of prioritization

Objective 2 - Work with Judiciary and other state agencies and community resources to move children more quickly toward permanency.

Objective 3 - Utilize intensive home-based services to strengthen rehabilitation and reunification efforts.

Action Steps:

- a) design a family reunification program
- b) explore expansion of intensive home-based family preservation services to include reunification

ADMINISTRATIVE GOAL I.

Improved personnel practices to enable the Bureau to meet its commitments with limited resources.

Objective 1 - Reduce barriers to fully staffed Regional Offices.

Actions Steps:

- a) clearly identify barriers
- b) work with Bureau of Personnel and Department of Human Resources to develop solutions

Objective 2 - Explore feasibility of using paraprofessional staff for some tasks now being performed by professional staff.

Action Steps:

- a) explore and develop strategies for utilization of paraprofessional staff
- b) contact vocational schools regarding placements

Objective 3 - Reduce time it takes to replace staff.

Action Steps:

- a) implement new hiring procedures
- b) review and evaluate new hiring procedures

ADMINISTRATIVE GOAL II.

Implementation of an information system to meet management needs and improve staff ability to access information.

Objective 1 - Design training efforts to assure staff preparation to fully utilize MACWIS

Action Steps:

- a) establish a training committee as a subgroup of the Steering Committee
- b) develop time frame for all training to be completed

The development of a family preservation and community-based support services program is in response to Program Goal I, Objective 1. The desired outcomes are:

1. In years 1-5 of the Plan, enroll in services, those families appropriately referred to Child Protective Services who are not served due to lack of resources (PC-40's)
2. In years 2-5 of the Plan, as resources allow, provide services to other high risk groups

3. Produce measurable, positive changes in well-being for participating families
4. Achieve reductions in the number of children coming into foster care in participating communities
5. Achieve higher well-being outcomes for targeted families in participating communities
6. Establish community service networks for coordinating services

MEASUREMENT OF PROGRESS

The inventory, data collection and needs assessment completed for this planning process provided reasonably thorough baseline data. The gaps in data collection and information on the capacity of services to meet needs will be addressed through ongoing collaboration with other agencies and assistance from the National Resource Center.

All programs, projects and services funded through this Program will be required to provide data and specified information regarding the target population, the geographical scope of services, the target change, the strategy for meeting needs and milestones identified as components of the programs

The Child Welfare Advisory Committee, including representatives of the Family Preservation and Support Services Advisory Group and the Bureau will assess progress toward meeting the family support services goals and objectives of this Plan.

Additionally, Bureau staff will monitor progress on all broader goals and objectives. Periodic reports will be provided so all parties involved in planning and implementation of goals and objectives will be kept informed and so that assessment and revision can be accomplished as needed. Status report updates of this Plan will be prepared and submitted as required.

ANNUAL BUDGET REQUEST FOR TITLE IV-B, SUBPART 2 FUNDS
FAMILY PRESERVATION AND FAMILY SUPPORT

FISCAL YEAR 19 96

PART I SUPPLEMENT

1. State or ITO: Maine	2. EIN: 101600000-A6
3. Address: Department of Human Services 221 State Street Augusta, Maine 04333	

4. ESTIMATED TITLE IV-B, SUBPART 2 FUNDS	STATE/ITO	FEDERAL
a) Family Preservation Services	49,687	198,750
b) Family Support Services	149,063	596,250
c) Total Amount for Services	198,750	795,000
d) Total Amount for Administrative Costs	21,986	87,942
e) Total State and Federal Funds	220,736	882,942
f) Total Federal Funds		882,942

5. CERTIFICATION BY STATE AGENCY

The State agency or Indian Tribal Organization submits the above estimate and request of funds under title IV-B, subpart two, of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with the ACF Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.

Signature of State Agency Official

Leanne Courten

Title Commissioner, Department of Human Services

Date Submitted

June 26, 1995

Signature of Official

Title

Date

The Maine Children's Trust Fund has been actively involved in the activities of the Family Preservation and Support Services Advisory Group and has, with support of the Bureau of Child and Family Services, applied for funds under the Community-Based Family Resource Programs Legislation. If successful, the Maine Children's Trust Fund will award grants to create a comprehensive family resource program and deliver effective family resource services. The activities made possible under this Program will be planned and initiated through ongoing collaboration and coordination with other child, youth and family serving initiatives including the Bureau's family support service initiatives.

The Bureau of Maternal and Child Health, with a grant under the HVAF initiative and the Bureau of Child and Family Services, will collaboratively develop preventive, family-centered, community-based, comprehensive, coordinated services for vulnerable and at-risk children and families. The overall goal of this initiative is "To create an integrated system statewide to promote the well being, health and preservation of families and protection of its members through home visiting and support".

This initiative addresses the development of home visiting protocol and training for all personnel providing home visitation services. Both of these will be important as they relate to current legislation to plan the development of a universal home-visitation program for families with a newborn child.

The Division of Maternal and Child Health has worked closely with the Family Preservation and Support Services Advisory Group and the Bureau of Child and Family Services to assure that the health needs of families be addressed as part of the comprehensive continuum of services. The Bureau of Health and the Bureau of Child and Family Services will be working together and with others in development of the above mentioned universal home-visitation program.

Other collaborative efforts designed to enhance family functioning and support community initiatives include activities in two areas (Portland/Saco and Augusta) to offer the Nurturing Program to families. Both of these represent multi-agency collaboratives including the Bureau of Child and Family Services. Both collaboratives recently applied for and were awarded grants through the Maine Children's Trust Fund, Inc. to expand their offerings of this unique and successful parenting education program.

There is currently a collaborative effort by the Bureau of Child and Family Services, the Bureau of Children with Special Needs, the Department of Education, the Department of Corrections, parents and providers to develop strategies to provide placement and treatment resources to children and youth who are not in jeopardy but cannot remain in their own homes without putting themselves or others at risk.

The Bureau of Child and Family Services will work with other agencies and departments to increase the number of staff across agencies that are participating in joint training on topics such as using a common assessment process, facilitating collaborative staffing of cases, supporting interagency case management and providing family-centered service delivery; and to develop an interagency information system that allows front-line workers to jointly staff cases across agencies and provides policy makers with information.

The Department's overall coordination system with the Departments of Corrections, Education, Mental Health/Mental Retardation and Public Safety, is the Interdepartmental Council. Numerous standing and ad hoc subcommittees operate under the Interdepartmental Council further expanding opportunities for collaborative endeavors.

There are four federally recognized Indian tribes in Maine -- the Penobscot Nation, the Passamaquoddy Tribe, the Houlton Band of Maliseet Indians and the Aroostook Band of Micmac Indians. Both the Penobscot Nation and the Passamaquoddy tribe have exclusive jurisdiction over child custody proceedings on their respective reservations in accordance with the Indian Child Welfare Act of 1978. Thus, they provide child welfare services to children and families within their jurisdiction.

Section 428 of the Social Security Act permits eligible Indian Tribes and Indian organizations to receive direct Title IV-B grants. The State Plan for Title IV-B, Indian Child Welfare Act is included in this Plan (Appendix E).

SERVICE PRINCIPLES

The Family Preservation and Support Services Program provides funding for services which are guided by a set of principles that aim to:

- assure the safety of all family members
- avoid unnecessary out-of-home placement of children, and help children already in out-of-home care to be returned to and be maintained with their families or in another planned, permanent living arrangement.
- enhance parents' ability to create stable and nurturing home environments that promote healthy child development
- assist children and families to resolve crises, connect with necessary and appropriate services and remain safely together in their homes, whenever possible

Through consumer participation in defining and developing community designed prevention and early intervention services, ongoing collaboration of all stakeholders including families, and a commitment to services built on strengths and implemented in partnership with families, these funds may help provide safe and nurturing environments in which families can be supported in their efforts to promote healthy child development. Through provision of services designed to support families throughout the stages of development and to be responsive to the unique needs and strengths of family members, family integrity can be preserved whenever possible.

Efforts to foster a sense of community responsibility for children and families, may help create environments in which children and families are safe and able to pursue their goals.

One guiding principle of family preservation services is to maintain the integrity of the family unit when possible. The integrated efforts of the various state agencies, the courts, the provider community and families themselves to enhance family functioning, recognizes the right of children to be raised in stable nurturing environments and should lead to broader based permanency planning.

The goals of this Plan recognize and incorporate these principles. The Bureau constantly seeks to strengthen the continuum of services it provides, and has, through family preservation services, child protective services and community-based services, increased opportunities for families to be supported in their efforts to effectively nurture their children.

The Bureau has, and continues to work with the community , family, the legal system and the courts to address the issue of permanency planning and the need to provide stability, safety and a healthy environment for the children in its care and custody.

COMMITMENT TO PERMANENCY PLANNING

As can be demonstrated by the goals and objectives set forth in this Plan, as well as by the mission and operating philosophy of the Bureau, there is a commitment to permanency planning. The Bureau is engaged in a statewide recruitment effort which includes a contract with Maine State Foster Parents Association, a committee involving key staff to explore and initiate recruitment efforts and regional activities to expand recruitment and retention efforts, and creation of a foster/adoptive parent liaison position for each regional office (Appendix **E**).

The goals for services and programs to be developed through contracts with community-based entities are required to demonstrate a commitment to strengthening families, providing supports to families to alleviate crisis and to improving the quality and accessibility of services for children, youth and families.

The Bureau's broader goals, in combination with ongoing collaborative efforts, clearly indicate its intentions to reduce existing barriers to permanency planning. Evaluation of parental capacity, utilization of family preservation services to facilitate reunification, exploration of barriers in the court system (Court Improvement Grant), recruitment efforts for adoptive and foster homes and the ongoing work with other child and family serving agencies all support efforts to assure that children be given every opportunity to live in safe, nurturing and permanent environments.

SELECTION OF COMMUNITY-BASED FAMILY SUPPORT PROVIDERS

Agencies and organizations within the three target sites will be invited to respond to a Request for Proposal, one site will be chosen on the basis of the applicants ability to meet the requirements of the Requests for Proposals issued by the Department including evidence of their commitment to the guiding principles set forth in this Plan.

Specific requirements of the Request for Proposals will assure that:

- There will be coordination between and among child-serving organizations in that community.
- That proposals for services will be based on indicated need and desire for such services.
- That efforts will be made to link proposed services to other initiatives which represent efforts to strengthen community-based, family-focused services and supports.
- That families/consumers will be fully involved in preparation of any Proposal submitted as well as in the implementation and governance of Proposals selected for funding.
- That service development strategies will utilize existing community resources, both formal and informal, private and public.
- That services will be provided in readily accessible locations within the community
- That evaluation will include demonstrated cross-systems and interagency collaboration and coordination of services as well as family/consumer participation and satisfaction.

Plans are underway to assure ongoing and comprehensive planning and development activity. The Child Welfare Advisory Committee with inclusion of some members of the Advisory Group will work with the Bureau of Child and Family Services to restructure its ongoing planning process. Efforts will be made to incorporate any other planning or review initiatives within existing planning structure to avoid duplication of effort and to assure integration. Through this process, greater emphasis on interdepartmental cooperation will be encouraged.

SERVICE QUALITY

Administrative responsibility for Family Preservation will be vested in DHS central office with input from the appropriate Regional office. Any and all grants awarded will be evaluated through several processes.

1. Review of quarterly reports which include progress made toward meeting the objectives and quarterly income and expenditures.
2. A client-monitoring system which requires grantee agencies, providing direct client services, to complete a client data form for each client served. This will provide data on number of clients served, age group, service area and other agencies serving the same family.

In addition to this ongoing process of data collection and analysis to assure levels of performance, there will be ongoing survey and focus group activity to assure that services are meeting the needs of families.. The Family Preservation and Support Services guiding principles also address the formation of an advisory board of consumers and other stakeholders to provide ongoing review and assessment of support services provided through this program.

The Resource Center at the Muskie Institute will be asked to assist in developing evaluation criteria based on the outcomes described in the approved proposals. Staff at the Muskie Institute have worked with states in the development of their Plans and have worked with the Bureau of Child and Family Services conducting the inventory of family preservation and family support services as well as in development of an evaluation tool for the Bureau's in-house family preservation program for families in the child welfare system.

For families receiving child welfare services from the Department of Human Services, the Bureau has an Administrative Case Review system which routinely reviews its cases with attention to progress toward allocating the need for continued care and custody. Judicial Reviews are frequently conducted to also assess a child's continuing need for placement.

Review of policy and practice compliance is conducted both regionally and through central office. While limited availability of staff to perform this function is problematic, review is done on a regular basis with performance and compliance measured against set criteria.

The Child Death and Serious Injury Review Team also serves as a vital quality assurance mechanism at both a case and systems level. The Review Team will, as part of its annual reports, report its findings and make recommendations which can reduce risks to children.

TRAINING AND TECHNICAL ASSISTANCE

The Bureau will continue its efforts to provide information and training for staff involved in the delivery of services to children, youth and families. Opportunities have been provided for staff and others to attend conferences and the Bureau plans to support opportunities for participation in the third annual New England Regional Family-Based Services Conference. New initiatives are underway in cross-disciplinary training on substance abuse, domestic violence, child protective and family preservation services through the Department of Human Services Training Institute.

The Cross Disciplinary Training Project proposes to prevent the abuse and neglect of children whose parents or caretakers are substance abusers by expanding a recently developed training model in Maine on the coexisting problems of substance abuse, domestic violence and child abuse and neglect to professionals who serve those families. The Project will be implemented in collaboration with the State Family Preservation and Support Services agency as part of the evolving Family Preservation and Support Service delivery in Maine. The major objectives of this Project are as follows:

Objective 1

To provide interdisciplinary training on the coexisting problems of substance abuse, family violence and child abuse and neglect to three targeted professional groups: professionals who work with families, direct service child welfare practitioners and directors of agencies which provide services to families.

Objective 2

To develop collaboration between public and private service providers.

Objective 3

To integrate the interdisciplinary training and coordinated service system into efforts evolving to implement family preservation and support services in the state.

Objective 4

To develop a holistic service system for families affected by the existing problems of substance abuse, family violence and child abuse and neglect.

Objective 5

To inform the population of Maine about coexisting problems of child abuse and neglect, substance abuse and family violence and the availability of coordinated services to help families affected by those problems through a statewide public relations and information plan.

Objective 6

To develop and maintain a data base and information system on the coexisting problems of substance abuse, family violence and child abuse and neglect.

Through the Home Visiting for At-Risk Families Initiative, the Bureau of Child and Family Services and the Bureau of Maternal and Child Health, there will be expanded efforts to cross train the respective staffs in psychosocial and attachment issues and the understanding and impact of health issues on family functioning. This Grant will also assist with the development of a basic uniform home-visiting protocol that can be shared with other agencies. A training plan will be developed for all personnel involved in home visiting.

The Maine Child Welfare Training Institute, a collaborative effort of the Bureau of Child and Family Services, Department of Human Services, and the Edmund S. Muskie Institute of Public Affairs, University of Southern Maine has prepared its training plan for the next fiscal year (Appendix A). Efforts will continue to integrate training throughout the Bureau.

In addition, specific training on issues relating to intensive home-based family preservation services will be provided for staff responsible for provision of this service.

Training on the Nurturing Program, a unique parenting education program for families, has been offered to staff from several organizations in two areas of the State when the program is now being offered through two multi-agency collaboratives. Expansion of these efforts is now possible because of grant awards to both initiatives from the Maine Children's Trust, Inc.

A plan will be developed ~~a plan~~ for offering technical assistance to agencies and/or organizations whose service proposals are selected for funding through the Family Preservation and Support Services Program. Technical assistance to grantee agencies may be provided in the following ways:

1. Site visits which include review of progress toward goals, review of service delivery success and problem, review of administrative procedures and planning for assistance.
2. Ongoing technical assistance can also be available by telephone.
3. Regular meetings may be scheduled to encourage communication.
4. Informational materials may be distributed to grantee agencies as appropriate.

As more comprehensive planning is done under the auspices of the Bureau and the Child Welfare Advisory Committee, more opportunities for training and technical assistance between agencies, organizations and individuals working to provide community-based supports and services to families will be discussed.

MAINTENANCE OF EFFORT

The Department has a system of routine financial reports and audits to assure sufficient information to document level of spending.

The Child Welfare Advisory Committee with statewide representation , the Bureau and other multi-disciplinary groups, will continue efforts toward greater coordination of programs and initiatives dealing with services for children, youth and families through regularly scheduled meetings as well as through written communication designed to promote integration of services. Inter and intra-agency communication will be encouraged to gain greater understanding of mutual endeavors and to maximize the use of limited resources.

It is the Bureau's intent to maintain effort and support the advancement of all that this Plan represents.

**BUDGET REQUEST
AND
ANNUAL SUMMARY OF STATE CHILD AND FAMILY SERVICES**

ANNUAL BUDGET REQUEST FOR TITLE IV-B, SUBPART 1 FUNDS
FISCAL YEAR 1994
OCTOBER 1, 1994 through SEPTEMBER 30, 1995

Submission:
II New
XI Revision

PART I

1. STATE or ITO Maine
3. ADDRESS:
Department of Human Services
221 State Street
Augusta, Maine 04333

2. EIN 1016000001-A6

A. COMPUTATION OF FEDERAL GRANT AWARD	STATE	INDIAN TRIBAL ORGANIZATION
1) Total estimated Title IV-B, subpart 1 expenditures:	11,180,000	
2) Total Federal Share :	1,746,358	
a) Allotment	1,455,298	
b) Reallotment	291,060	

Funds totaling more than the State's share of the \$ 141 million allotment will not be released to the State unless the State meets the conditions of Section 427 of the Social Security Act.

B. CERTIFICATION BY STATE AGENCY

The State agency or Indian Tribal Organization submits the above estimate and request of grant award under title IV-B of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child Welfare Services Plan, which has been jointly developed with the ACF Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.

X
(Signature):

Kevin W. Conner
Commissioner, Department

(Title—please type) of Human Services

Date Submitted June 26, 1995

REGIONAL OFFICE APPROVAL

DATE

ANNUAL BUDGET REQUEST FOR TITLE IV-B, SUBPART 2 FUNDS
FAMILY PRESERVATION AND FAMILY SUPPORT

FISCAL YEAR 1995

PART I SUPPLEMENT

1. State or ITO: Maine	2. EIN: 1016000001-A6
3. Address: Department of Human Services 221 State Street Augusta, Maine 04333	

4. ESTIMATED TITLE IV-B, SUBPART 2 FUNDS	STATE/ITO	FEDERAL
a) Family Preservation Services	33,000	132,000
b) Family Support Services	99,000	396,000
c) Total Amount for Services	132,000	528,000
d) Total Amount for Administrative Costs	14,713	58,852
e) Total State and Federal Funds	146,713	586,852
f) Total Federal Funds		586,852

5. CERTIFICATION BY STATE AGENCY

The State agency or Indian Tribal Organization submits the above estimate and request of funds under title IV-B, subpart two, of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with the ACP Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.

Signature of State Agency Official

Kenneth Conner

Title Commissioner, Department of
Human Services

Date Submitted June 26, 1995

Title

Date

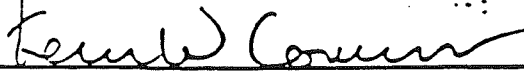
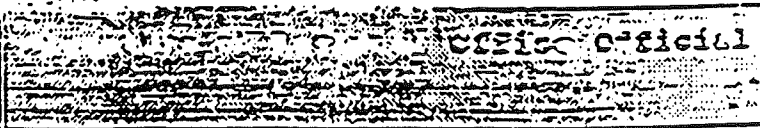
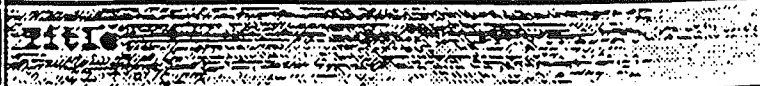
ANNUAL BUDGET REQUEST FOR TITLE IV-B, SUBPART 2 FUNDS
FAMILY PRESERVATION AND FAMILY SUPPORT

FISCAL YEAR 19 96

PART I SUPPLEMENT

1. State or ITO: Maine	2. EIN: 101600000-A6
3. Address: Department of Human Services 221 State Street Augusta, Maine 04333	

4. ESTIMATED TITLE IV-B, SUBPART 2 FUNDS	STATE/ITO	FEDERAL
a) Family Preservation Services	49,687	198,750
b) Family Support Services	149,063	596,250
c) Total Amount for Services	198,750	795,000
d) Total Amount for Administrative Costs	21,986	87,942
e) Total State and Federal Funds	220,736	882,942
f) Total Federal Funds		882,942

5. CERTIFICATION BY STATE AGENCY	
<p>The State agency or Indian Tribal Organization submits the above estimate and request of funds under title IV-B, subpart two, of the Social Security Act and agrees that the estimated expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with the ACF Regional Office and has been determined to meet all the requirements of the Act, for the Fiscal Year ending September 30.</p>	
Signature of State Agency Official	
Title Commissioner, Department of Human Services	
Date Submitted	
June 26, 1995	

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (IN THOUSANDS)										(k)	(l)	(m)
	TITLE IV-B		CAPTA*		(e)	(f)	(g)	(h)	(i)	(j)	NUMBER TO BE SERVED () Families (X) Individuals	POP. TO BE SERVED	GEOG. AREA TO BE SERVED
	(a) I-CWS	(b) II-FPS	(c) I	(d) II	ILP*	TITLE IV-E	TITLE XX (SSBG)	TITLE IV-A (EA)	OTHER FED PROG.	STATE LOCAL DONATED FUNDS			
1) PREVENTION & SUPPORT SERVICES (Family Support)	59	396	120	53	360		2,205	20	1,270	16,662	10,000	Individual	Statewide
2) PROTECTIVE SERVICES								40	270	2,400	6,400	Reports of abuse/neglect	Statewide
3) CRISIS INTERVENTION (Family Preservation)		132								560	100	Families	2 regions
(a) PREPLACEMENT PREVENTION													
(b) REUNIFICATION SERVICES												All children in foster care	Statewide
4) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	255					10,115				11,670	5,600	All eligible children	Statewide
(b) GROUP/INSTITUTIONAL CARE								140		8,506	400	Children	Statewide
5) ADOPTION SUBSIDY PMTS.						1,798				1,584	500	Children	Statewide
6) ADMINISTRATION & MANAGEMENT	1,432					2,147				2,973			
7) FP/FS 10% ADMIN. COST		59											
8) SIGNIFICANT PORTION		FP: .25											
9) STAFF TRAINING			13	6	64								
10) FOSTER PARENT TRAINING & RECRUITMENT						1,059							
11) ADOPTIVE PARENT TRAINING & RECRUITMENT						294							
12) CHILD CARE RELATED TO EMPLOYMENT/TRAINING									3,816		4,800		
13) TOTAL	1,746	587	133	59	424	15,413	2,205	200	5,356	44,355			

* States Only, Indian Tribes are not required to include information on these programs

Other Federal Programs: CCDBG, CSBG, DEP. CARE PLAN., FAM. VIOLENCE

PART II: ANNUAL SUMMARY OF CHILD AND FAMILY SERVICES

OMB APPROVAL # 0980-0047
Approved through 3/31/96For FY OCTOBER 1, 1995 TO SEPTEMBER 30, 1996DUE JUNE 30, 1995

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (IN THOUSANDS)										(k)	(l)	(m)
	TITLE IV-B		CAPTA*		(e)	(f)	(g)	(h)	(i)	(j)	NUMBER TO BE SERVED Families Individuals	POP. TO BE SERVED	GEOG. AREA TO BE SERVED
	(a) I-CWS	(b) II-FPS	(c) I	(d) II	ILP*	TITLE IV-E	TITLE XX (SSBG)	TITLE IV-A (EA)	OTHER FED PROG.	STATE LOCAL DONATED FUNDS			
1) PREVENTION & SUPPORT SERVICES (Family Support)	59	199	120	53	360		2,205	60	1,270	16,662	10,500	individuals	Statewide
2) PROTECTIVE SERVICES								120	270	2,400	6,700	Reports of abuse/neglect	Statewide
3) CRISIS INTERVENTION (Family Preservation)		596								560	120	Families	2 regions
(a) PREPLACEMENT PREVENTION													
(b) REUNIFICATION SERVICES												All children in foster care	Statewide
4) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	255					10,584				11,670	5,900	All eligible children	Statewide
(b) GROUP/INSTITUTIONAL CARE								420		8,506	420	Children	Statewide
5) ADOPTION SUBSIDY PMTS.						1,879				1,584	525	Children	Statewide
6) ADMINISTRATION & MANAGEMENT	1,432					2,211				2,973			
7) FP/FS 10% ADMIN. COST		88											
8) SIGNIFICANT PORTION		FP: 5 FS: 75											
9) STAFF TRAINING			13	6	64								
10) FOSTER PARENT TRAINING & RECRUITMENT						1,258							
11) ADOPTIVE PARENT TRAINING & RECRUITMENT						522							
12) CHILD CARE RELATED TO EMPLOYMENT/TRAINING									3,816		4,800		
13) TOTAL	1,746	883	133	59	424	16,454	2,205	600	5,356	44,355			

* States Only, Indian Tribes are not required to include information on these programs

APPENDIX A
TRAINING PLAN

INTERGOVERNMENTAL REVIEW

I hereby certify that the requirements for review of the State Child Welfare Services Plan as contained in Executive Order 12372 have been met as indicated below.

_____ Clearinghouse Comments Attached

_____ Governor's Signature is provided on the State Plan

X State Plan was sent to Clearinghouse for review on 6-28-95
and comments are expected by 7-30-95

No comments were received.

June 27, 1995
Date

June 27, 1995
Date

Kevin W. Concannon
Kevin W. Concannon, Commissioner
Department of Human Services

Nancy Carlson
Nancy Carlson, Acting Director
Bureau of Child & Family Services

MAINE BUREAU OF CHILD AND FAMILY SERVICES

CHILD WELFARE TRAINING INSTITUTE

YEAR FIVE PROPOSAL 1995-96

This Cooperative Agreement is under the auspices of the Memorandum of Understanding between the Department of Human Services and the University of Southern Maine regarding the DHS Training Institute (5/13/93)

MAINE BUREAU OF CHILD AND FAMILY SERVICES

CHILD WELFARE TRAINING INSTITUTE

YEAR FIVE PROPOSAL 1995-6

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A. GOAL AND OBJECTIVES

As a result of a legislative requirement and of internal initiatives, the Maine Bureau of Child and Family Services has made radical revisions to its current training system. Major efforts have been made to design a new system for child welfare training in Maine which has the following characteristics:

- It is specifically designed for the practice of child welfare.
- It is tailored to the job requirements, training needs and policy of the Bureau of Child and Family Services, Department of Human Services.
- It has agency support including top-level administrative support and commitment of resources. Developed initially by a representative state-wide committee, the Institute continues to be guided by committees for each of its component areas.
- It views training as a professional development process which includes monitoring the implementation of what the trainee has learned and relating this to behavior on the job.
- It includes mandatory pre-service training and job-shadowing to ensure that new case workers have the necessary skills and knowledge prior to carrying cases.
- It is designed to not only enhance the capacities of staff to perform their jobs but also to improve the overall functioning of the Bureau.
- It addresses issues related to selection and retention of caseworkers as well as their training.
- It provides consistent information in a timely fashion so that all employees have the information needed to provide services in accordance with the mandate of the Bureau.
- It includes training for foster and adoptive parents and staff of provider agencies to promote a level of child welfare knowledge and skills consistent with state-of-the-art practice and responsive to the issues and problems facing providers of services to children and families.

The following assumptions have guided the development of the Maine Child Welfare Training Institute (MCWTTI):

- The Department is committed to delivering the highest quality of services to those children and families served by the agency. The quality of services provided is directly dependent upon the quality of staff providing those services.
- The Department has the responsibility to ensure that services are provided in accordance with its legal mandate and consistent with established policy, procedures and standards of professional practice. To meet this responsibility, this information must be communicated to all staff in a consistent and timely manner and reinforced on the job.
- The Department expects staff to offer services to clients in a knowledgeable and respectful manner which encourages clients to participate in appropriate rehabilitative services. In order to promote such behavior, the Department needs to provide a work environment which is conducive to learning, which encourages mutual respect and provides opportunities for personal and professional development.
- The Department recognizes the uniquely stressful nature of child welfare work and the need to make difficult decisions which impact on human lives. In order to provide the support needed for employees to function effectively on their jobs, the best resources must be made available, including the expertise of experienced staff, external consultants, and other training and educational resources such as academic programs and professional conferences, workshops and new forms of educational technology.

GOAL OF THE MAINE CHILD WELFARE TRAINING INSTITUTE

The goal of the Training Institute is to coordinate the continued professional and personal development of staff at all levels throughout the Bureau of Child and Family Services, as well as providers of child welfare services in Maine to enhance the quality of services delivered to clients and to advance organizational objectives.

OBJECTIVES:

1. To plan and administer a Training Institute which integrates and coordinates individual needs for effective job performance with organizational and programmatic outcome measures and priorities.
2. To provide a mandatory pre-service training program to equip staff to run the federal child welfare program. This training addresses the basic knowledge, skills and attitudes needed to provide the highest quality services to children and families, who are clients of the Department, in a manner which is consistent with the legal mandate, established policy and procedures and standards of professional practice.
3. To provide an on-going program of in-service training -- which includes on-the-job training, workshops and other professional development activities -- to reinforce and enhance skills and knowledge, to integrate them into practice; and to ensure compliance and understanding of changes in policy, procedure and practice in a manner which meets individual training needs, goals, and needs of specialty program areas.
4. To provide an on-going program of training to casework supervisors which recognizes their pivotal role in reinforcing skills learned by caseworkers in formal training and in providing them with on-going support and role-modeling.
5. To provide an on-going program of training to managers which recognizes their leadership role in creating and maintaining an organizational climate which supports on-going learning and is responsive to change.
6. To provide an on-going program of continued professional development for all Bureau employees which promotes the acquisition and development of new knowledge and skills and academic credentials in the field of child welfare.
7. To design and provide cross-disciplinary child welfare training for child care providers.
8. To plan and implement a comprehensive training program for adoptive and foster parents which recognizes their critical role in providing quality child welfare services to children and families.

9. To plan and implement a training program for licensing workers which recognizes their role in preventing abuse and neglect and in providing a secure environment for children in the federal foster care program.
10. To design and deliver a training program for the child care staff of Maine's Group Home's which recognizes their vital role in providing quality services to children needing care in residential settings.
11. To monitor the effectiveness of the Training Institute in terms of the impact on participants and on organizational effectiveness, and to maintain a system for recording information about all training activities.

The following section describes the proposed activities of the project for FY 1995-96.

B. PLAN FOR YEAR FIVE

1. Institute Administration

Objective: To plan and administer a Training Institute which integrates and coordinates individual needs for effective job performance with organizational and programmatic outcome measures and priorities.

The Maine Child Welfare Training Institute is a collaborative initiative between the Department of Human Services (Bureau of Child and Family Services) and the University of Southern Maine (Muskie Institute). This individual project agreement comes under the Memorandum of Understanding between the Department of Human Services and the University of Southern Maine regarding the DHS Training Institute. Governance of the DHS-TI and its component training programs is intended to be a collaboration between the Department and USM.

1. Organizational Structure: One of the Institute Managers is a member of the Bureau management team. Direction and input come from the Bureau Director and Division and Bureau management staff with input from a number of sub-committees composed of representatives of the end-users of the training. With this reporting structure, the Institute staff are involved in the agency management process and they collaborate with other agency management staff in identifying and solving organizational performance problems, in work planning, setting objectives and allocating resources. This organizational reporting structure also helps to ensure that agency staff development and training programs are related to program objectives, priorities and staff needs. To encourage the integration of the training program into the delivery of services and on-the-job performance, the Institute will also work closely in the development of job descriptions and performance standards as well as in the recruitment, selection and retention process.

2. Committee Structure: Overall guidance on operational policy and procedures is provided by a Systems Operations Committee. The following sub-committees have been established to provide input to the various components of the training system: Caseworker (a combination of the two former committees for Pre-service and In-service), Management, Professional Development, Casework Supervisor, and Adoptive and Foster Parent training. With the merger of the Pre-service and In-service committees into the Caseworker Training Committee, the Systems Operations recognized the need to address the training needs of other staff. As a result, two new training committees have been organized: the Licensing Training Committee, and the Division of Purchased and Support Services Training Committee. Volunteers are being sought to serve on a third new committee representing Administrative Support Staff. To accomplish various specific pieces of work during the year, ad-hoc committees are established (e.g. the Caseworker Competency Focus Group). Policies

and procedures regarding the purpose and membership of committees have now been developed.

To maintain continuity in operations, the Systems Operations Committee will continue to meet every six weeks in Augusta. Their charge for the coming year is to monitor activities of the Institute in relation to the training plan, to represent their Divisional interests in the Institute, to act as a communication link between the Institute and their Divisional programs, and to review and approve recommendations on policy and procedures made by the sub-committees.

3. Institute Staff: Institute staff will be responsible on an on-going basis for monitoring operations of the training system and carrying out the workplan. Continuing attention needs to be paid to coordination with the existing Staff Education and Training Unit (SETU) of the Department of Human Services and with the Child and Family Institute at USM.

The Institute has the following staff: three managers, three full-time staff training specialists, three full-time and two part-time administrative assistants, and eight part-time adoptive and foster parent trainers. Other staff positions are shared with DHS-TI or other projects at the Muskie Institute. In addition, the expertise of experienced caseworkers and casework supervisors is essential in order for the training to remain consistent with current community conditions, practice standards, changes in policy and statute, and to ensure that presentations are reality-based. In specific instances where specialized expertise is necessary (e.g., Family Violence), individuals from that area of expertise are utilized to add this dimension to the training.

4. Annual Training Plan: CWTI will be responsible for conducting assessments of training needs and for developing the annual training plan. Currently a process is in place for needs assessment of training. This process needs to be reviewed and revised and a schedule set up for assessing the data to be incorporated into the annual Child Welfare Training plan.

5. BCFS Administrative Initiatives: Since CWTI is integrated into the agency, and has the goal of improving the overall functioning of the Bureau as an organization, the Institute is also responsive to programmatic and administrative needs for training which may develop during the year. Occasionally new administrative initiatives with training implications are identified (such as Risk Assessment). Four planned initiatives include: (1) planning for a Judicial/Child Welfare Services Symposium on Family Rehabilitation and Reunification [the event is tentatively scheduled for early in the next fiscal year], (2) a train-the-trainer initiative in the "Nurturing Program for Child Welfare staff" (3) A collaborative project with Maine State Forensic Services on evaluation in Child Abuse and Neglect cases, (4) Support for the Spurwink Child Abuse and Neglect Conference. The success of the Nurturing Program has been demonstrated in the DHS Family Preservation pilot projects, Families Together, in Regions I and III. Other issues impacting on the Bureau which may have training

implications are dealing with the impact of automation, the Maine Automated Child Welfare Automation System (MACWIS), change in DHS and BCFS administration, change in the child welfare field of practice, and changes in governmental organization and operations.

While it is not possible to identify specifically what other initiatives might be, a more proactive approach is needed to plan for them. Both financial and staff resources need to be allocated for administrative initiatives and an approval process established. This could be similar to that currently used for making regional allocations for training, *i.e.* a written request for training support – which includes objectives, dates, and funding – needs to be submitted before training can be approved by Bureau management and coordinated under the auspices of the Institute.

During 1994-95, Institute staff worked with Department of Personnel and Bureau staff to design and implement a competency-based hiring and selection process for caseworkers. This process is now being implemented and evaluated to determine its validity in predicting effective performance on the job. Continued technical assistance and support will be provided in this area.

6. CWTI Organizational Issues: To ensure that CWTI becomes a viable, functioning work organization which delivers training services, staff also recognize the need to pay attention to internal CWTI maintenance issues, particularly communication and team-building. One staff retreat is planned as well as quarterly staff meetings at the Augusta office. As the Institute explores new forms of management and team building, and implements these approaches, the knowledge and skills developed can be incorporated into training programs.

Technology is also impacting on CWTI as an organization. With the use of modems it is possible to link the two office locations (Portland and Augusta) and the eight adoptive and foster parent trainers who work out of their homes. The new voice-mail system and networked computer system in the Augusta office have improved internal communication and printing capacity.

With the Institute's move to 295 Water Street in Augusta, it will be able to provide services in a more cost effective way. The new location has ample training space, a computer training lab and a meeting room suitable for about 20 people. The need to rent training facilities is significantly reduced.

As the CWTI develops into a larger and more complex organization, ways of coordinating the people and work need to be designed and implemented. A policies and procedures manual has been developed and includes information on contracting with outside consultants, travel expense policy, stipend payments to BCFS trainers, formats for written communication etc.

2. Pre-service

Objective: To provide a mandatory pre-service training program to equip staff to run the federal child welfare program. This training addresses the basic knowledge, skills and attitudes needed to provide the highest quality services to children and families, who are clients of the Department, in a manner which is consistent with the legal mandate, established policy and procedures and standards of professional practice.

The original impetus for the Training Institute came from a grass-roots movement on the part of casework supervisors to improve the preparation of new workers to carry out the mandates of the federal child welfare program. The laws, policies and procedures were becoming so complex and the needs for service delivery skills were becoming so specialized, that the existing orientation provided was no longer sufficient. Pre-service training continues to be the major focus of the Institute.

Pre-service training includes a twenty-day, competency-based curriculum with follow-up after six months on the job. The training is provided in the Institute location in Augusta by trainers experienced in child welfare work.

1. Curriculum Revisions: The competencies needed to administer the federal foster care program were defined and incorporated into the curriculum. The curriculum has been through several revisions, and minor modifications continue to be made with each session. In addition, a checklist has been developed to assess trainee strengths and challenges and to act as a communication tool with the supervisor. A major revision effort will begin in late 1995 and continue through the proposal period including work with the management and regional operations groups within BCFS, review by supervisors, and involvement of the Caseworker Training Committee. In the coming year new areas to add include information on the Maine Automated Child Welfare Information System (MACWIS).

2. Quality Review: During the past year, a greater effort was made to solicit the reaction of supervisors and managers to the Pre-service training. This effort will continue in the coming year and their evaluative data will be incorporated into curriculum revisions. Evaluations of the training will be shared with supervisors as well as with the Caseworker Committee.

3. Training Delivery: Sessions will continue to be scheduled throughout the year in a way which is most efficient to provide timely training to new hires. Five sessions are planned for the coming year. Trainers will communicate with trainees and co-trainers around scheduling, logistics and expectations. A special session of the first five days will be held for Field Instruction Unit students during the last week of August. In addition, twice a year CWTI will identify participants for an abbreviated version of the first week of PreService training to be offered for workers who are

transferring to new units and workers who do not perform casework but are hired to work within the Bureau..

In light of the research data which shows that the greatest single impact on the transfer of training to on-the-job behavior is the attitude of the supervisor prior to training, more attention will be paid to this relationship. Orientation meetings for supervisors and individual planning sessions with supervisors and participants will be held prior to each round of training to develop a team approach with the objective of increasing the transfer of learning.

4. Stipends for co-trainers: Pre-service is currently delivered by two staff trainers who schedule a number of co-trainers in areas of expertise (e.g. domestic violence, legal issues).

Recently approval from the union and Human Resources has been given to provide stipends to staff who design and conduct training outside their job responsibility. The position of Manager of Training Resources has been established to set up a system for involving more staff as co-trainers in both Pre-service and In-service. Several issues need to be explored such as the selection and evaluation of co-trainers, the role of the staff trainers, and criteria for awarding stipends. These issues will be explored by the Caseworker Committee and recommendations made to the Systems Operations Committee.

5. Orientation for co-trainers: An orientation package was developed in 1993 to provide background information to co-trainers. This needs to be reviewed and the concept of an orientation program for co-trainers explored. This would include skills in development of curriculum, the philosophy of the Institute, concepts of adult learning and "floor skills" for trainers.

6. Job Shadowing: Job shadowing continues to be an important aspect of Pre-service. In the coming year, use of the Self-Help Guide needs to be reviewed, and ways of coordinating job shadowing in the regions need to be explored.

7. Caseworker Training Committee: The committee will continue to meet regularly to provide oversight to the Pre-service training and feedback on reactions to the training from the regions.

3. In-Service

Objective: To provide an on-going program of in-service training which includes on-the-job training, workshops, and other professional development activities—to reinforce and enhance skills and knowledge, to integrate them into practice; and to ensure compliance and understanding of changes in policy, procedure and practice in a manner which meets individual training needs, goals, and needs of specialty program areas.

The APWA Guidelines for Staff Development programs recommend that an in-service training component should include specialized and more in-depth knowledge and skills needed to enable individuals to carry out their responsibilities. The in-service training plan should include activities which ensure that the agency will have competent staff prepared to assume new and changing job responsibilities. Based upon agency needs, the results of individual training needs assessment and professional development plans, continuing staff development training opportunities will be provided. The hope is that eventually each caseworker will be required to develop an annual individual training plan with the input and approval of her or his supervisor.

1. Needs assessment and applications: This year's proposal for training and development is based on a competency-based survey. All caseworkers and supervisors were asked to rate the caseworker competencies for importance at the time of hire, for pre-service training, and for ongoing professional development. The resulting indicators for hiring based on competencies has been integrated into a new hiring process. This process was developed in collaboration with the DHS personnel staff and a committee of BCFS staff. This process began to be implemented in April of 1995 and is expected to continue through the coming year with revision as needed. The results for ongoing professional development will form the foundation for next year's training plan. The catalog for In-Service training will include a listing of competencies to be addressed in each workshop. There will also be a large graph which will allow caseworkers to work with their supervisors to select training based on the competencies being worked on at this point in the caseworker's professional development plan.

2. Pool of External Trainers: The pool of external trainers, developed in 1993, is updated annually. This year, the pool was augmented with mental health providers working on the Supervisory Mentoring program and with nominations from the Caseworker Training Committee. Some In-Service Training will be delivered by Child Welfare Trainers to promote integration of the competency model and agency-reviewed and selected training with the current program. With the increase of regionally offered workshops and programs, there will also be an increase in the number of external trainers providing ongoing professional development opportunities.

3. Coordination with SETU: CWTI continues to work closely with the Staff Education and Training Unit in the in-service component. The logistics and contracts for delivering training are all coordinated through SETU which is also responsible for developing and disseminating the catalog.

4. Training plan: The training plan for the coming year includes 37 workshops, some to be delivered more than once, for a total of 48 separate training opportunities over at least 90 days. In addition, the committee has made the commitment to offer each over-subscribed workshop in repeat sessions later in the year to allow all interested workers to participate in desired training. In order to facilitate this process, the catalog will be issued in two parts: the first section will include the annual plan and specifics for the first five months of the training year, with course descriptions for the second half of the year. Caseworkers will then receive a second catalog, allowing them to enroll in later workshops and allowing us to offer additional training as indicated by early enrollment figures. This will address the two major concerns about the in-service program; 1) that people are shut out of workshops, especially if they receive their catalogs late, and 2) that as the year progresses, fewer and fewer enrollees show up at training, either because their interests or their schedules have changed. The other area of concern has been the difficulty in establishing an Interviewing training plan. Although this was set to occur this past year, staff medical issues and scheduling problems prohibited progress. As a result, there will be an outside trainer brought in to conduct a large training session on Interviewing techniques.

In-house Training: These are allocations of funds made on a pro-rated basis to Divisions and regions to allow them to plan training specific to their needs. An approval process has been established which requires a written request for training support including the objectives, dates and funding required. This needs to be approved by the BCFS Management Group before training can be coordinated by the Institute. Once the request has been approved, the Institute provides staff support if necessary, e.g. support to the planning committee, arranging location and training logistics, contracting with external trainers. During the past year, we have also begun offering regional consultation on the best ways to integrate such core concepts as Reflective Practice and Competency-Based supervision. During the coming year, we will be publishing a flyer which will offer, among other things, legal and competency consultation to the offices as requested.

6. Purchased and Support Services/Financial

The Division of Purchased and Support Services has its own unique training needs that are being addressed by a recently formed training committee. The Committee has conducted a needs assessment of Division staff. The training plan for FY '95-96 calls for eight training days. Delivery will vary. Some training will be incorporated into Division staff meeting.

Proposed Inservice Trainings

TITLE	TRAINING TIME (DAYS)	TIMES OFFERED	TOTAL TRAINING HOURS
Building Relationships with Involuntary Clients	1	2	12
Understanding Play Therapy with Children	2	1	12
Borderline Personality Disorders/Traits	2	1	12
Psycho-social Assessment	2	2	24
Cult and Ritualistic Abuse	1	1	6
Appreciating Cultural Diversity	1	1	6
Working with Dually Diagnosed Clients	2	2	24
Post Traumatic Stress Disorder	2	2	24
Ethics in Child Welfare	1	2	12
Substance Abuse	2	2	24
Attention Deficit Disorder/Attention Deficit Hyperactivity Disorder	1	2	12
Risk Assessment and Case Planning	2	1	12
Child Sex Abuse Interviewing	2	1	12
Child Welfare Casework Skills	2	1	12
Personality Disorders	2	2	24
Child Management Skills	2	1	12
Child Development - Early and Middle Childhood	2	1	12
Child Development - Adolescents	1	1	6
Psychological Trauma	2	2	24
Psychological Testing	1	1	6
Child Sexual Abuse	2	1	12
Worker Safety - Managing Aggressive Behavior	2	1	12
Seminar for Experienced Caseworkers	2	1	12
Reflective Practice for Supervisors	2	1	12
Reflective Practice in Child Welfare	2	1	12
Suicide Evaluation and Prevention	2	1	12
Working with Sexually Aggressive Children	2	1	12
Power and Control Issues in Child Welfare	1	1	6
Legal Issues and Process	2	3	36
Family Violence and Domestic Abuse	2	1	12
Gay, Lesbian and Bisexual Youths	2	1	12
Caseworker Writing Skills	2	1	12
Separation and Loss	1	1	6
Residential Care	1	1	6
Advanced Legal Skills for Experienced Caseworkers	1	2	12

4. Casework Supervisors

Objective: To provide an on-going program of training to casework supervisors recognizes their pivotal role in reinforcing skills learned by caseworkers in formal training and in providing them with on-going support and role-modeling.

The supervisor has a key role in ensuring and promoting the continued learning of staff. This role continues to be critical as the current climate works against professional development: time and resources within the system are lacking. The supervisor's knowledge and ability to foster growth and development in his/her work unit is often the key factor in determining the training access for staff as well as providing a conduit for transfer of knowledge. This demands that supervisors be both advocates and mentors within their workgroup. The Supervisory Training Committee has been designated to develop and help implement a comprehensive training and support program for casework supervisors in the Bureau of Child and Family Services.

As was true last year, attendance at workshops and committee meetings suffers due to the pressures and crisis nature of the work. The committee continues to plan to offer the following types of opportunities for professional development: 1) in-service workshops, 2) case consultation training in district offices, 3) courses for academic training, 4) continued use of competency-based hiring methods, 5) integration of competency-based professional development plans, and 6) supervisory orientation training for recently promoted supervisors.

1. In-Service Workshops: The committee sought proposals from supervisors and then surveyed them to prioritize the offerings. The committee hopes to offer 8 workshops for supervisors during the coming year with locations based on the responses to the survey and to regional meetings. These topics include: *Reflective Practice for Supervisors, Writing Skills for Supervisors, Strengths-Based Practice in Supervision, Effective Case Planning, Special Topics in Supervision: Adolescent Development in Dysfunctional Families, Working with Parents with Mental Retardation/Developmental Delays, Children with Behavior Disorders, and Impact of Domestic Violence.* In addition, the Institute will offer regional/office workshops on Legal Issues and the Competency Model, as requested.

2. Mentoring and Case Consultation: During the past year, this program was piloted in Regions III and IV. An initial workshop was offered in the fall for the Managers and Supervisors of the regions and 27 mental health providers. The purpose of that day was to promote collaboration and identify the role of an outside mentor. Following that day, 12 supervisors and 8 mental health providers have participated in ongoing consultation. This program has met with success in Regions III and IV and will be continued in these regions. Other Regions may choose to initiate their own mentoring program and the institute and the committee propose to offer this option to other supervisors as requested.

3. Supervision Course for Academic Credit: This year, the University of Maine at Orono's School of Social Work offered an MSW level course in Social Work Supervision for 10 Child Welfare Supervisors. The course will be offered again during 1995-1996 if there is sufficient enrollment. In addition, another course may be offered during fall of 1996

if there is an appropriate course and sufficient enrollment.

4. Competency Based Practice and Supervision: During 1994-1995, the Reflective Practice training emphasized using the Competency Model as a means of enhancing practice and building effective supervision. During the training and subsequent workshops for individual workgroups, supervisors have been encouraged to use the competency self-assessment as a means of making plans for professional development. When the new catalog for in-service training is published, with the competency listing, Tricia Mosher, Manager of Training Resources at the Institute will go to the regions to offer supervisors information about using the competency model in ongoing professional development for caseworkers.

In addition, during the 1994-1995 year a competency model for supervisors has been developed and refined by a workgroup. The results of that model will be the basis for orientation for new supervisors and for ongoing professional development opportunities for supervisors.

5. Training for New and Potential Casework Supervisors: 1994-1995 was the kickoff year for the Orientation Training for New Supervisors. It is anticipated that this series of three two-day workshops will be offered annually. The training includes sessions on program issues of specific interest to supervisors, information designed to assist supervisors in building on the pre-service training for caseworkers, and supervisory skills enhancement. The training is rooted in both the supervisory and casework competency models.

6. Supervisory Symposium: In the survey conducted for supervisory training interest, respondents indicated a strong interest in a one day symposium for caseworkers with Larry Shulman, a prominent writer and professor specializing in 'Interactional Supervision' in the field of Public Welfare. This symposium will occur in late spring-early summer.

5. Managers

Objective: To provide an on-going program of training to managers which recognizes their leadership role in creating and maintaining an organizational climate which supports on-going learning and is responsive to change.

Training has been provided to BCFS managers beginning with a Child Welfare training grant in June, July and August 1990. The training was based on an extensive needs assessment of the functional duties of managers, their personal characteristics or competencies, and the organizational issues which impact on their effectiveness. The goal of the training is to improve the skills of this group, to enhance their ability to work together as managers, and to develop some specific mechanisms which will improve the overall functioning of the agency.

To ensure the on-going effectiveness of this effort, continued support and training needs to be made available to this group. The training is being designed and planned by a management training sub-committee which will continue to meet on a regular basis to discuss organizational issues which should be addressed by training, to do final planning and evaluate the specific training events in FY 1995-96, and to develop the management training plan for FY 1996-1997.

The management training plan has three major components: organizational development, child welfare management issues and management skills. The committee has not yet finalized the plan for the coming year, but several recommendations have been made and are included in the budget. Four possible workshops have been discussed as possibilities for the large group. These are: Child Welfare as a Changing Field, Family Preservation, Domestic Violence and Outcome-based Management.

In addition, specific management training will be offered to Divisions as follows. Regional Operations will have a workshop on Performance Management, three sessions of Group Process Skills and individual consultation on Interpersonal Skills. The Division of Purchased and Support Services will have a workshop on financial management, perhaps to be coordinated with other DHS managers with similar responsibilities, and a workshop on creative ways to manage programs. The Division of Child Welfare Services have requested a workshop on operating in a professional staff capacity.

Funds have also been requested for the purchase of books and other training materials related to public management.

6. Professional Development

Objective: To provide an on-going program of continued professional development for all Bureau employees which promotes the acquisition and development of new knowledge and skills and academic credentials in the field of child welfare.

In a state-wide survey of the reasons for burnout conducted in the Bureau in 1985, the single most important reason for leaving the Bureau was the lack of opportunities for professional development. Since that time the state licensing law has mandated credentialing of social workers. In the same period resources for professional development (financial support for educational leave, tuition reimbursement, membership in professional organizations, subscriptions to journals and library resources) diminished.

In the summer of 1990, under a Child Welfare In-service Training Grant, a survey was conducted to identify what resources are available in Maine and in the region for academic social work education, and to determine the interest of Bureau staff in continuing education. Using this information as a base, the Professional Development Subcommittee met during FY 1990-91 to develop policies and procedures for professional development activities such as procedures for approving and reimbursing attendance at professional conferences, in and out of state, and for tuition reimbursement for credit and non-credit courses.

The Committee agreed that policies and procedures need to be developed that are consistent with the requirements for renewal of license established by the Board of Social Worker Licensure as follows: academic education, formal organized learning experiences (*i.e.* workshops, institutes, seminars, live teleconferences), teaching (academic courses, presentations, mentoring and field instruction, and participating as a trainer in pre- or in-service training), professional writing or research, on-site or work related training, and informal study (books, journals and tapes). It was also decided that the record-keeping procedures of the MCWTI should code according to these categories so that an individualized record can be compiled for recertification documentation. To this end, a professional development portfolio was designed and made available to all staff.

The planned activities for Professional Development are shown below:

1. Workshop Allocations: This is funding provided to the regions/divisions to support registration fees for staff to attend workshops not sponsored by CWTI. Funding is allocated on a pro-rated basis according to the number of staff. Approval of requests is made by the Regional Program Manager or Division Director. Monthly and quarterly reports on expenditures are produced. In the coming year, these reports will be shared with the Professional Development Committee. The Professional Development Committee has expressed concern about the fact that out-of-state travel to conferences is not allowed and has requested that the policy be reviewed. They have recommended a process be established for staff to participate in out-of-state training and have requested that funding be allocated for 15 "slots" for the coming year.

2. Academic Education: Funding in this category is available to support those staff who wish to acquire academic credentials. Tuition assistance provided is based upon tuition rates at the University of Maine. The RPM or Division Director approves the request for time, the Professional Development Committee approves the request for tuition reimbursement. Since in the past year, funding in this category was adequate to meet the demand, the allocation will be maintained at the current level.

3. Informal Study: This category supports subscriptions to professional journals and organizations and the purchase of books, videotapes and audiotapes. Some regions and their Divisions use their allocation more than others. Systems Operations Committee has asked that if this happens during the coming year, RPMs and Division Directors negotiate to share resources with other Divisions or regions.

Following the recommendation of the Professional Development Committee, a centralized library of resource materials was established at the Child Welfare Training Institute and a catalog produced and disseminated to all BCFS staff. The intent was to establish a centralized lending library of professional materials. In practice, however, the library is rarely used. In the coming year, the library system will be reviewed to determine a more effective way of providing these materials to BCFS staff.

4. Continuing Education: The Professional Development Committee has made several efforts to promote collaboration with the state chapter of NASW, including membership on the Committee for a NASW representative. The Board will be asked to nominate a representative for the coming year.

In 1994-95, a new continuing education initiative was explored by the committee: the support of LCSW certification. Several issues needed to be addressed such as the appropriateness of providing supervision utilizing IV-E funding, selection of the supervisors approved and selected for participation, the need for an employment agreement for participation. Progress on this initiative was hampered by the fact that NASW proposed a change in the licensing requirements. The proposed change will be presented to the Legislature in January 1996.

6. Internships and Educational Leave: Encouraged by the tuition support provided by the Institute, several staff are now pursuing MSW degrees. However, to complete the practicum requirements, they need to participate in two practicums: one can be within DHS the other needs to be in a different location. In the past, paid educational leave has been available to BCFS employees to complete their degree. However, DHS has recently changed the policy to prohibit paid educational leave. The Professional Development Committee is very concerned about the impact of the policy change on staff and their ability to complete their MSW without leaving DHS. They are recommending that funding be allocated for a graduate student internship to (a) assess the number of employees who have completed their MSW in recent years; the paid education leave that has been provided; the relative tenure and turnover of staff and (b) recommend ways of establishing and coordinating internships within the Department. In addition, the Committee has proposed that the committee and faculty of the Social Work programs provide support and mentoring for BCFS staff pursuing graduate degrees.

6. Field Instruction Units: The Professional Development Committee is responsible for providing oversight to the two Field Instruction Units which have been established in the Bangor and Portland offices. Direct coordination is provided by a subcommittee: the Field Instruction Unit Steering Committee which reports to this committee. In the coming year, planning will begin for establishing two additional units, one in Aroostook County and the other in Region III. Ways of providing incentives to staff to provide field experiences to students will be explored. In addition, the subcommittee will explore ways of strengthening the liaison between the academic program and the regional offices. A detailed proposal describing this component has been produced on a separate planning schedule.

7. Academic Credit for Training: Several efforts have been made by the University of Maine to offer courses at locations and times which are more convenient for DHS staff. While the response to this has not been positive, these efforts will continue during the coming year by offering courses on Saturday in Augusta. An intensive five-day course in supervision will be offered on the Orono campus in June 1995.

7. Cross-disciplinary Child Care Providers

Objective: To provide cross-disciplinary child welfare training for child care providers.

Central to the effectiveness of a community based child welfare system is regional networking across the various programs and disciplines which affect the young child. The domestic abuse/violence, substance abuse and child protective systems need to work together to best meet the needs of children in their community. It is unfair to expect one provider to meet the often multiple needs of families. Child care providers play an important role in the child welfare system at the community level. Recognizing signs of abuse and neglect, substance abuse or domestic abuse/violence, making appropriate referrals and working with community resources are but a few of the essential tasks which they perform.

Recognizing the need to strengthen the role of child care providers in the community child welfare system, the Division of Purchased Services in 1993, asked the Child Welfare Training Institute to develop a training approach with two major objectives; first, the program would offer information about the issues of substance abuse, child abuse and domestic violence/abuse and their affects on children and families to child care providers in a holistic approach; second, by working together, staff in those three fields would be encouraged to improve communication and collaboration among themselves and achieve greater clarity about their roles.

The 15 hour training curriculum having been developed, training teams formed and expanded, and many trainings provided across the state, the resources of FY 1995-6 will be focused on continuing the delivery of the training and the evaluation of the second program objective. In addition, the pool of trainers will be expanded and another 'train the trainer' session held.

It is anticipated that each team will deliver 2 trainings during the course of the year; if that happens, 34 trainings will be offered statewide. Each training averages 17 child care providers.

Some of the funding needs to be directed to reimbursing Resource Development Center and Bureau of Child and Family Services staff for their participation as trainers.

Finally, an evaluation of the impact of the training on child care providers as well as the three systems is in the process of being developed and will be undertaken during the next year.

8. Adoptive and Foster Parents

Objective: To plan and implement a comprehensive training program for adoptive and foster parents which recognizes their critical role in providing quality child welfare services to children and families.

1. Introductory training

The revised curriculum is scheduled to be introduced in Fall 1995 subject to Systems Operations approval. The new curriculum includes the revised competencies which were worked on by a small focus group with representatives from adoptive and foster parents, adoption and licensing workers.

For those parents who are unable to attend some of the training sessions, videotapes of a previously recorded round of training is available. In addition, for those participants who have literacy difficulties, we have recorded tapes of the readings. During FY 1995-6 we intend to film the new training and prepare a new set of recorded tapes.

BCFS has asked for 28 rounds of training during FY 1995-96 and continue to use the trainers to provide additional training focusing on specialist topics, such as lifebooks and leadership training.

2. In-service

Training in this category takes many forms, reflecting the diverse needs of the adoptive/foster parent population.

a. Catalog. We plan to offer 55 days of training through a catalog which is distributed twice a year. Some of this training is offered in the evenings, some during the week and some at weekends. Regional seminar groups will be held in the evenings, once a month. Traditionally, trainings have been poorly attended, largely due to the scarcity of available appropriate childcare and the nature of living and working with the challenges that children present. Consequently, the plan includes the proposal that some adoptive and foster parents be offered stipends to call other parents and encourage/remind them about the various training opportunities that are available. A recent survey of the training needs of parents reflects their strong desire to have training offered with their BCFS colleagues. Consequently, it is proposed that some of the 55 days will be offered regionally in a two day conference format, either during the week or on a Friday/Saturday basis. It is hoped that caseworkers will be able to attend at least one day of the training and both they and adoptive/foster parents will be able to share their experiences and perspectives. Working together in this format will work towards breaking down some of the communication and relationship barriers that exist.

b. Annual retreats. Offering the opportunity to relax, network and have high quality training continues to be very popular. The chance to get away and spend time with other parents who face similar challenges is very beneficial. It also provides BCFS with an opportunity of thanking parents for all their hard work.

c. Camp conference. The adoptive/foster parent camp conference continues to be a very popular event which provides an opportunity for adoptive/foster parents to learn some new skills and knowledge and for both parents and children to meet others in similar situations. The camp conference takes place at the YMCA camp in Winthrop, which provides a safe environment for families and will be scheduled for September 1996.

d. MFPA annual conference. The financial support offered to this conference makes it a wonderful opportunity for parents to attend joint training with their caseworker colleagues. It regularly schedules nationally recognized speakers, along with local experts. We also provide assistance in the planning and implementation.

e. Bi-annual adoption conference. Following on from the enormous rewards of investing in the MFPA conference, similar rewards are expected in focusing on this conference which specifically focuses on the needs of adoptive parents.

3. Regional Workshop allocations

Allotting regions a sum of money which can be used to support parents in their regions has been very successful and widely used. This budget item allows regions to collaborate with adoptive and foster parents and develop workshops that are specific to their needs. That support may take the form of paying registration fees at a conference/workshop or buying prerecorded videotapes on a variety of topics pertinent to adoptive/foster parent needs.

4. Outreach Educators

Extensive planning took place during FY 1994-5 to create these positions. The time was spent in ensuring that all stakeholders were a part of the process and consequently invested in the philosophy and reality of the position. During FY 1995-6 the educators will take on their roles to promote on-going learning and acquisition of skills on the part of parents, thus improving the quality of care to children and promoting the retention of adoptive and foster families. The outreach educators will assist parents by identifying training needs and helping them connect these needs with a variety of educational resources in their local communities.

5. Other

a. De-escalation/restraint training. Children in state custody today present greater challenges than ever. Sometimes they fly into uncontrollable rages, attack others, and generally put themselves and others at risk. The adoptive and foster family training committee have researched the various training alternatives. Any system which trains parents needs to focus on de-escalation, with the use of restraints as a last resort. The system also needs to have a

review component which considers every situation where a restraint takes place to make sure all the necessary steps took place prior to restraint.

b. Adoptive and foster parents cannot do their job alone. They need the support of other parents. However, a lot of the support groups that start in the regions collapse. In part that is due to the inexperience of the group leaders. During FY 1994-5 training was offered to potential group leaders. During FY 1995-6 a follow up training will be held to reflect on how those past trainees are implementing their knowledge and to provide training in those areas where they are feeling particularly challenged.

9. Licensing and Institutional Abuse Investigation Staff

Objective: To plan and implement a training program for licensing workers and IAU staff which recognizes their role in preventing abuse and neglect and in providing a secure environment for children in the federal foster care program.

The Licensing Training Committee began meeting in November 1994. This nine member group represents all licensing staff including Foster Home Licensing, Child Care Licensing, Residential licensing and the Institutional Abuse Investigation Unit. The Committee was approved by the Systems Operations Committee for the purpose of designing a comprehensive approach to licensing training. This includes in-service training and introductory training for new licensing staff.

Initially, the committee's efforts have been directed to developing a licensing worker competency model and to identifying topics for in-service programs. Two sub-groups were established. The competency work group began its task by revising the first four sections of the Caseworker Competency model. With minor changes, the competencies on Work-Management skills, Conceptual Knowledge, Interpersonal Knowledge and Skills, and Self-Management Skills were adapted the unique role of the licensing worker. The committee will complete the Licensing Competency model including the Technical Competencies by the Fall of 1995.

In February 1995, the in-service work group conducted a training needs assessment of all licensing staff to identify training topics. These include: writing and documentation skills in licensing, legal issues, interviewing adults, interpersonal techniques, gay and lesbian providers, ethical issues in licensing, abuse investigation, complaint investigation, and AIDS.

The plan for FY '95-'96 calls for eight days of training. A licensing training/forum is planned for the fall. This is essentially a training smorgasbord of two days delivered back-to-back in a central location to which most staff will commute. The plan also calls for sending selected staff to the National Association for Regulatory Administration Fourth Annual Licensing Seminar if funding and travel arrangement are approved. This is the single most relevant national professional conference available to licensers.

10. Group Care Providers

Objective: To design and deliver a training program for the child care staff of Maine's Group Home's which recognizes their vital role in providing quality services to children needing care in residential settings.

The issue of coordinating and providing training to staff of Group Care Facilities has been evolving over the past few years. Bureau of Child and Family Services and Maine Child Welfare Training Institute staff have had a series of discussions with representatives of group care facilities. With the need to comply with multiple sets of training rules, including licensure requirements of the Department of Mental Health and Mental Retardation, the Department of Human Services, and PNMI Medicaid regulations, many members of the Maine Association of Group Care Providers (MAGCP) have found it increasingly difficult to develop and monitor training programs for their staff. The complexity of overlapping but inconsistently defined training requirements has made it difficult for small agencies to develop and implement a plan which meets these requirements. The result has been a wide range of attempts by providers to comply. As a result, providers have stated their desire to have a more standardized approach and assistance in delivering training to staff.

In response, in December 1994, the Bureau of Child and Family Services Management Group approved a planning project to address the training needs of Group Home Providers. The Child Welfare Training Institute provided staff support to a work group consisting of BCFS staff and representatives of MAGCP given the task of conducting a needs assessment and estimating costs involved for a training program.

Needs Assessment: Fifty-four percent of Maine's Group Care Providers responded to a March 1995 needs assessment survey. Eighty-six percent of the respondents said they would participate in the training if it were offered. A mix of on-site and off-site training is preferred. Five core areas of concentration were identified:

- Health and Safety
- State Agency Policy Requirements
- System of Care Issues
- Clinical Issues: Background and Theory
- Tools and Techniques of Clinical Practice

Within each topic area a number of "hot" key subjects were identified.

The providers indicated a willingness to provide financial support for training.

The Training Plan: The planning work group proposed the following model to deliver training:

- Six one day workshops delivered over a six week period twice per year at two locations.
- Designated sites: Lewiston/Auburn and Bangor.
- On-site, one day consultation at individual facilities on specialized topics identified according to the specific provider's needs. Limited to 20 days in total. Priority given to the smaller (6-12 beds) facilities.
- Training offered from mid-October to Thanksgiving and April/May.
- Videotaping of off-site training to be used in case of absences - not to be used in place of training.

The Implementation Plan: The first half of FY '95-'96 is a time for planning this initiative. A training committee needs to be established to develop an implementation timeline, to develop curriculum and/or requests for training proposals and to select trainers. The committee shall consist of representatives from the Bureau of Child and Family Services and the Maine Association of Group Care Providers, as well have representation from other State organizations involved with Group Care Facilities. Direct care staff from provider facilities must included. The Child Welfare Training Institute will provide staff support to the committee.

Delivery of training can begin in the Spring of 1996.

11. Recordkeeping and Evaluation

Objective: To monitor the effectiveness of the Training Institute in terms of the impact of participants and on organizational effectiveness, and to maintain a system for recording information about all training activities.

Substantial progress has been during the past year in the areas of both recordkeeping and evaluation. Using computer technology and spreadsheets, many of the recordkeeping functions of administering the Training Institute have been automated. In addition, a theoretical framework has been developed for the recordkeeping and evaluation process. Generic forms have been developed for evaluation of specific training events.

1. Utilization and Adaptation of SETU's Evaluation and Recordkeeping System

The Institute continues to work with SETU (Staff Education and Training Unit) to coordinate efforts involving evaluation and recordkeeping. All programs offered by the Institute are currently evaluated and recorded either through the SETU system, which is based upon the individual Social Security number, or on individual records kept by the Institute. Three levels of participant evaluation have been collected in Pre-service Training since its inception: daily evaluations, summary evaluations, and a follow-up survey after three months on the job. A competency-based pre- and post-evaluation was introduced. This checklist also provides the basis for the trainer's feedback to the supervisor.

All workshops and conferences sponsored by the Institute are evaluated using a standardized participant response form. Data is collated and kept on file. In-service workshops continue to be evaluated using the SETU form. A new form was developed for In-service training to replace the Form A previously used by SETU. The Training Request Form (TRF) specifies the objectives of the training, expected outcomes and competencies addressed. The form can then become the basis for an evaluation form which addresses competencies.

Because of the lack of clerical staff at SETU, in-service evaluation data is not collated. However, both SETU and CWTI have explored a variety of training recordkeeping system and have elected to purchase REGISTRAR. This system will facilitate the record-keeping and administration of training events.

In the coming year a standardized approach to program evaluation will be used for all components of Institute activities. This approach will be based on five levels of evaluation: 1)participant reaction, 2)learning, 3)application, 4)impact, and 5)process.

2. Design and Development of an Individualized Recordkeeping and Transcript Process

Progress is also being made on the goal of developing individualized professional development profiles. Efforts are being made to link competencies with job functions as well as to categorize competencies according to their priority for training: Which competencies should be used as criteria during the hiring and selection process? which should be emphasized in preservice training or orientation? which should be developed on the job over time? The Commissioner's recent request that an annual training plan accompany the performance appraisal provides organizational support for this goal.

3. Formative Evaluation of Institute Goal Achievement

The Institute continues to try to model reflective practice as an organization. Self assessment of specific components (e.g. of committee functioning) are conducted periodically. In addition, the quarterly narrative reports provide an on-going assessment of achievement in relation to each of the objectives. The Annual Training Summary is a compilation of all Institute activities and will be produced again.

Continued refinement of formative evaluation of Institute goal achievement will be based on a process involving various stakeholders (e.g., trainees, supervisors, trainers) in evaluation activities before, during and after training activities. The goal is to collect data needed to encourage individual trainees to take responsibility for their own learning and to enable supervisors to give and receive feedback as part of the evaluation process. In addition, the Institute recognizes the importance of compiling aggregated data as a basis for continued critical reflection on Institute effectiveness.

C. SCHEDULE OF REPORTS

Quarterly reports will be provided to the Bureau on the following schedule:

January 31, 1996 for the period October - December 1995

April 30, 1996 for the period January - March 1996

July 31, 1996 for the period April - June 1996

October 31, 1996 for the period July - September 1996

These reports will include a narrative report on the program activities during the period, and will list accomplishments related to each of the objectives, problems encountered and goals for next reporting period. This report will be presented to Bureau management. In addition, a financial report will be presented to the Bureau management following the same reporting schedule.

	Allocated Costs	Staff Pre-Service	Staff Non PreService	Foster Pre- Service	Foster Non Pre-Service	Day Care Provider	Cross Disciplinary	Total
1 Total Project Cost								
Total Direct Cost	213,379	355,055	416,498	470,996	453,197	22,321	38,393	1,969,838
Plus Indirect @ 66.1%	138,399	227,751	275,305	304,718	287,137	14,754	25,378	1,273,442
Total Project Costs	351,778	582,806	691,803	775,714	740,334	37,075	63,771	3,243,280
2 Allocated Costs Divided by Program								
Percent of Total Project Costs	N/A	21%	25%	28%	27%	N/A	N/A	100%
Allocating costs		656,272	779,009	873,497	833,657	37,075	63,771	3,243,280
3 Federal Financial Participation								
Total Project Cost		656,272	779,009	873,497	833,657	37,075	63,771	3,243,280
x Cost Allocation		N/A	0.68	N/A	0.68	N/A	N/A	
x Federal FFP		75%	75%	75%	75%	100%	100%	
		492,204	397,295	655,123	425,165	25,000	43,000	2,037,786
Plus Salary Reimbursement		165,000	0	0	0	0	0	165,000
Total Federal Funds		657,204	397,295	655,123	425,165	25,000	43,000	2,202,786
4 Total Cost Less University Cost Share								
Total Project Cost		656,272	779,009	873,497	833,657	37,075	63,771	3,243,280
Less University Cost Share		(210,807)	(250,233)	(280,584)	(267,787)	(12,076)	(20,771)	(1,042,257)
		445,464	528,776	592,913	565,870	25,000	43,000	2,201,023
5 Less Federal FFP = Cost To State								
Total Cost Less USM Cost Share		445,464	528,776	592,913	565,870	25,000	43,000	2,201,023
Total Federal FFP		(657,204)	(397,295)	(655,123)	(425,165)	(25,000)	(43,000)	(2,202,786)
Total cost to state		(211,739)	131,482	(62,210)	140,705	-	-	(1,763)

6/16/95

CWTI DRAFT

	Allocated Costs	Staff Pre-Service	Staff Non PreService	Foster Pre- Service	Foster Non Pre-Service	Day Care Provider	Cross Disciplinary	Total
PERSONNEL COSTS								
100 Salaries	57,417	145,428	19,100	191,447	179,460	-	17,940	610,792
200 Wages	79,282	22,339	-	31,440	11,170	-	2,808	147,039
300 Student Wages	3,000	3,000	-	-	-	-	-	6,000
190 Fringe @ 30.5%	41,693	51,169	5,825	67,981	58,142	-	6,328	231,138
Total Personnel	181,392	221,936	24,925	290,868	248,772	-	27,076	994,969
OTHER OPERATING COSTS								
401 Consultants	-	29,525	140,950	-	-	14,000	5,817	190,292
402 Non Employee Travel	-	25,800	45,170	-	-	2,000	3,000	75,970
404 FP Consultants	-	-	-	13,480	67,740	-	-	81,220
406 Foster Parent Travel	-	-	-	52,240	31,000	-	-	83,240
407 Dependent Care	-	2,500	-	10,000	5,000	-	-	17,500
409 Non Emp Out of State Travel	-	2,000	27,400	-	2,000	4,021	-	35,421
410 Memberships	-	-	6,000	1,200	-	-	-	7,200
411 Registrations	1,960	2,080	31,232	3,300	3,860	-	-	42,432
420 Materials and Supplies	1,470	16,560	3,374	10,475	5,145	500	500	38,024
421 Training Support	-	-	3,000	-	-	-	-	3,000
422 Training Support - FP	-	-	-	1,000	-	-	-	1,000
430 Telephone	4,410	4,680	522	13,185	6,435	-	-	29,232
440 Postage	588	624	70	990	858	-	-	3,130
450 Printing/Copying	8,034	14,000	5,800	8,000	3,000	-	1,000	39,834
461 Word Processing	1,715	1,820	203	2,888	2,503	-	-	9,128
470 Other	-	-	-	-	-	-	-	-
480 Employee In State Travel	4,410	17,830	1,522	21,720	15,435	-	500	61,417
490 Emp Out of State Travel	4,900	4,200	580	6,750	7,150	-	-	23,580
570 Space Rental	-	-	-	-	-	-	-	-
571 Training Facility Fees	-	500	72,550	-	-	1,800	500	75,350
572 Training Facility Fees - FP	-	-	-	24,600	35,000	-	-	59,600
601 Academic Ed Grants	-	-	48,500	-	-	-	-	48,500
665 Advertising	-	300	-	300	500	-	-	1,100
700 Equipment (>500)	2,000	7,500	-	8,000	12,000	-	-	29,500
710 Equipment (<500)	2,000	3,000	-	2,000	6,800	-	-	13,800
760 Library	500	200	4,700	-	-	-	-	5,400
Total Other Operating Costs	31,987	133,119	391,573	180,128	204,426	22,321	11,317	974,870
Total all Direct Costs	213,379	355,055	416,498	470,996	453,197	22,321	38,393	1,969,838
University Indirect @ 66.1%	138,399	227,751	275,305	304,718	287,137	14,754	25,378	1,273,442
Total Project Cost	351,778	582,806	691,803	775,714	740,334	37,075	63,771	3,243,280
Less University Cost Share	(113,274)	(186,404)	(225,325)	(249,399)	(235,009)	(12,076)	(20,771)	(1,042,257)
Total Reimbursement	238,504	396,401	466,478	526,315	505,325	25,000	43,000	2,201,023

6/16/95

Non-Pre Service	01 Admin Initiatives	02 In- Service	03 Managment Training	04 Supervisory Training	05 Profess Development	Total
PERSONNEL COSTS						
100 Salaries		19,100				19,100
200 Wages		-				-
300 Student Wages		-				-
190 Fringe @ 30.5%		5,825				5,825
		-				-
Total Personnel		24,925				24,925
OTHER OPERATING COSTS						
401 Consultants	17,400	82,550	17,400	23,600	-	140,950
402 Non Employee Travel	4,500	26,000	3,600	6,070	5,000	45,170
404 FP Consultants						-
406 Foster Parent Travel						-
407 Dependent Care	-	-	-	-	-	-
409 Non Emp Out of State Travel	4,000	4,000	2,400	2,000	15,000	27,400
410 Memberships			-	-	6,000	6,000
411 Registrations	4,000	232	-	-	27,000	31,232
420 Materials and Supplies	1,500	674	-	1,000	200	3,374
421 Training Support	1,000	-	2,000	-	-	3,000
422 Training Support - FP						-
430 Telephone	-	522	-	-	-	522
440 Postage	-	70	-	-	-	70
450 Printing/Copying	2,500	1,500	800	1,000	-	5,800
461 Word Processing	-	203	-	-	-	203
470 Other	-	-	-	-	-	-
480 Employee In State Travel	-	522	-	1,000	-	1,522
490 Emp Out of State Travel	-	580	-	-	-	580
570 Space Rental	-	-	-	-	-	-
571 Training Facility Fees	5,000	38,200	7,875	21,475	-	72,550
572 Training Facility Fees - FP						-
601 Academic Ed Grants	-	-	-	3,500	45,000	48,500
665 Advertising	-	-	-	-	-	-
700 Equipment (>500)	-	-	-	-	-	-
710 Equipment (<500)	-	-	-	-	-	-
760 Library	-	-	400	500	3,800	4,700
Total Other Operating Costs	39,900	155,053	34,475	60,145	102,000	391,573
Total all Direct Costs	39,900	179,978	34,475	60,145	102,000	416,498
University Indirect @ 66.1%	26,374	118,965	22,788	39,756	67,422	275,305
Total Project Cost	66,274	298,943	57,263	99,901	169,422	691,803
Less University Cost Share	(21,586)	(97,368)	(18,651)	(32,538)	(55,182)	(225,325)
Total Reimbursement	44,688	201,575	38,612	67,362	114,240	466,478

APPENDIX B

SURVEY OF SERVICE PROVIDERS

MAINE DEPARTMENT OF HUMAN SERVICES
SURVEY OF SERVICE PROVIDERS

Maine is in the process of developing a comprehensive plan for coordination of policymaking and planning for all state agencies and programs responsible for services to children and families. This survey will help us to better understand the needs of families and services available to meet those needs.

We will be calling provider agencies during the middle two weeks of June, 1995 to administer the survey. This document will provide you with a guide to allow your agency to prepare for the telephone survey. We will be seeking the information this document outlines for each program serving children and families that your agency administers. We are also open to individual agencies making copies of this document for each of their programs and submitting the information by mail or fax. We anticipate that the telephone survey will take 20 to 25 minutes.

Agency Headquarters Name: _____

Agency Headquarters Street Address: _____

City, County, Zip Code: _____

Agency Headquarters Phone: _____

Definitions:

1. Family preservation services typically include "services designed to help families alleviate crises that might lead to out of home placement of children, maintain the safety of children (and other family members) in their own homes; support families preparing to reunite or adopt and assist families in obtaining services and other support necessary to address their needs in a culturally sensitive manner."

Examples of family preservation services include intensive preplacement preventive services, respite care for parents and other caregivers (including foster parents); services to improve parenting skills and support child development; follow-up services to support adopting and reunifying families; and services for youth and families at risk or in crisis.

2. Family support services are "community-based preventive activities designed to alleviate stress and promote parental competencies and behaviors that will increase the ability of families to successfully nurture their children; enable families to use other resources and opportunities available in the community; and support networks to enhance child rearing abilities of parents and help compensate for the increased social isolation and vulnerability of families."

Examples of community-based family support services include respite care for parents and other caregivers; early developmental screening of children to assess the needs of these children and assistance in obtaining specific services to meet their needs; mentoring, tutoring, and health education for youth; and a range of center based activities (informal interactions in drop-in centers, parent support groups) and home visiting activities.

Using the above definitions as a guideline is the primary mission of your organization family preservation services _____ or, family support services _____?

LOCATION INFORMATION

If you are the headquarters of a multi-location agency, please supply the following information about each program location. Please make as many copies of the instrument as needed to provide complete information about each program location.

Program Name: _____

Street Address: _____

P.O. Box: _____

City, Zip Code: _____

County: _____

Area Code: _____ Phone: _____

Contact Person: _____

DHS Provider #: _____ DMH Provider #: _____

Type of service: (please check one)

_____ Residential _____ Non-Residential _____ Both

Area Served: (please check one)

_____ Statewide _____ Specific County or Area - Please Specify: _____

Days and Hours Program is Open For Services: _____

Days of the Year Program is Closed: _____

Religious Affiliation? _____ No _____ Yes - Please Specify _____

SERVICES PROVIDED

The following section is divided into four parts: 1) general service information, 2) eligibility requirements, 3) fees and expenditures and 4) funding. Each part will contain information about the services your organization provides. If more than ten branches exist, please make additional copies of each of the four sections and attach them to this form. For the first question in each section, please choose a service from the following *SERVICE MENU*, and indicate the corresponding number of that service. Then, if necessary, add any additional information which further describes the service provided. It is necessary to complete a separate copy of the four services parts for each service your organization offers.

SERVICE MENU

Child Care:

1. Child Care Subsidies
2. Family Day Care
3. Center Day Care
4. Respite Care
5. Other Child Care (Please Specify)

Child Placement Services:

6. Family Foster Care
7. Residential Foster Care
8. Private Adoption Services
9. Public Adoption Services
10. Detention
11. Secure Facility Care

Educational Services:

12. Special Education Programs
13. Head Start
14. Tutoring
15. Scholarships/Educational Loans
16. Meal Programs
17. Other Educational Services (Please Specify)

Financial Support:

18. Emergency Cash Assistance
19. Cash Assistance Loans
20. Loans
21. Case Management
22. Emergency Goods
23. Disaster Relief
24. Other Financial Support (Please Specify)

Food and Nutrition Services:

25. Education
26. Emergency Food
27. Food Stamps/Vouchers
28. Other Food/Nutrition Services (Please Specify)

Parenting Services:

29. Parent Aide
30. Parent Education/Training
31. Homemaker Services
32. Intensive Family Services/Homebased
33. Other parenting Services (Please Specify)

Substance Abuse Services:

34. Outpatient
35. Day Treatment
36. Halfway House
37. Inpatient
38. Education
39. Prevention
40. Other Substance Abuse (Please Specify)

Homeless Services:

41. Shelter
42. Meal Site
43. Legal Aid
44. Other Homeless Services (Please Specify)

Housing Services:

45. Home Improvement
46. Energy Assistance/Weatherization
47. Locating Services
48. Housing Subsidies
49. Other Housing Services (Please Specify)

Legal Services:

50. Legal Advice
51. Legal Advocacy
52. Court Representation
53. Child Support Collection
54. Other Legal Services (Please Specify)

Health Services:

55. Preventive Services
56. Primary Family Care
57. Acute Care
58. Chronic Care
59. Services for Children with Special Health Needs
60. School Based Health Services
61. Other Medical Services (Please Specify)

Mental Health Services:

62. Inpatient Treatment-Child
63. Inpatient Treatment-Adult
64. Family Counseling
65. Individual Counseling
66. Group Counseling
67. Other Counseling (Please Specify)
68. Self-help Groups
69. Public Education

Support Services:

70. Transportation
71. Information and Referral
72. Case Management
73. Diagnostic Services
74. Other Support Services (Please Specify)

Employment Services:

75. Job Skills Training
76. Job Search Services
77. Job Opportunities (Please Specify)
78. JPTA
79. Employment Subsidies
80. Vocational Rehabilitation
81. Other Unemployment Services (Please Specify)

Recreation Services:

82. Recreation Services (Please Specify)

Complete the following information for each service offered. Please photo copy as many sections as are needed to cover each Office or Branch location.

1. GENERAL SERVICE INFORMATION

Service (Please use codes from the Service Menu): _____

Location where this service is provided.	Target Population	Maximum Number of Clients Served at any One Time	Average Number of Clients Served at any One Time	Average Length of Time (in days) Clients are Served	Is There a Waiting List for this Service? (Circle one)	Average size of waiting list
1.					Yes No	
2.					Yes No	

2. SERVICE ELIGIBILITY REQUIREMENTS

Service (Please use codes from Service Menu): _____

Branches where this service is available	Age Requirements	Gender Requirements	Income Requirements	Other Requirements (Please specify, including any differences in eligibility requirements among Offices or Branches).
1.	Ages: ____ to ____ All Ages: ____	Male: ____ Female: ____ Both: ____	AFDC Eligible: Yes No Food Stamp Eligible: Yes No Income Level (Family of 4): _____ None: Yes No	
2.	Ages: ____ to ____ All Ages: ____	Male: ____ Female: ____ Both: ____	AFDC Eligible: Yes No Food Stamp Eligible: Yes No Income Level (Family of 4): _____ None: Yes No	

3. SERVICE FEES AND EXPENDITURES

Services (Please use codes from services menu): _____

Locations where this service is provided	Are Fees Charged for this Service?	Is a Sliding Fee Schedule Used for this Service?	What Were the Total Expenditures for this Service in the Last Fiscal Year? (If you cannot isolate the costs of this specific service, please explain below.)
1.	Yes No	Yes No	
2.	Yes No	Yes No	

4. SERVICE FUNDING SOURCES

Service (Please use codes from Service Menu): _____

FUNDING SOURCES					Additional Information (Please add anything else prospective clients should know about your services)
Federal (Check all that apply)	State	City/Town	Private (check all that apply)	Clinical fees	
<input type="checkbox"/> AFDC <input type="checkbox"/> Maternal & Child Health Block Grant <input type="checkbox"/> Child Welfare <input type="checkbox"/> Title IV-E <input type="checkbox"/> Child Care and Development Block Grant <input type="checkbox"/> NCCAN <input type="checkbox"/> Medicaid <input type="checkbox"/> At-Risk Child Care <input type="checkbox"/> Social Services <input type="checkbox"/> Chapt I Education Funds Block Grant <input type="checkbox"/> IDEA Funds <input type="checkbox"/> Head Start <input type="checkbox"/> Other Federal Funds Please Specify): _____	Yes No Agency(s) (Please Specify) _____ _____ _____	Yes No	<input type="checkbox"/> United Way <input type="checkbox"/> Corporate Grants/Contracts <input type="checkbox"/> Church Funds <input type="checkbox"/> Individual Donations <input type="checkbox"/> Other (specify) _____ _____	Yes No	

If you have any questions about the survey please call Al Sheehy at 207-780-4347.

If you prefer to complete the survey by yourself as opposed to being interviewed over the telephone you may. You will need to copy pages from the survey for each of your agency's separate programs. Written surveys must be submitted by June 26, 1995 to:

Al Sheehy
 Edmund S. Muskie Institute of Public Affairs
 96 Falmouth Street
 P.O. Box 9300
 Portland, Me 14104-9300

Facsimile transmissions may be submitted by June 26, 1995 to:

Al Sheehy
 Center for Child and Family Policy
 207-780-4417

Maine DHS Region I Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	175	0	120
CHILD CARE	6	5	270	0
CHILD CARE	18	12	365	0
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
CHILD CARE	32	32	425	60
CHILD CARE	270	270	365	0
CHILD CARE	800	800	1642.5	50
CHILD CARE	1200	360	547.5	20
Child Care Summary	2377.0	1698.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	40	30	0	0
Child Plac Summary	89.0	11655.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	200	200	1095	0
EDUCATIONAL SERVIC	200	200	2372.5	20
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	250	20	1	10
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Services Summary	27085.0	2256.0		

Maine DHS Region I Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
Food/Nut Summary	32.0	26.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	4000	3486	10	0
Health Serv Summary	4032.0	3509.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	12	8	9	0
Homeless Serv Summar	22.0	16.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
LEGAL SERVICES	3	1	0	0
Legal Serv Summary	3.0	1.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	16	15	49	10
M.H. Services Summary	16.0	67.0		

Maine DHS Region I Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	4	3	91	0
PARENTING SERVICES	6	2	5	0
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	400	56	365	0
Parent Serv Summary	620.0	153.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
Rec Services Summary	0.0	300.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	15	10	90	5
Sub Abuse Srv Summar	15.0	10.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	30	0	0
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
Support Serv Summary	428.0	836.0		

Maine DHS Region 2 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	175	0	120
CHILD CARE	6	5	270	0
CHILD CARE	18	12	365	0
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
CHILD CARE	40	30	12	0
CHILD CARE	200	183	334	45
Child Care Summary	315.0	449.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	40	30	0	0
Placement Srv Summary	89.0	111.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	70	2	0
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	0	5000	0	0
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	20	16	110	0
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Serv Summary	26455.0	6922.0		

Maine DHS Region 2 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	4	1	1	0
FOOD AND NUTRITION	12	3	1.9	0
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
Food/Nut Serv Summar	48.0	30.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	4	3	1	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	4000	3486	10	0
Health Serv Summary	4036.0	3512.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	12	8	9	0
Homeless Serv Summar	27.0	19.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	16	15	49	10
M H Services Summary	16.0	67.0		

Maine DHS Region 2 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	400	56	365	0
Parent Serv Summary	610.0	148.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
Rec Services Summary	0.0	300.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	15	10	90	5
Sub Abuse Srv Summar	15.0	10.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
Support Serv Summary	428.0	806.0		

Maine DHS Region 3 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	175	0	120
CHILD CARE	6	5	270	0
CHILD CARE	18	12	365	0
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
Child Care Summary	75.0	236.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	40	30	0	0
Placement Srv Summary	89.0	111.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Services Summary	26435.0	1836.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
Food/Nut Summary	32.0	26.0		

Maine DHS Region 3 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	4000	3486	10	0
Health Serv Summary	4032.0	3509.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	12	8	9	0
Homeless Serv Summar	27.0	19.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	16	15	49	10
M H Services Summary	16.0	67.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	400	56	365	0
Parent Serv Summary	610.0	148.0		

Maine DHS Region 3 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
Rec Services Summary	0.0	300.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	15	10	90	5
Sub Abuse Summary	15.0	10.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
Support Serv Summary	428.0	806.0		

Maine DHS Region 4 Family Preservation/Support Services

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	175	0	120
CHILD CARE	0	550	365	200
CHILD CARE	6	5	270	0
CHILD CARE	18	12	365	0
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
CHILD CARE	75	0	0	0
CHILD CARE	423	394	2.1	125
CHILD CARE	500	0	0	0
CHILD CARE	640	0	0	0
Child Care Summary	1713.0	1180.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	35	30	0	0
CHILD PLACEMENT SE	40	30	0	0
Child Plac Summary	124.0	141.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	20	15	24	0
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	300	300	0	30
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Serv Summary	26755.0	2151.0		

Maine DHS Region 4 Family Preservation/Support Services

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
Food/Nut Summary	32.0	26.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	4000	3486	10	0
Health Serv Summary	4032.0	3509.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	12	8	9	0
Homeless Serv Summar	27.0	19.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	16	15	49	10
M.H Services Summary	16.0	67.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	400	56	365	0
Parent Srv Summary	610.0	148.0		

Maine DHS Region 4 Family Preservation/Support Services

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
Rec Services Summary	0.0	300.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	15	10	90	5
Sub Abuse Srv Summar	15.0	10.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	2	1	0	0
SUPPORT SERVICES	5	1	1	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
Support Srv Summary	435.0	808.0		

Maine DHS Region 5 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	175	0	120
CHILD CARE	0	550	365	200
CHILD CARE	6	5	270	0
CHILD CARE	18	12	365	0
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
CHILD CARE	500	500	1	0
Child Care Summary	575.0	1286.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	40	30	0	0
CHILD PLACEMENT SE	105	10	0	0
Child Plac Summary	194.0	121.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	630	0	0
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	65	65	730	175
EDUCATIONAL SERVIC	67	33	274	0
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	85	85	160	20
EDUCATIONAL SERVIC	102	102	160	30
EDUCATIONAL SERVIC	112	45	130	0
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	6000	40	0	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Serv Summary	32866.0	2836.0		

Maine DHS Region 5 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FINANCIAL SUPPORT	65	50	547.5	0
FINANCIAL SUPPORT	600	31	15	0
Fin Support Summary	665.0	81.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	0	1000	10	0
FOOD AND NUTRITION	12	0	60	0
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
FOOD AND NUTRITION	20	500	3	0
FOOD AND NUTRITION	2800	2400	1725	0
Food/Nut Summary	2864.0	3926.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	12	12	1	0
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	4000	3486	10	0
HEALTH SERVICES	6500	1500	0	0
Health Serv Summary	10544.0	5021.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	12	8	9	0
Homeless Serv Summar	27.0	19.0		

Maine DHS Region 5 Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOUSING SERVICES	8	3	16	0
Housing Serv Summary	8.0	3.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	16	15	49	10
M H Services Summary	16.0	67.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	0	30	1	0
PARENTING SERVICES	20	12	1	0
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	400	56	365	0
PARENTING SERVICES	450	400	0	15
Parent Serv Summary	1080.0	590.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
Rec Services Summary	0.0	300.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	0	0	0	0
SUBSTANCE ABUSE S	15	10	90	5
SUBSTANCE ABUSE S	50	30	1	0
Sub Abuse Srv Summar	65.0	40.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	15	0	0
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
Support Serv Summary	428.0	821.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD CARE	0	0	3	0
CHILD CARE	0	5	0	0
CHILD CARE	0	10	0	0
CHILD CARE	0	15	0	0
CHILD CARE	0	175	0	120
CHILD CARE	0	550	365	200
CHILD CARE	6	5	270	0
CHILD CARE	8	6	20	2
CHILD CARE	8	6	300	0
CHILD CARE	12	10	84	0
CHILD CARE	12	10	1095	2
CHILD CARE	15	10	1095	8
CHILD CARE	15	11	250	15
CHILD CARE	16	9	11	0
CHILD CARE	18	12	365	0
CHILD CARE	23	20	730	10
CHILD CARE	24	13	250	10
CHILD CARE	24	20	456	18
CHILD CARE	27	24	58	5
CHILD CARE	31	31	1095	8
CHILD CARE	32	32	425	60
CHILD CARE	33	30	180	0
CHILD CARE	34	25	913	8
CHILD CARE	35	20	180	5
CHILD CARE	35	25	5	0
CHILD CARE	39	49	250	115
CHILD CARE	40	30	12	0
CHILD CARE	40	40	270	0
CHILD CARE	40	40	912.5	30
CHILD CARE	41	41	365	10
CHILD CARE	46	42	241	10
CHILD CARE	49	42	500	90
CHILD CARE	50	45	365	0
CHILD CARE	52	47	0	5
CHILD CARE	60	54	730	0
CHILD CARE	61	55	180	30
CHILD CARE	62	0	365	25
CHILD CARE	65	62	912.5	80
CHILD CARE	69	69	375	18
CHILD CARE	70	35	730	4
CHILD CARE	70	65	1825	150
CHILD CARE	70	70	0	0

Maine DHS Statewide Family Preservation/Support Resources

CHILD CARE	70	70	365	10
CHILD CARE	73	73	175	10
CHILD CARE	75	0	0	0
CHILD CARE	75	60	182	0
CHILD CARE	80	80	300	10
CHILD CARE	80	80	1095	200
CHILD CARE	85	72	730	30
CHILD CARE	90	72	913	30
CHILD CARE	96	0	42	0
CHILD CARE	102	80	1095	4
CHILD CARE	120	100	1095	160
CHILD CARE	120	112	180	0
CHILD CARE	120	120	365	40
CHILD CARE	121	121	0	200
CHILD CARE	130	130	1095	15
CHILD CARE	148	0	0	10
CHILD CARE	150	76	730	0
CHILD CARE	200	180	0	0
CHILD CARE	200	183	334	45
CHILD CARE	200	200	0	0
CHILD CARE	254	254	160	30
CHILD CARE	270	270	365	0
CHILD CARE	280	130	35	0
CHILD CARE	300	300	0	0
CHILD CARE	390	390	0	250
CHILD CARE	423	394	2.1	125
CHILD CARE	500	0	0	0
CHILD CARE	500	500	1	0
CHILD CARE	525	475	730	95
CHILD CARE	640	0	0	0
CHILD CARE	720	480	1095	110
CHILD CARE	800	125	100	5
CHILD CARE	800	800	1642.5	50
CHILD CARE	1200	360	547.5	20
Child Care Summary	11269.0	8147.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
CHILD PLACEMENT SE	0	15	365	0
CHILD PLACEMENT SE	0	30	180	0
CHILD PLACEMENT SE	9	8	0	0
CHILD PLACEMENT SE	10	8	180	0
CHILD PLACEMENT SE	30	20	1825	300
CHILD PLACEMENT SE	35	30	0	0
CHILD PLACEMENT SE	40	30	0	0
CHILD PLACEMENT SE	105	10	0	0
Child Plac Summary	229.0	151.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
EDUCATIONAL SERVIC	0	0	730	0
EDUCATIONAL SERVIC	0	9	6	0
EDUCATIONAL SERVIC	0	20	547.5	0
EDUCATIONAL SERVIC	0	70	2	0
EDUCATIONAL SERVIC	0	630	0	0
EDUCATIONAL SERVIC	0	1000	30	0
EDUCATIONAL SERVIC	0	5000	0	0
EDUCATIONAL SERVIC	1	1	194	3
EDUCATIONAL SERVIC	6	5	547.5	0
EDUCATIONAL SERVIC	10	10	60	15
EDUCATIONAL SERVIC	12	3	0	0
EDUCATIONAL SERVIC	13	10	730	6
EDUCATIONAL SERVIC	16	13	180	2
EDUCATIONAL SERVIC	17	17	7	7
EDUCATIONAL SERVIC	18	16	750	8
EDUCATIONAL SERVIC	20	15	24	0
EDUCATIONAL SERVIC	20	15	365	0
EDUCATIONAL SERVIC	20	16	110	0
EDUCATIONAL SERVIC	30	25	913	10
EDUCATIONAL SERVIC	35	25	63	5
EDUCATIONAL SERVIC	40	2	125	15
EDUCATIONAL SERVIC	40	30	180	0
EDUCATIONAL SERVIC	40	30	730	0
EDUCATIONAL SERVIC	43	43	1095	60
EDUCATIONAL SERVIC	50	30	365	0
EDUCATIONAL SERVIC	50	45	185	3
EDUCATIONAL SERVIC	65	65	730	175
EDUCATIONAL SERVIC	67	33	274	0

Maine DHS Statewide Family Preservation/Support Resources

EDUCATIONAL SERVIC	72	60	190	12
EDUCATIONAL SERVIC	75	53	365	30
EDUCATIONAL SERVIC	75	60	1460	0
EDUCATIONAL SERVIC	85	85	160	20
EDUCATIONAL SERVIC	87	72	365	0
EDUCATIONAL SERVIC	100	85	720	5
EDUCATIONAL SERVIC	102	102	160	30
EDUCATIONAL SERVIC	110	110	1095	0
EDUCATIONAL SERVIC	112	45	130	0
EDUCATIONAL SERVIC	124	118	730	0
EDUCATIONAL SERVIC	132	132	970	100
EDUCATIONAL SERVIC	159	159	128	25
EDUCATIONAL SERVIC	172	172	0	0
EDUCATIONAL SERVIC	197	197	8	0
EDUCATIONAL SERVIC	200	15	1	0
EDUCATIONAL SERVIC	200	200	1095	0
EDUCATIONAL SERVIC	200	200	2372.5	20
EDUCATIONAL SERVIC	225	120	0	0
EDUCATIONAL SERVIC	250	20	1	10
EDUCATIONAL SERVIC	260	260	547.5	100
EDUCATIONAL SERVIC	300	300	0	30
EDUCATIONAL SERVIC	304	304	213	50
EDUCATIONAL SERVIC	442	442	165	100
EDUCATIONAL SERVIC	500	475	0	20
EDUCATIONAL SERVIC	600	500	670	0
EDUCATIONAL SERVIC	700	700	365	0
EDUCATIONAL SERVIC	1211	979	0	0
EDUCATIONAL SERVIC	1390	1390	365	0
EDUCATIONAL SERVIC	6000	40	0	0
EDUCATIONAL SERVIC	7200	6300	0	0
EDUCATIONAL SERVIC	25315	0	1277.5	0
Educ Serv Summary	47512.0	20873.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FINANCIAL SUPPORT	0	0	0	300
FINANCIAL SUPPORT	25	20	420	0
FINANCIAL SUPPORT	65	50	547.5	0
FINANCIAL SUPPORT	100	36	90	0
FINANCIAL SUPPORT	300	200	180	0
FINANCIAL SUPPORT	600	31	15	0
FINANCIAL SUPPORT	1320	75	0	100
FINANCIAL SUPPORT	7000	67000	0	100
FINANCIAL SUPPORT	15500	0	0	0
Fin Support Summary	24910.0	67412.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
FOOD AND NUTRITION	0	0	0	0
FOOD AND NUTRITION	0	2	0	0
FOOD AND NUTRITION	0	1000	10	0
FOOD AND NUTRITION	0	1525	0	0
FOOD AND NUTRITION	0	2200	1277.5	0
FOOD AND NUTRITION	0	3300	0	0
FOOD AND NUTRITION	0	3700	1095	0
FOOD AND NUTRITION	4	1	1	0
FOOD AND NUTRITION	12	0	60	0
FOOD AND NUTRITION	12	3	1.9	0
FOOD AND NUTRITION	12	8	0	0
FOOD AND NUTRITION	16	12	8.1	0
FOOD AND NUTRITION	16	14	30	0
FOOD AND NUTRITION	20	500	3	0
FOOD AND NUTRITION	250	250	730	0
FOOD AND NUTRITION	300	300	720	10
FOOD AND NUTRITION	861	861	0	0
FOOD AND NUTRITION	2800	2400	1725	0
FOOD AND NUTRITION	4200	4000	0	0
Food/Nut Summary	8503.0	20076.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
GROUP HOME	6	5	180	90
GROUP HOME	8	6	540	2
Group Home Summary	14.0	11.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HEALTH SERVICES	0	150	90	0
HEALTH SERVICES	0	2000	0	0
HEALTH SERVICES	1	1	0.25	0
HEALTH SERVICES	4	3	1	0
HEALTH SERVICES	5	2	0.5	0
HEALTH SERVICES	5	2	180	0
HEALTH SERVICES	8	8	0	0
HEALTH SERVICES	8	8	1	120
HEALTH SERVICES	10	5	0.06	7
HEALTH SERVICES	12	8	120	0
HEALTH SERVICES	12	12	1	0
HEALTH SERVICES	16	15	21	0
HEALTH SERVICES	25	20	5	0
HEALTH SERVICES	30	20	3	0
HEALTH SERVICES	72	50	0	20
HEALTH SERVICES	80	65	180	0
HEALTH SERVICES	155	155	0	0
HEALTH SERVICES	579	579	0	0
HEALTH SERVICES	1100	100	0	0
HEALTH SERVICES	2100	50	730	0
HEALTH SERVICES	4000	3486	10	0
HEALTH SERVICES	4680	20	1	0
HEALTH SERVICES	6500	1500	0	0
HEALTH SERVICES	6600	0	180	0
HEALTH SERVICES	11000	11000	0	0
Health Serv Summary	37002.0	19259.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOMELESS SERVICES	0	6	0	0
HOMELESS SERVICES	5	3	0	0
HOMELESS SERVICES	10	8	44	0
HOMELESS SERVICES	10	10	150	4
HOMELESS SERVICES	12	8	9	0
HOMELESS SERVICES	15	6	0	0
Homeless Serv Summar	52.0	41.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
HOUSING SERVICES	8	3	16	0
HOUSING SERVICES	4500	3500	1	130
Housing Serv Summary	4508	3503		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
LEGAL SERVICES	0	0	0	0
LEGAL SERVICES	3	1	0	0
LEGAL SERVICES	3	2	1	0
LEGAL SERVICES	2000	2000	45	0
Legal Serv Summary	2006.0	2003.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
MENTAL HEALTH SERV	0	0	1	0
MENTAL HEALTH SERV	0	0	4	0
MENTAL HEALTH SERV	0	9	0	0
MENTAL HEALTH SERV	0	52	365	0
MENTAL HEALTH SERV	4	0	0	0
MENTAL HEALTH SERV	4	4	30	10
MENTAL HEALTH SERV	5	3	21	0
MENTAL HEALTH SERV	8	8	98	10
MENTAL HEALTH SERV	10	10	101	7
MENTAL HEALTH SERV	12	10	90	20
MENTAL HEALTH SERV	12	10	180	4
MENTAL HEALTH SERV	15	4	60	0
MENTAL HEALTH SERV	16	15	49	10
MENTAL HEALTH SERV	20	17	180	17
MENTAL HEALTH SERV	30	22	270	15
MENTAL HEALTH SERV	33	17	1	0
MENTAL HEALTH SERV	36	30	12	0
MENTAL HEALTH SERV	70	60	730	0
MENTAL HEALTH SERV	70	70	0	0
MENTAL HEALTH SERV	70	70	150	57
MENTAL HEALTH SERV	85	70	12	0
MENTAL HEALTH SERV	100	90	639	30
MENTAL HEALTH SERV	100	100	180	14
MENTAL HEALTH SERV	105	95	10	18
MENTAL HEALTH SERV	150	120	5	0
MENTAL HEALTH SERV	200	110	274	0
MENTAL HEALTH SERV	600	25	1	0
MENTAL HEALTH SERV	600	250	274	0
M H Service Summary	2355.00	1271.00		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
PARENTING SERVICES	0	0	8	0
PARENTING SERVICES	0	0	90	0
PARENTING SERVICES	0	8	8	0
PARENTING SERVICES	0	8	548	0
PARENTING SERVICES	0	10	0	0
PARENTING SERVICES	0	20	365	0
PARENTING SERVICES	0	30	1	0
PARENTING SERVICES	0	250	273	75
PARENTING SERVICES	4	3	91	0
PARENTING SERVICES	6	2	5	0
PARENTING SERVICES	8	6	8	0
PARENTING SERVICES	10	10	365	0
PARENTING SERVICES	12	10	90	20
PARENTING SERVICES	20	12	1	0
PARENTING SERVICES	30	12	4	0
PARENTING SERVICES	30	25	730	10
PARENTING SERVICES	30	30	90	0
PARENTING SERVICES	35	35	20	8
PARENTING SERVICES	36	36	91	4
PARENTING SERVICES	40	35	0	0
PARENTING SERVICES	50	40	0	0
PARENTING SERVICES	55	49	40	10
PARENTING SERVICES	60	60	42	0
PARENTING SERVICES	100	50	280	5
PARENTING SERVICES	180	80	455	0
PARENTING SERVICES	355	20	0	0
PARENTING SERVICES	400	56	365	0
PARENTING SERVICES	450	400	0	15
PARENTING SERVICES	626	626	365	0
PARENTING SERVICES	3000	3000	0	0
PARENTING SERVICES	5700	5460	2920	0
Parent Serv. Summary	11237.0	10383.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
RECREATIONAL SERVI	0	300	0	0
RECREATIONAL SERVI	15	15	145	0
Rec Services Summary	15.0	315.0		

Maine DHS Statewide Family Preservation/Support Resources

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUBSTANCE ABUSE S	14	10	90	4
SUBSTANCE ABUSE S	15	10	90	5
SUBSTANCE ABUSE S	25	25	365	50
SUBSTANCE ABUSE S	40	35	730	15
SUBSTANCE ABUSE S	40	40	0	0
SUBSTANCE ABUSE S	50	30	1	0
SUBSTANCE ABUSE S	60	60	35	38
SUBSTANCE ABUSE S	261	261	1095	60
Sub Abuse Srv Summar	505.0	471.0		

Service Area	Maximum Client Load	Average Client Load	Average Days Served	Average Size of Waiting List
SUPPORT SERVICES	0	15	0	0
SUPPORT SERVICES	0	30	0	0
SUPPORT SERVICES	0	400	0	0
SUPPORT SERVICES	0	500	0	0
SUPPORT SERVICES	2	1	0	0
SUPPORT SERVICES	4	2	0	0
SUPPORT SERVICES	5	1	1	0
SUPPORT SERVICES	8	6	0	0
SUPPORT SERVICES	25	20	730	0
SUPPORT SERVICES	28	21	90	0
SUPPORT SERVICES	40	40	365	40
SUPPORT SERVICES	120	100	1095	0
SUPPORT SERVICES	300	300	2	10
SUPPORT SERVICES	350	350	0	0
SUPPORT SERVICES	1036	170	90	0
SUPPORT SERVICES	5000	360	0	0
SUPPORT SERVICES	6312	4614	0	0
SUPPORT SERVICES	9000	0	0	0
Support Serv Summary	22230.0	6930.0		

APPENDIX C

ADVISORY GROUP AND OTHER STAKEHOLDERS

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APPENDIX D
COUNTY DATA

TABLE III
SERVICE NEEDS OF MAINE FAMILIES BY REGION AND DATA SOURCES

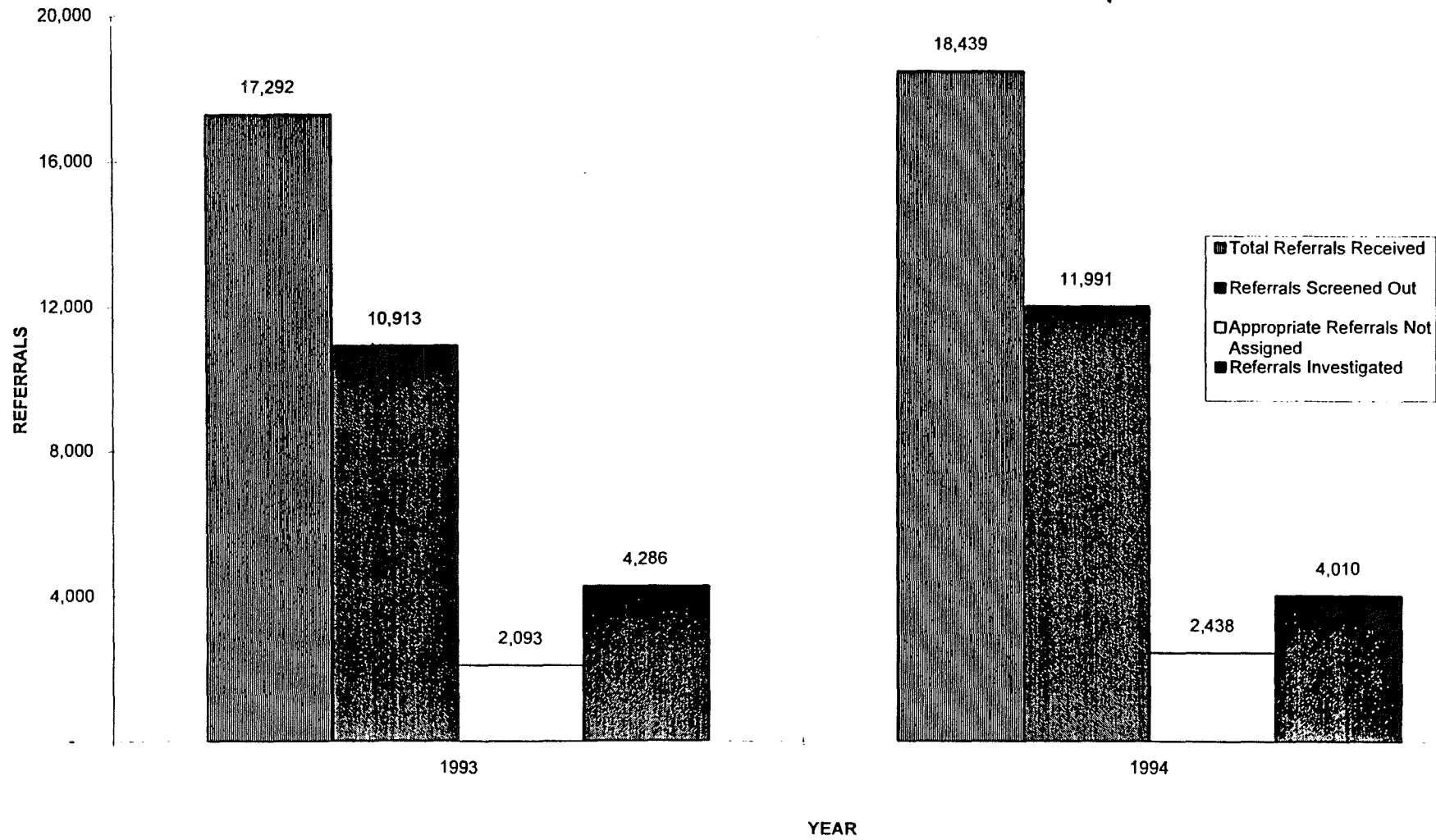
County(ies)	Written Family Survey	Telephone Family Survey	Focus Groups	Kids Count/Family Preservation Advisory Group	Common Needs
Cumberland/York (Region I)	High cost of living Drugs and violence No time for families - everyone works High cost of child care Children's exposure to violence School overcrowding	Drugs/alcohol Lack of jobs/well-paying jobs, High cost of living Families don't spend enough time together Lack of or inconsistent discipline of children Crime/violence	None done in this region	Domestic violence Abuse/neglect Education Maternal & child health Poverty	Poverty - high cost of living; lack of well paying jobs Crime/violence
Androscoggin, Franklin, Oxford (Region II)	Lack of jobs Drugs and alcohol-crime Lack of child care No affordable recreation for families School dropouts, teens on streets, No one at home	Drugs/alcohol Lack of jobs/well-paying jobs, High cost of living Families don't spend enough time together Crime/violence Negative effects of peer pressure on children	Lack of flexible/affordable day care Need for respite care Lack of flexible & accessible (low barrier) parent education/parent support programs Need for programs for men and boys Need for improvement in self-esteem for both parents & children Lack of available transportation Access to services for working poor Parent help-line	Domestic violence Education Maternal & child health Abuse/neglect Poverty	Poverty - lack of well-paying jobs; high cost of living

County(ies)	Written Family Survey	Telephone Family Survey	Focus Groups	Kids Count/Family Preservation Advisory Group	Common Needs
Kennebec, Somerset, Waldo, Knox, Lincoln, Sagadahoc (Region III)	No jobs, lack of money Drugs Transportation Child care Alcohol/crime No time for family	Drugs/alcohol Families don't spend enough time together Lack of or inconsistent discipline of children Crime/violence Lack of communication between parents and children	Need recreation programs Lack of after school programs Lack of available transportation Lack of family activities Lack of flexible & accessible (low-barrier) parent education/parent support programs	Abuse/neglect Education Maternal & Child Health Poverty Domestic violence	No common needs
Penobscot, Piscataquis, Hancock, Washington (Region IV)	Jobs/money Child Care Drugs & Alcohol Transportation Affordable health care	Drugs/alcohol Lack of jobs/well-paying jobs, High cost of living Families don't spend enough time with each other Lack of or inconsistent discipline of children Crime/violence	None done in this region	Poverty Maternal & child health Education Domestic violence Abuse/neglect	Poverty - lack of well-paying jobs; high cost of living Maternal/Child Health - substance abuse; affordable health care

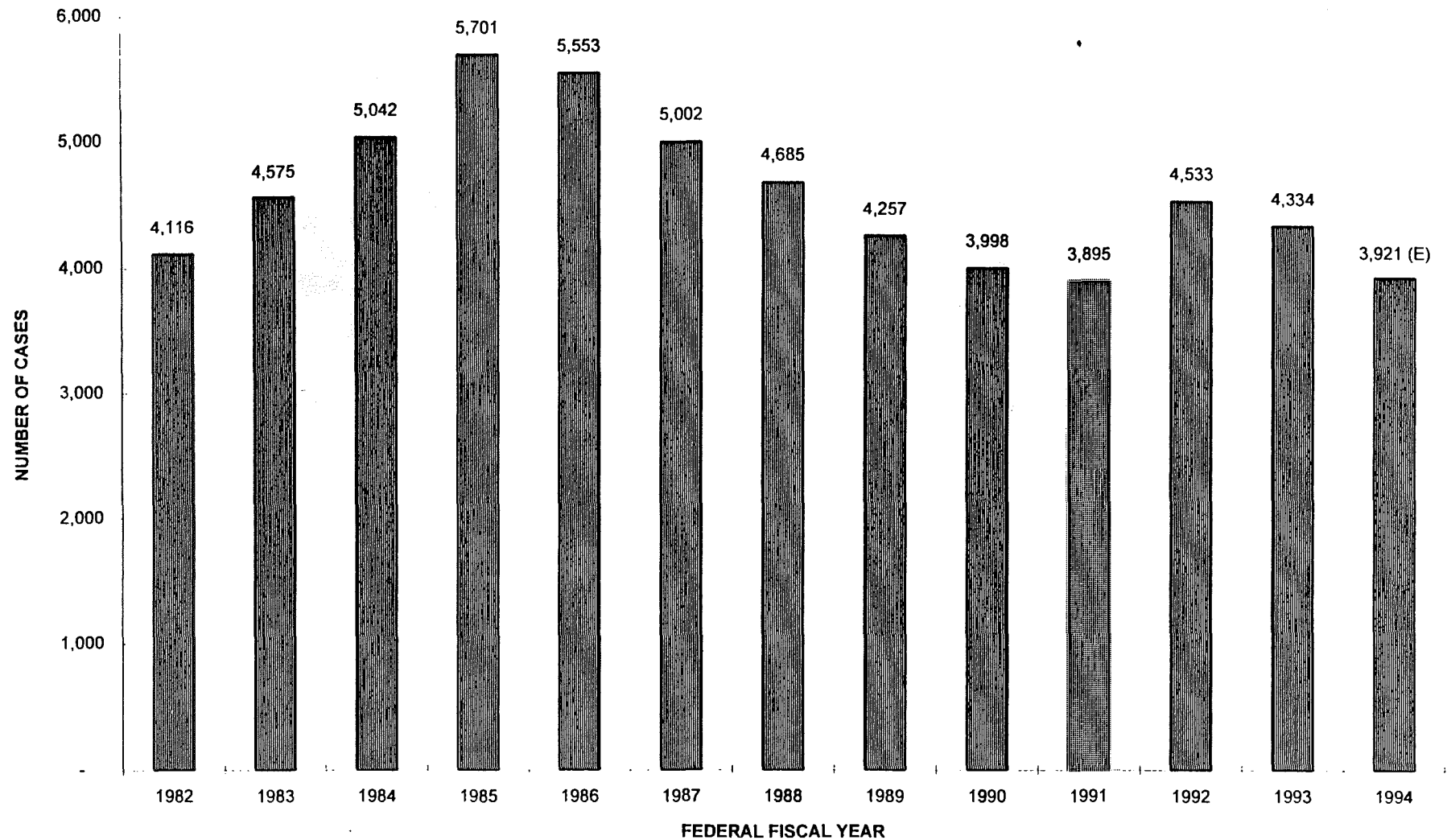
County(ies)	Written Family Survey	Telephone Family Survey	Focus Groups	Kids Count/Family Preservation Advisory Group	Common Needs
Aroostook (Region V)	Lack of jobs Cost of living Access to health care Drugs, family violence Child care	Drugs/alcohol Lack of jobs/well-paying jobs, High cost of living Families don't spend enough time with each other Lack of or inconsistent discipline of children Crime/violence	Lack of flexible & accessible (low barrier) parent education /parent support programs. Isolation of families. Need for respite care. Lack of flexible/affordable day care. lack of jobs. Lack of available health care Lack of available transportation Anonymous phone help	Poverty Maternal & child health Abuse/neglect Domestic violence Education	Poverty - lack of well-paying jobs; high cost of living Maternal/child health - access to health care; substance abuse

APPENDIX E
CLIENT DATA

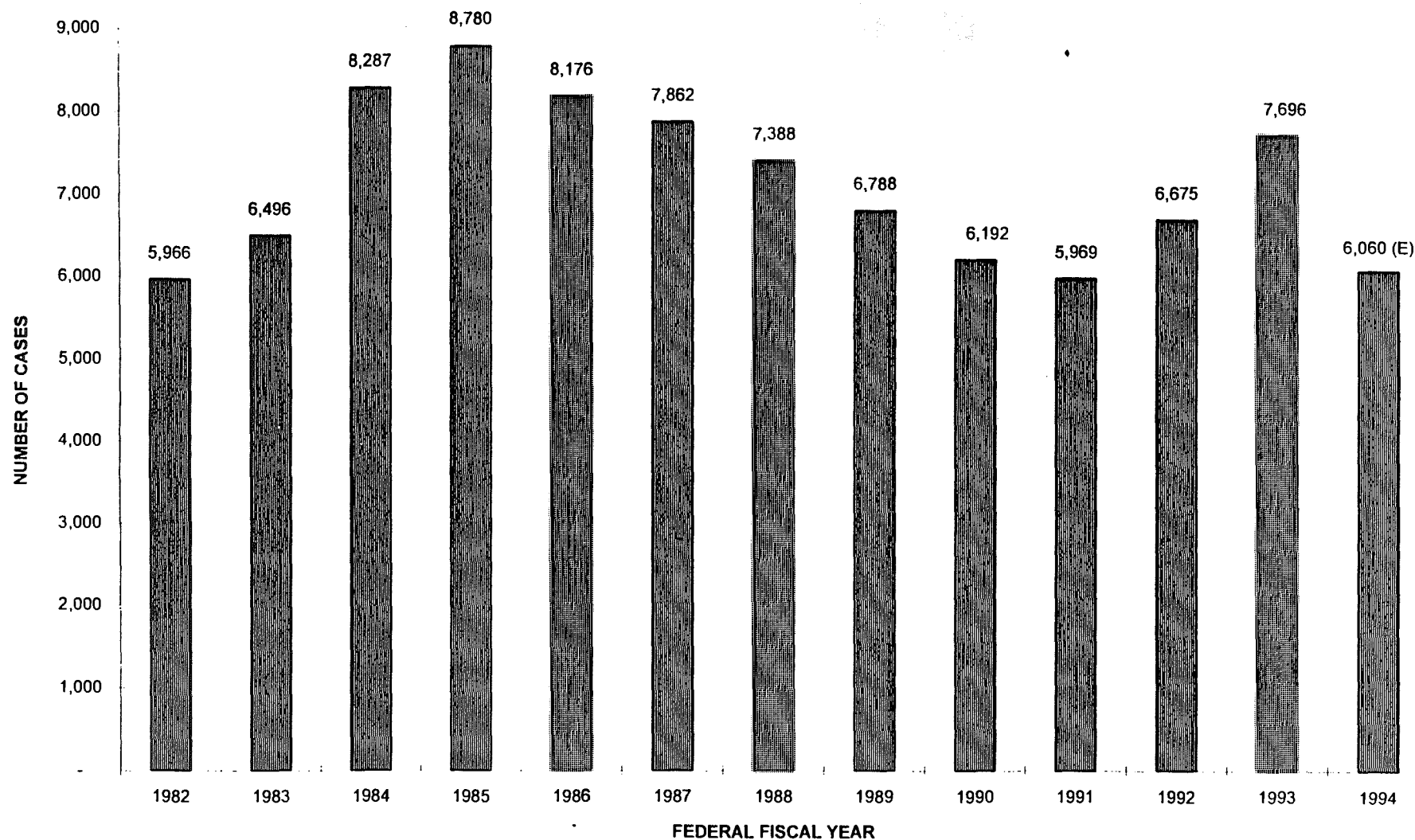
NUMBER OF CHILD PROTECTIVE REFERRALS RECEIVED, SCREENED OUT,
NOT ASSIGNED AND INVESTIGATED



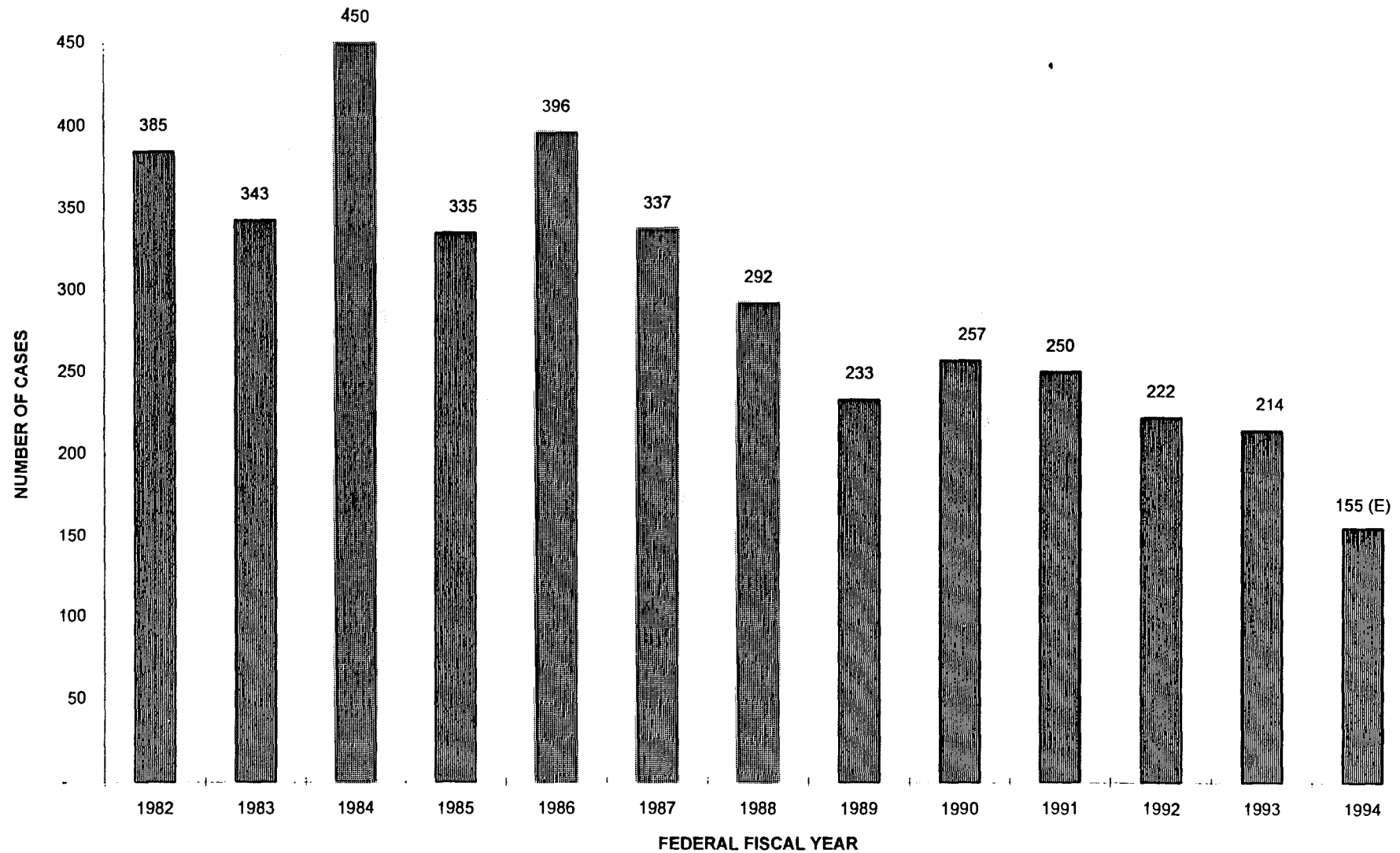
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF PROTECTIVE STUDIES OPENED (PC50'S)**



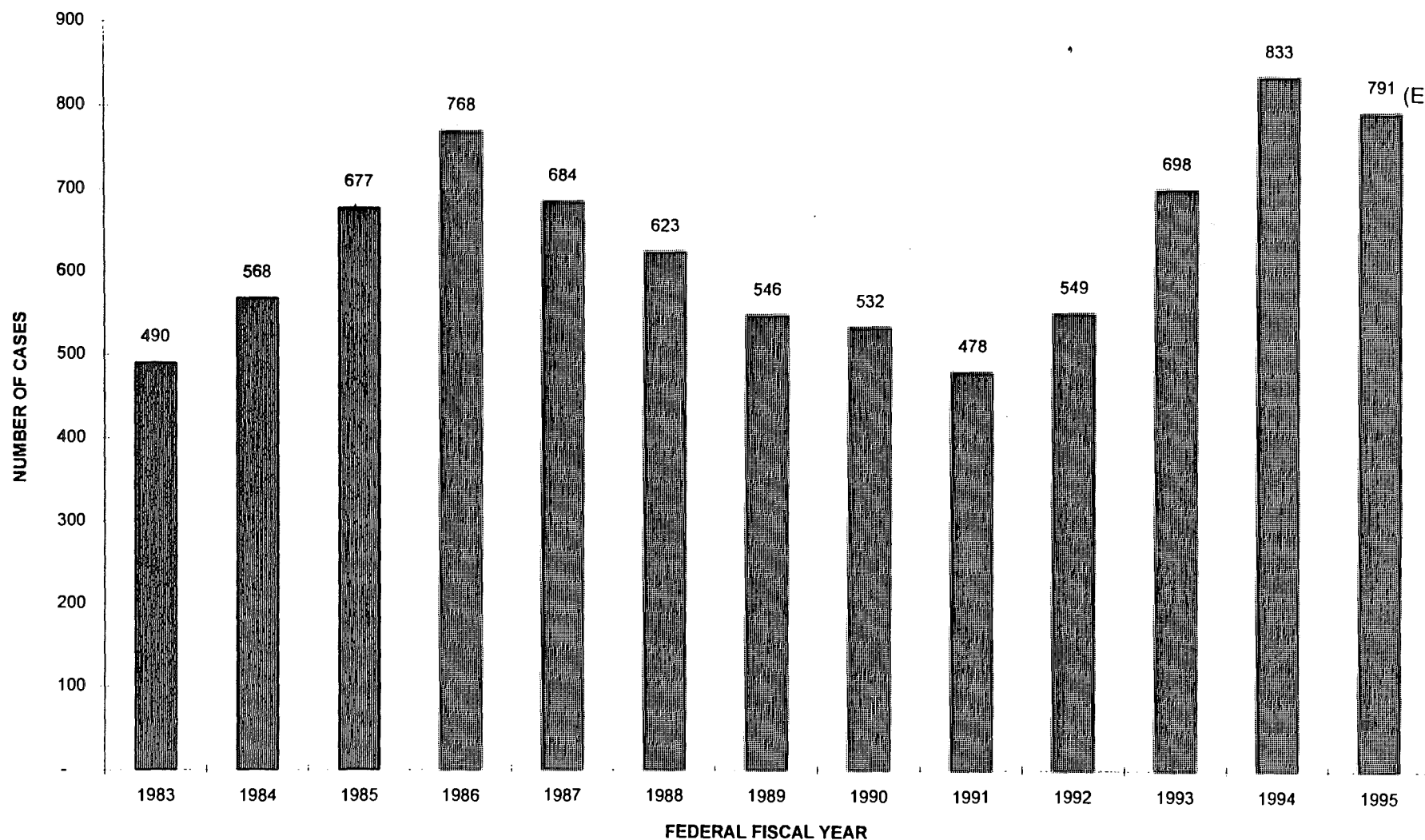
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF PROTECTIVE CASES SERVED STATEWIDE**



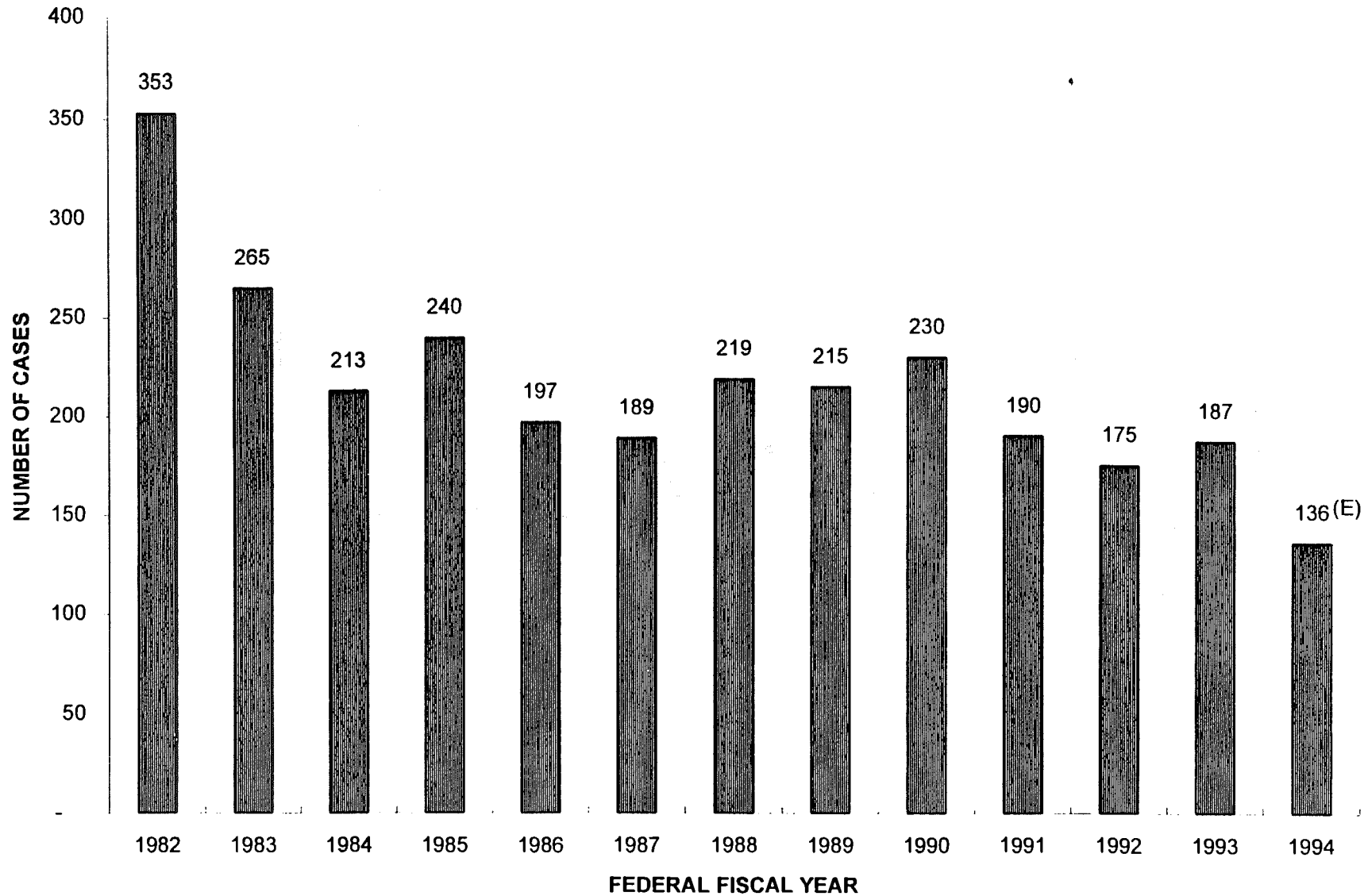
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN REMOVED FROM HOME VOLUNTARILY STATEWIDE**



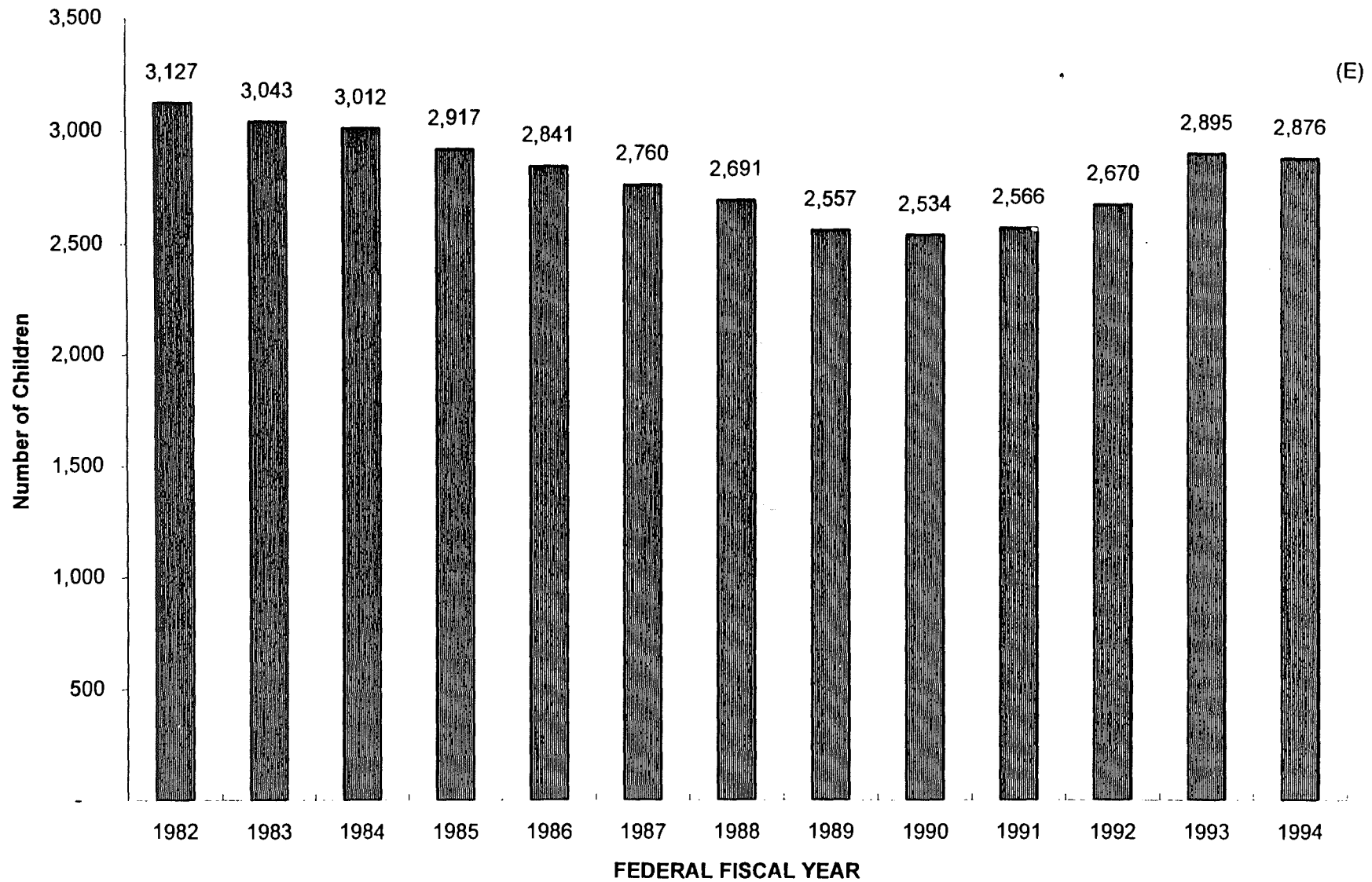
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN REMOVED FROM HOME THROUGH COURT ACTION
STATEWIDE**



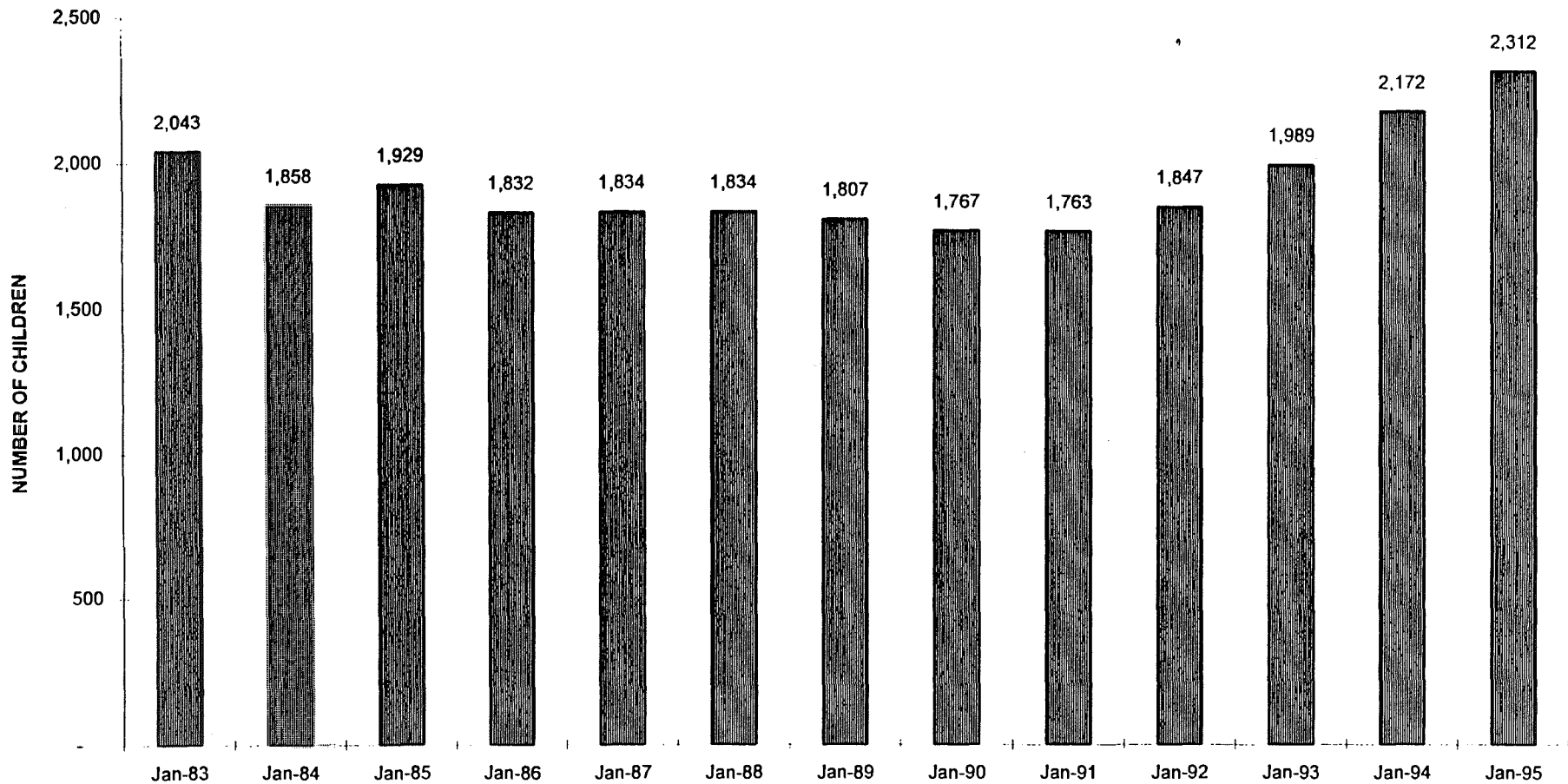
**BUREAU OF CHILD AND FAMILY SERVICES
NUMBER OF SPECIAL STUDIES COMPLETED STATEWIDE**



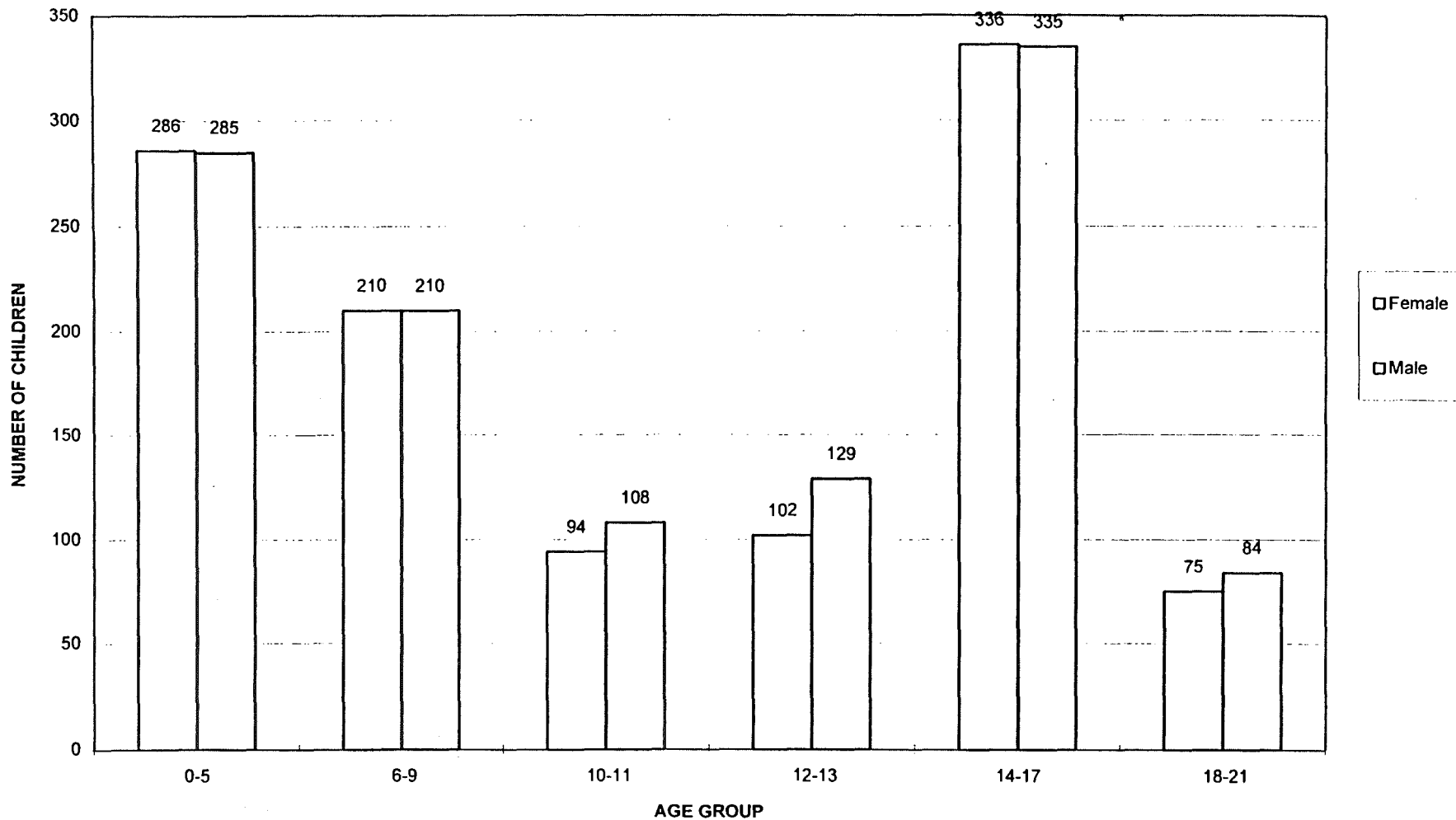
**BUREAU OF CHILD AND FAMILY SERVICES
NUMBER OF CHILDREN IN CARE OR CUSTODY OF DHS STATEWIDE**

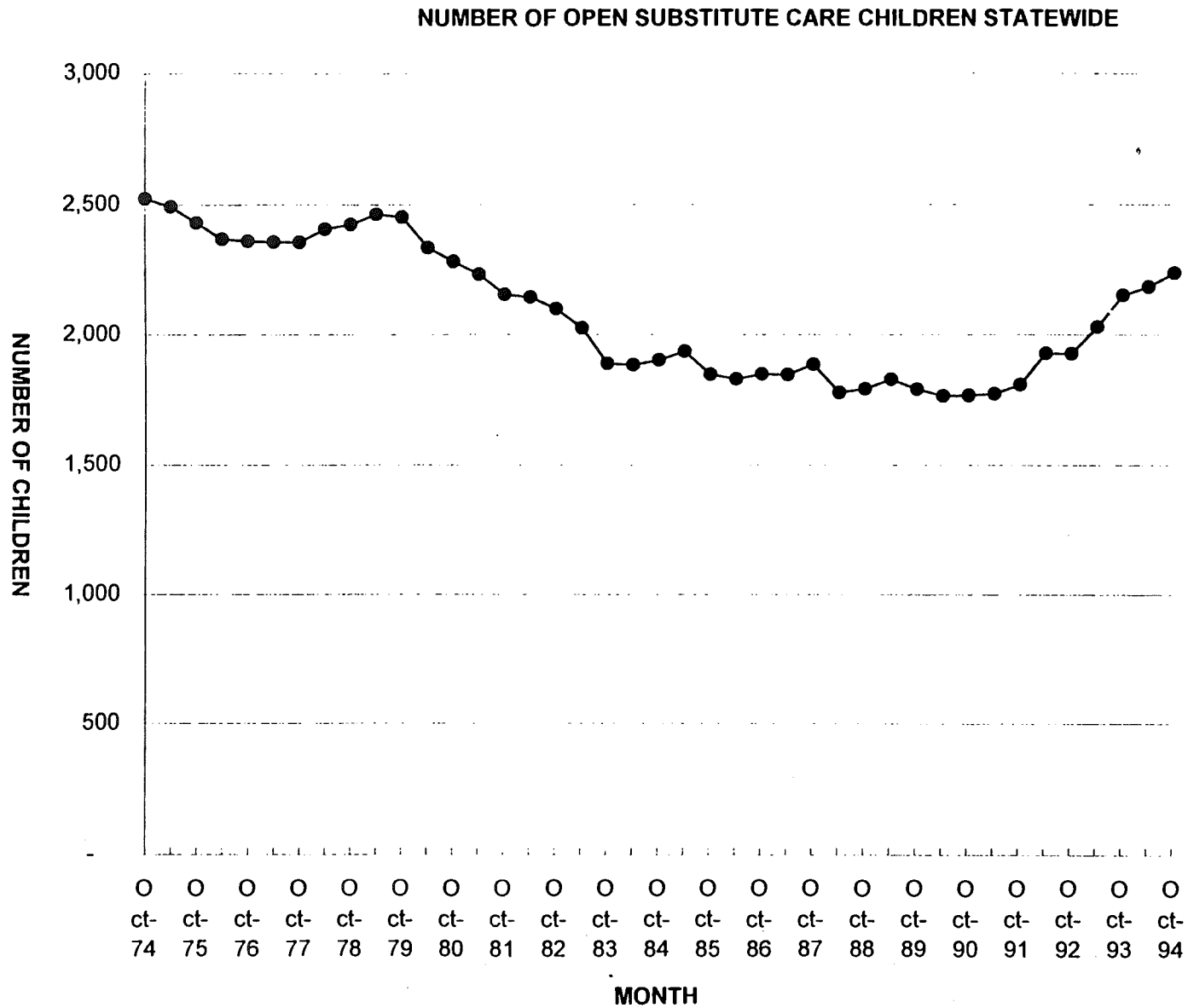


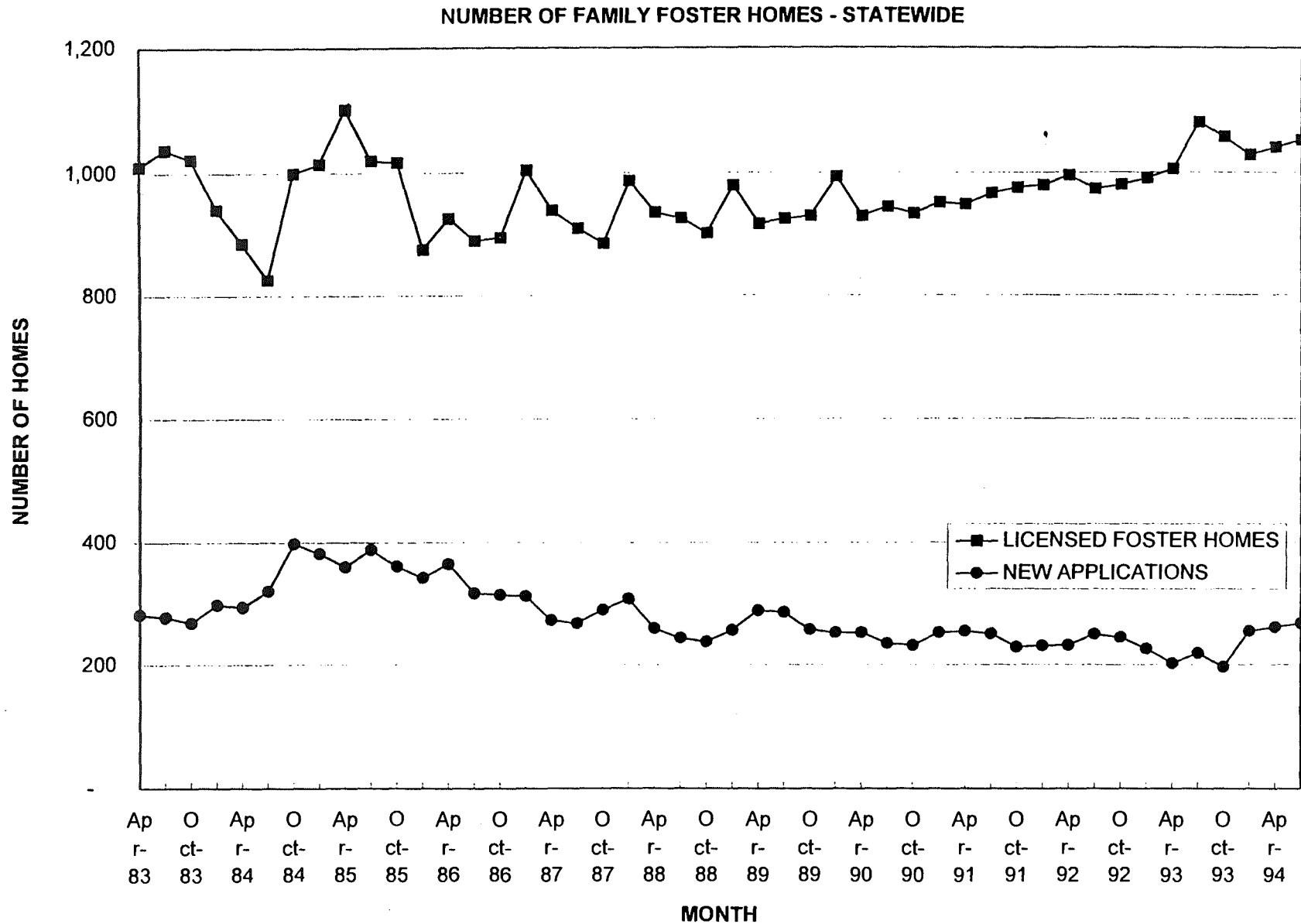
**BUREAU OF CHILD AND FAMILY SERVICES
NUMBER OF CHILDREN IN DHS CARE AS OF JANUARY 1ST**



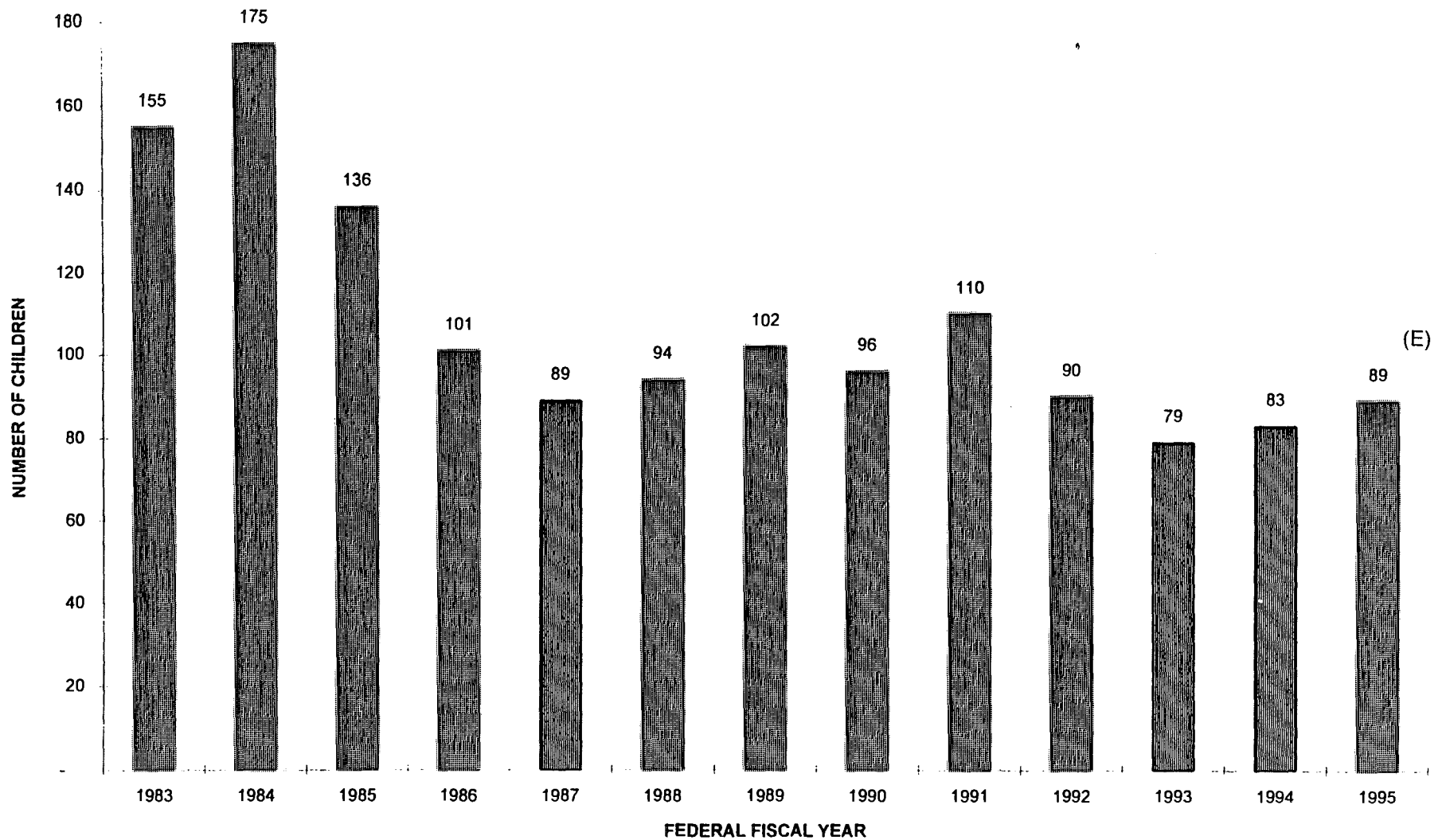
BUREAU OF CHILD AND FAMILY SERVICES
CHARACTERISTICS OF CHILDREN IN CARE/CUSTODY OF DHS
Number of Children By Age Group and Sex
As of October 1, 1994



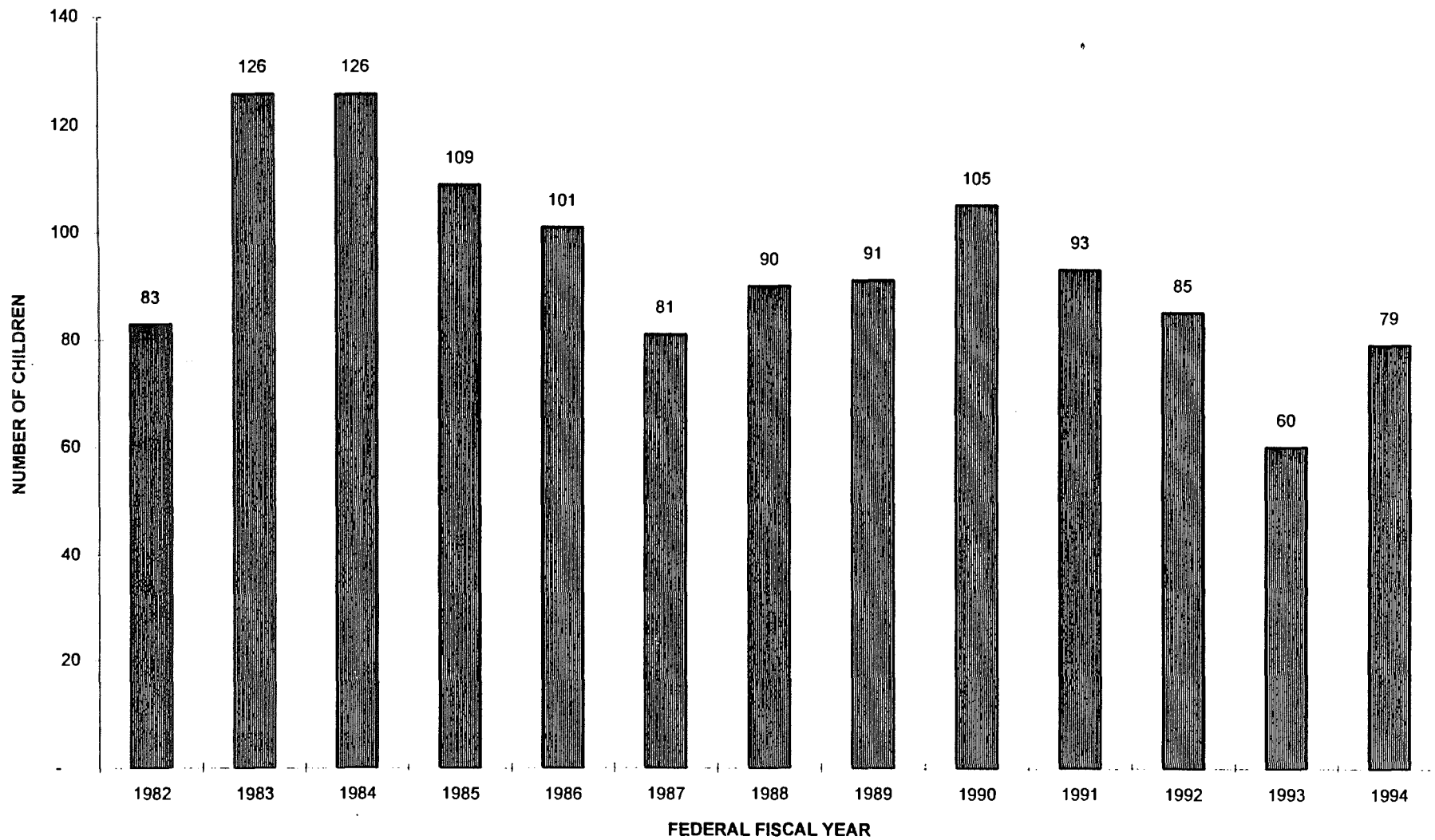




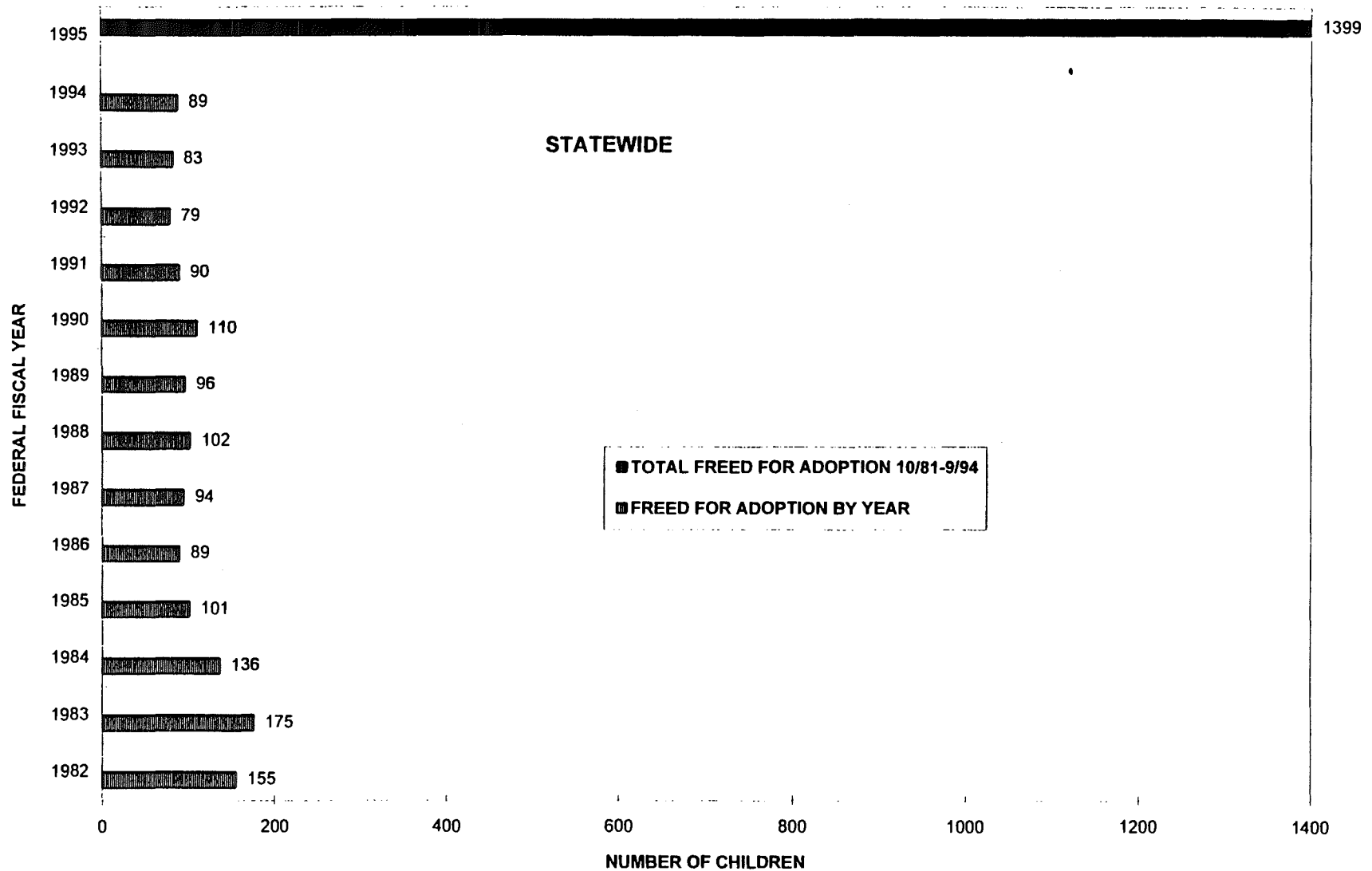
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN FREED FOR ADOPTION STATEWIDE**



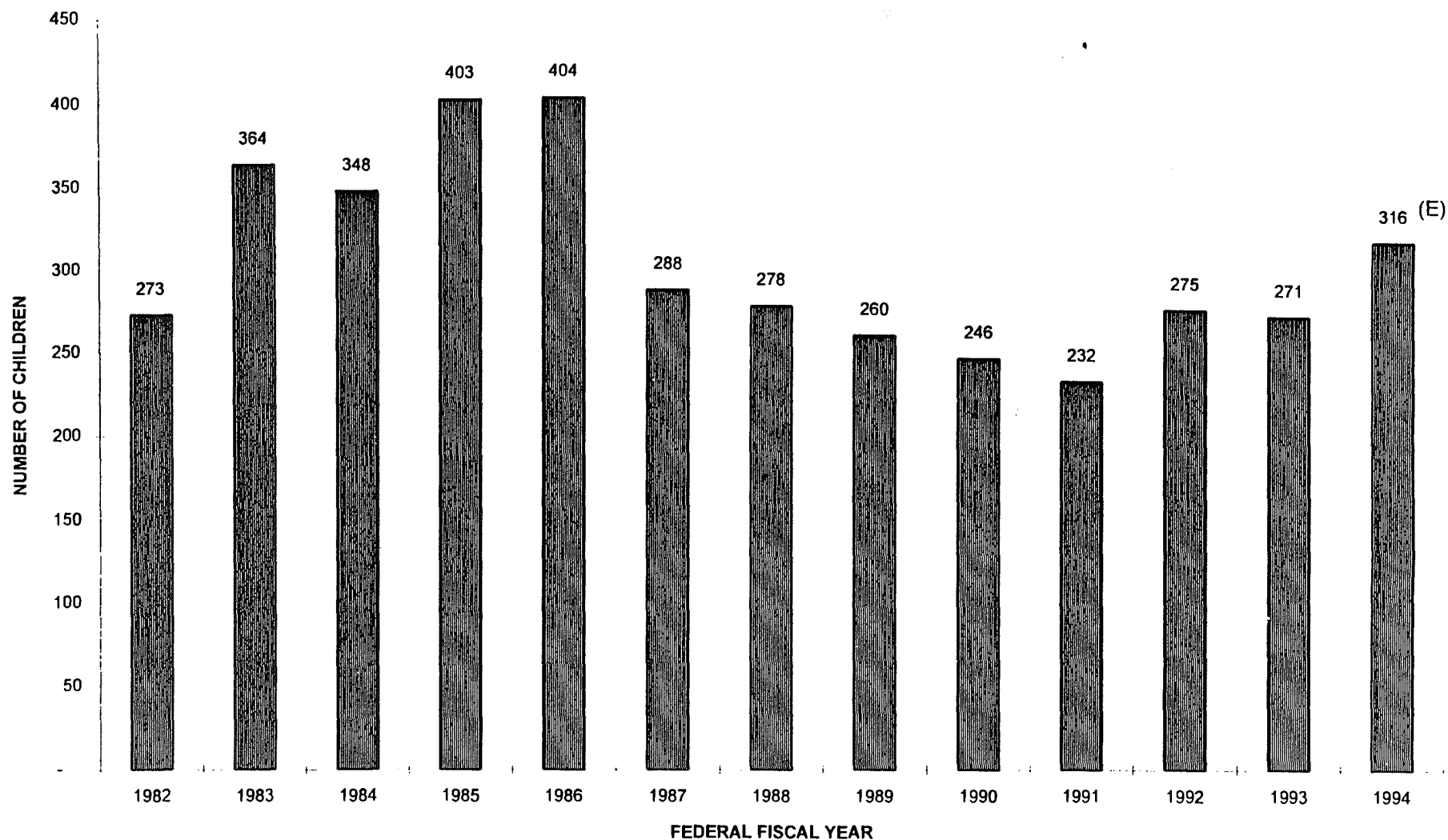
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN ADOPTION FINALIZED
STATEWIDE**



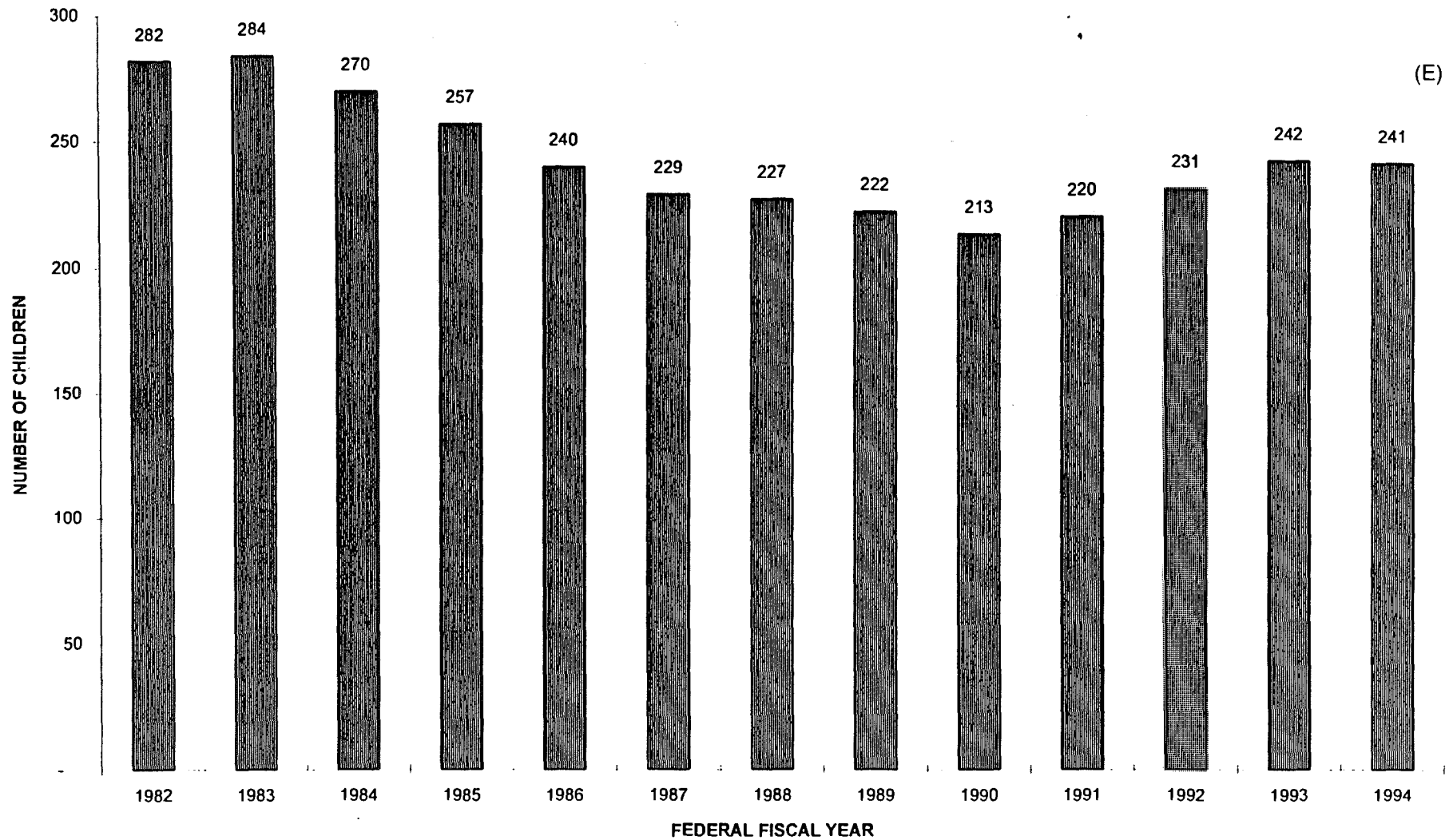
TOTAL FREED FOR ADOPTION 10/81 - 9/94



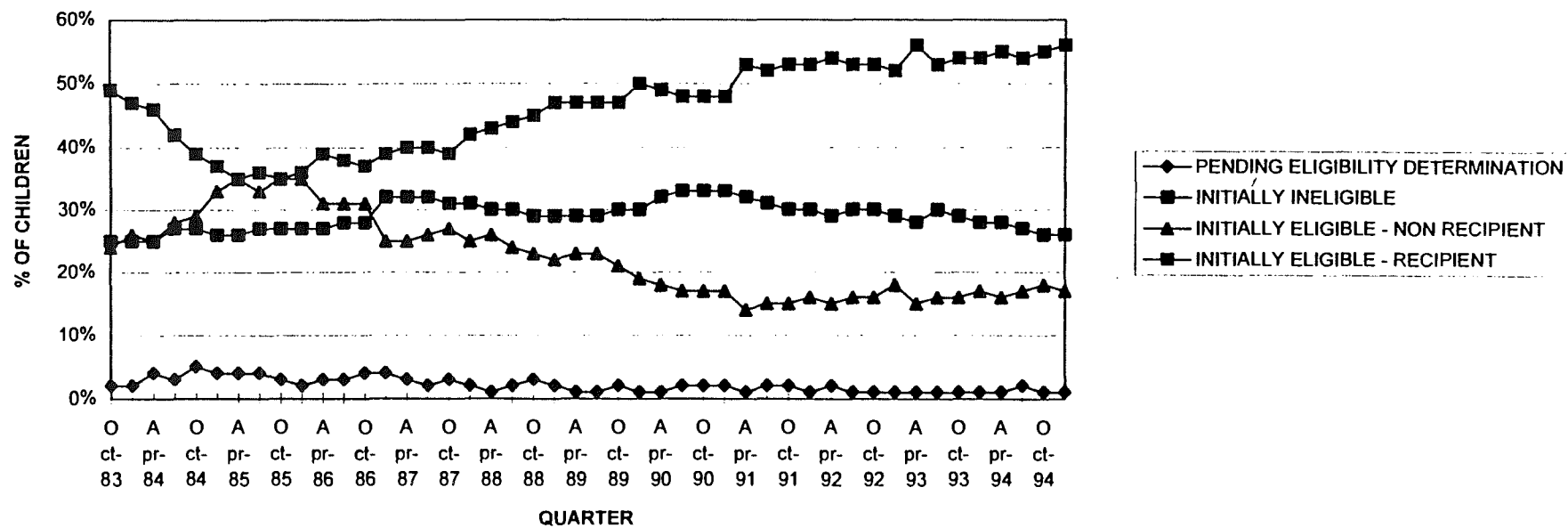
**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN IN CUSTODY RETURNED HOME
STATEWIDE**



**BUREAU OF CHILD & FAMILY SERVICES
NUMBER OF CHILDREN RETAINED IN CARE BEYOND AGE 18
STATEWIDE**



TITLE IV-E ELIGIBILITY RATES



APPENDIX F
INDIAN CHILD WELFARE ACT

STATE PLAN FOR TITLE IV-B INDIAN CHILD WELFARE ACT

1. OVERALL STATEMENT OF STATE'S APPROACH TO WORKING WITH TRIBES, PHILOSOPHY AND VISION FOR THIS PROCESS

With the passage of the state and federal Land Claim Settlement Acts the application of sections of the Indian Child Welfare Act to Maine tribes was clarified. Since then the Department has worked to deal cooperatively with the Maine tribes in promoting child welfare services to all Maine children.

One seat in the Child Welfare Advisory Committee is reserved for a representative of a tribal social services department. Generic social service and specific child welfare training is available to tribal child welfare staff on an equal basis to Department staff through the Department's Staff Education and Training Unit and the Child Welfare Training Institute. For services provided through contracts between the Bureau of Child and Family Services and community agencies child protective and substitute care cases of the Passamaquoddy Tribe and the Penobscot Nation have the same priority access as the Department's child protective and substitute care cases. The Governors or Chairpersons of all five tribes or reservations were invited to participate directly or through a representative in the development of the Family Support and Family Preservation Plan.

The Department has a formal written agreement with the Central Maine Indian Association regarding services to children and families. Department has supported its efforts to obtain federal funding for child welfare activities

2. NATIVE AMERICAN POPULATION

As of April 1, 1990, there were 5898 Native Americans living in Maine; 1797 were age 14 or younger and 565 were age 15 to 19.

There are four federally recognized tribes in Maine. They are:

1. The Penobscot Nation has approximately 2000 members of which 500-600 live on the reservation in Old Town. Since July, 1981 they have had exclusive jurisdiction over child custody proceedings regarding Indian children residing or domiciled on their reservation. They have a tribal court which hears these and other matters.
2. The Passamaquoddy Tribe has approximately 2500 members. Five to six hundred live on each of its two reservations, Pleasant Point in Perry and Indian Township in Princeton. Since March, 1982 they have had exclusive jurisdiction over child custody proceedings for Indian children residing or domiciled on their reservations. There is a tribal court on each reservation to hear these and other matters.
3. The Houlton Band of Maliseet Indians, located in Houlton, has approximately 550 members. They have no tribal court and usually seek intervenor status in State District Court in involuntary custody proceedings involving children who are members of or eligible for membership in the Houlton Band of Maliseet Indians.

4. The Aroostook Council of MicMac Indians, located in Presque Isle, has almost 500 members. They became federally recognized in November, 1991. They do not have a tribal court and usually seek intervenor status in State District Court in involuntary custody proceedings regarding children who are members of or are eligible for membership in the Aroostook Council of MicMac Indians.

In addition, there are members of other North American tribes and bands living in Maine. Many are members of Canadian Bands of Micmac or Maliseet Indians, primarily those in New Brunswick. Members of other federally recognized tribes, Aleuts, or Alaskan natives reside in Maine.

3. CONSULTATION PROCESS AND PROCEDURES FOR ADDRESSING OUT-OF -STATE TRIBES

When there is information to suggest a child who is or may be placed out of home through court action may be Native American or has a parent or other ancestors who may be Native American, verification of tribal status is sought directly with the Tribe; this applies whether the Tribe or Tribes are located in Maine or in another State. For children who are or may be members of a Canadian Band of Manliest or MicMac Indians, verification of tribal status is also sought from the Houlton Band of Maliseets and the Aroostook Council of MicMacs.

Procedures are addressed in a formal agreement between the Department of Human Services and the Penobscot Nation, and procedures worked out between the Machias Office which covers Washington County where the two reservations of the Passamaquoddy Tribe are located and Passamaquoddy Social Services and between the Houlton and Caribou Offices in Aroostook County where the Houlton Band of Maliseet Indians and the Aroostook Council of MicMac Indians are located and the Social Services Department of each of those two tribes.

4. AREAS OF CONCERN RAISED BY TRIBES

Appropriate Native American foster home and adoptive home placement resources are a need for the Department of Human Services as well as for the Penobscot Nation and the Passamaquoddy tribe. Foster home licensing regulations were changed in 1981 to expand the resources for Native American children.. Changes included a broader definition of "relative" for an Indian child. this definition included degrees of relationship consistent with cultural norms for child care. Since a relative as defined in the regulations does not need a license, licensing standards need not be applied for purpose of placement with that relative.

Adequate funding is also an issue for children in the custody of the Penobscot Nation or Passamaquoddy Tribe

ACTIVITIES FOR FFY 96

Review agreement with the Penobscot Nation

Review the agreement with Central Maine Indian Association

Conduct at least one training session on issues related to providing child welfare services to Native Americans

APPENDIX G

RECRUITMENT PLAN FOR FOSTER & ADOPTIVE HOMES

MAINE DEPARTMENT OF HUMAN SERVICES
RECRUITMENT PLAN FOR FOSTER AND ADOPTIVE HOMES

The Department of Human Services continues to have an insufficient supply of foster and adoptive home resources for the children in its care or custody. It is insufficient both in total resources and in meeting the special needs of children of various ages, with acting out, emotional/behavioral needs.

While we continue to need more and more family foster and relative homes who can meet the needs of children who are coming into custody in increasing numbers, this recruitment plan will also discuss some of the retention activities going on through out the state. The more well-trained, experienced foster parents that the Department can retain the better care there will be for children. The objective is to generate and retain an adequate supply of good quality foster homes through out the state. There may be particular areas with critical shortages which will need more concentrated, specific recruitment activities. One of the outcomes of our state's recruitment plan will be the collection of basic data on the number and type of inquiries, and the results of specific recruitment activities. The Department will also be working with specific populations to recruit homes for Indian children and children of other ethnic minorities.

Statistics:

The Department of Human Services currently has about 2450 children in its care or custody. This is an increase of about 200+ children since the same time last year, September, 1994. A number of these children live in group homes, residential care or emergency shelters, and other types of institutions but the majority of them live in family foster homes (or are placed in adoptive homes but not yet legalized). The foster care population is almost equally divided between male and female children: 48.30% are male and 51.61% are female. The children are primarily Caucasian (95.85%) a few are (0.5%) Hispanic, (0.3%) oriental, (2.0%) American Indian and (1.3%) African American.

Not only have the numbers of children coming into care or custody increased from September 1994 through September 1995 by approximately 200 children, 77 children came into care or custody during the last four month period --- May, 1995 through September, 1995. The State of Maine is experiencing a dramatic increase in the numbers of children coming into its custody as are other states around the country.

While the need is great and resources insufficient, the Department has had an increase in the number of family foster homes with a concurrent increase in the of slots available for children. Between July 1, 1995 and October 1, 1995 the Department added 51 foster family homes including specialized and relative foster homes. This represents an increase of about 99 slots for children. Nevertheless, the combined number of slots available for children state wide is only 2406. This number is insufficient for the numbers of children in the Department's care and custody.

Additionally, children coming in to custody are increasingly younger with more difficult behaviors and extreme special needs than in years past. It is often extremely difficult to locate a family foster home able and willing to take even a young child with difficult behaviors. A continuing

need is locating adequate resources for teenagers. The Department currently has children in the following age groups:

<u>AGE</u>	<u>NUMBER</u>
Age 0-5	665
Age 0-9	468
Age 10-11	210
Age 12-13	261
Age 14-17	714
Age 18-21	139

The Department of Human Services has about 300 children whose objective is to complete their adoption either by their foster parents or new adoptive parents. A number of other children have been freed for adoption in past years but the case plan has changed due to disruption, dissolution, incarceration, residential treatment or other factors. These additional children are not available for adoption unless their case plans changes. Between 70% - 80% of the Department's freed children are adopted by their foster parents. Of the children being adopted by new families, approximately 50% are adopted by families living in other states.

Methodology:

The major elements of Maine's recruitment activities will focus around the work of the state wide recruitment committee which was established in September 1994, the work of the Maine Foster Parent Association and its recruitment specialist funded by a contract with the Department, the work of staff in the regional offices and the work of a public relations firm which is helping the Department to develop materials for foster and adoptive home recruitment and a marketing plan.

Statewide Recruitment Committee:

Maine's state wide recruitment committee for foster care and adoption was organized in the summer of 1994 and began its work in September 1994. The committee was designed to be very task focused for the development of materials and a recruitment/marketing plan. Members of the committee are adoption and licensing staff from each of the regional offices, adoptive and foster parents, a central office foster and adoption representative and the Maine Foster Parent Association representatives. This committee has met monthly for a year and continues to meet while working on recruitment materials with Garrand and Company a public relations firm. The foster home recruitment materials are almost complete and ready for printing. We have developed posters, brochures, a logo, chip clips, business cards, flyers, a growth chart and bumper stickers to be used in our recruitment efforts. We are very proud of our logo "FOSTER GROWTH--FOSTER PARENT" which we believe represents the essence of what foster parenting can do for our children as well as for foster parents themselves:

Garrand and company has been extremely helpful in developing these materials. They are also working pro bono and represent the best of our communities' efforts. Once our foster home recruitment materials are completed, they will begin working on materials and a logo for our

adoption effort. A marketing plan will be developed using some of the data that we will have collected.

The first year of work with the public relations firm and Maine Foster Parent Association is deliberately targeted to recruiting family foster homes. This decision was made for several reasons: While the Department also needs to recruit adoptive homes and we will be doing so, most of our adoptions are foster parent adoptions. Therefore the more foster parents who are available and eligible, the more the likely it is that our foster parent adoptions will increase. Also, in developing recruitment materials, the state wide recruitment committee realized, with the help of the Garrand company, that combining the messages for both foster parents and adoptive parents was difficult. Therefore, materials are being developed first for foster parent recruitment. In the second year of work materials will be developed for adoptive parents.

The Maine Foster Parent Association and Recruitment Specialist.

The Department developed a contract for a part-time recruitment specialist position beginning in the fall, 1994 and continuing for 1995-1996 with M.F.P.A. The Maine Foster Parent Association has worked closely with the Department to develop a recruitment program that will meet the needs of the Department for foster care and later for adoption.

MFPA has centralized inquiry intake system which we developed last year. Their 800 phone number is used on all recruitment materials. As calls come in a volunteer parent fills out carbonized inquiry forms. These volunteers answer the questions of potential foster and adoptive parents, then send copies of those inquiries every week to the regional office supervisors for regional staff to follow up. MFPA also sends out their own follow up letter every month to those inquiring to see how they are doing in the process and whether they can answer any more questions. This centralized intake will give the Department and the Maine Foster Parent Association a data basis to measure where our most successful efforts are in our recruitment. The Department also takes inquiries in local regional offices. Information about these inquiries is also collected with local staff follow up usually within a week. Once the statewide data is collected and analyzed, the Department will begin work on a marketing plan.

Some of the more specific M.F.P.A. activities for recruitment are:

- MFPA and the Department have developed a public service announcement for use with Television stations, including local access channels and bulletin boards. MFPA has recently sent out about 15 PSAs.
- MFPA sent all of the schools in Maine notices (within the last three weeks) asking that they put a notice in the school newsletter about the need for foster parents. MFPA reports that they are already getting responses from families in response to these newsletter articles.
- MFPA is developing additional speakers bureau volunteers. These foster/adoptive parent volunteers for the speakers panels will give presentations to community groups such as the Kiwanis clubs, PTA associations, hospital groups, business and professional groups, service organizations, Indian Reservations and Afro-American groups such as the NAACP, churches, and identified "high needs" areas..

- MFPA is also soliciting businesses for free gifts to present to foster parents. These gifts vary from tickets for movies or skating, free dinners, and video passes. MFPA has also developed a bonus program with a gift certificate and a grand prize drawing of a weekend away. Any foster parent who recruits another foster parent who becomes licensed is given a gift certificate for \$25.00. Walmart has donated these gift certificates which helpful in the recruitment effort.
- MFPA will have tri-fold display boards and PSAs available in libraries around the state with books about fostering and adoption as of May, 1995.
- MFPA is sending a mailing to all of the churches asking if they would include an announcement about the need for foster homes in their bulletins.
- MFPA is planning to do special stories about foster care around the holiday periods, Christmas, Valentine's Day, Thanksgiving Day, Martin Luther King Day with diversity stories and speaker groups.
- MFPA is working with Public Television with an idea for a documentary on foster care.
- MFPA has also recruited volunteer foster parents to work in the Department's regional offices once or twice a week to take calls and follow up on inquiries that come in around fostering. We have found that potential foster parents respond very well to people who are working already as foster parents. The Department has been able to pay for child care and mileage for these parents who are volunteering.

Regional Offices:

The Department's regional licensing and adoption workers continue their efforts to work with the Maine Foster Parents Association and its recruitment efforts as well as to do their own work.

- The regional staff attend introductory training to be available as resource people for new foster and adoptive parents beginning the process through the Child Welfare Training Institute.
- A number of licensing and adoption staff assist in the development and running of local support groups for foster and adoptive parents.
- Staff have work closely with the Maine Foster Parent Association's volunteers who come to the regional offices to respond to inquiries and follow up with parents who may have questions about foster or adoptive parenting.
- The regions do specific recruitment articles for foster and adoptive homes in local newspapers from time to time.

- One of our regional offices will be working with a local TV station which wants to produce a documentary on adoption.
- Another regional office is working in a different part of the state with another TV station to develop a PSA for foster homes.
- Regional office staff work closely with the foster families to do articles on foster parenting and particular issues involved in foster parenting.
- Regional staff also participate in recruitment efforts by setting up booths in malls to hand out materials and answer questions, distributing brochures and posters through out stores, hospitals, health clinics, lunch rooms, mills, day care centers, libraries, YMCAs, etc.
- The Department provides funds to buy materials to hand out to prospective foster parents (balloons, calendars, chip clips, flyers, brochures, etc.).
- Regional staff participate on the state wide recruitment committee and have offered valuable time and ideas.
- Department staff also are willing to work on speakers panels when their assistance is needed in approaching community groups to talk about foster care or adoption.
- Staff also participate in conferences, fairs and festivals and in developing community support groups.
- One region has reached out to their specific community, in collaboration with MFPA, to develop a community based group to recruit and support foster homes.
- Staff will be meeting with the Passamaquoddy, Penobscot and Malisseet Indian Tribes to discuss the need for Indian foster homes and their assistance in recruitment efforts.
- One region has set up its own recruitment and retention committee to increase and retain the number of foster homes.
- The Department does deidentified, individual recruitment for specific foster children in local newspapers as the need arises.
- The Department funds, publishes and distributes the "Northern New England Exchange", a monthly adoption photo-listing book of available children. This book is distributed to 9-95 adoption agencies and parent groups around the United States.
- The Department also registers and photo lists available adoptive children on other regional, national and ethnic exchanges, including the "Faces of Adoption" Computer system.

Retention:

The Department and the Maine Foster Parent Association have been working on retention of qualified, experienced foster parents for some time. These efforts will continue as retaining qualified foster parents is a cost effective way of increasing the number of available, experienced foster parents.

- The Department has been successful in developing extensive training for foster and adoptive parents. We now have joint introductory training for foster and adoptive parents through the Child Welfare Training Institute. There are additional seminars and workshops offered during the year for any foster and adoptive parent as well as weekend conferences and special events all of which should add to the quality of care available to children and assist in retention. A special leadership conference was offered this summer for foster and adoptive parents to teach them how to develop support groups.
- Special information sessions are held regularly in the regional offices for potential foster and adoptive parents.
- The Department and the Maine Foster Parent Association work closely to provide the annual camp out held every September for foster and adoptive parents, again offering additional training and activities for the whole family.
- The Maine Foster Parent Association holds an annual conference every May, with a Keynote speaker, awards and workshops.
- The Department offers mileage and day care for parents attending training or volunteering to work on various projects. There is also respite care available on a regular basis for foster parents.
- Our local staff and the Maine Foster Parents Association work closely with foster and adoptive parents support groups some of which are staffed by the licensing or adoption workers in each region.
- Individual regions provide special recognition through foster parent recognition dinners, foster and adoptive parent open houses, roller skating parties, picnics, and Christmas parties depending on the particular region.
- Regional staff phone and visit foster and adoptive parents to answer questions, offer information and suggestions and notify parents of available training and support.
- A number of awards have been passed out through the Department or the Maine Foster Parent Association in recognition of special foster families.
- A bonus program through the Maine Foster Parent Association with the resulting gift certificates and grand prize drawing has been attracting some interest from foster parents.
- A volunteer foster parent from MFPA and some regional staff are doing exit interviews of foster parents leaving the system. Such feed back will be valuable in retention.

- The Maine's Foster Parent Association has set up a team of foster parents to support foster parents who are alleged to have abused a foster child or violated a licensing rule. This team helps to explain the investigation process and offer support to the foster family.

As can be seen, a number of different activities will be used in this effort: there will be general media work, specifically targeted recruitment, personal contact, audio/visual devices and numerous materials. While the Maine Foster Parent Association recruitment specialist will be able to devote her time exclusively to recruitment, the Department's licensing staff will continue their work with recruitment activities in their regional areas.

The materials that are used will reflect a variety of ethnic and racial groups representative of Maine's community. The foster care materials are about ready for printing.

Our next step will be to develop materials specific to adoption recruitment and a marketing plan, using data which is now being collected.

The Department is encouraged with the slight increase in the number of foster homes over the last few months. We look forward to further increases from both recruitment and retention.

njw/ltayl
dicta55-69

CERTIFICATIONS

U.S. Department of Health and Human Services
Certification Regarding Drug-Free Workplace Requirements
Grantees Other Than Individuals

By signing and/or submitting this application or grant agreement, the grantee is providing the certification set out below.

This certification is required by regulations implementing the Drug-Free Workplace Act of 1988, 45 CFR Part 76, Subpart F. The regulations, published in the May 25, 1990 Federal Register, require certification by grantees that they will maintain a drug-free workplace. The certification set out below is a material representation of fact upon which reliance will be placed when the Department of Health and Human Services (HHS) determines to award the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HHS, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or governmentwide suspension or debarment.

Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.

Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio studios.)

If the workplace identified to HHS changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see above).

Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules:

"Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 USC 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15).

"Conviction" means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes;

"Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance;

"Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including: (i) All "direct charge" employees; (ii) all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and, (iii) temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

The grantee certifies that it will or will continue to provide a drug-free workplace by:

(a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;

(b) Establishing an ongoing drug-free awareness program to inform employees about:

(1) The dangers of drug abuse in the workplace; (2) The grantee's policy of maintaining a drug-free workplace; (3) Any available drug counseling, rehabilitation, and employee assistance programs; and, (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

(c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);

(d) Notifying the employee in the statement required by paragraph (a) that, if convicted of a criminal drug offense under the grant, the employee will:

(1) Abide by the terms of the statement; and, (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

(e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

(Continued on reverse side of this sheet)

HHS—Certification Regarding Drug-Free Workplace Requirements—continued from reverse page

(f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or, (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant (use attachments, if needed):

221 State Street, Station #11
Kennebec County

Place of Performance (Street address, City, County, State, ZIP Code) Augusta, Maine 04333

Check ☐ if there are workplaces on file that are not identified here.

Certification Regarding Debarment, Suspension, and Other
Responsibility Matters - Primary Covered Transactions

By signing and submitting this proposal, the applicant, defined as the primary participant in accordance with 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;

(b) have not within a 3-year period preceding this proposal been convicted of or had a civil judgment rendered against them for obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

(c) are not presently indicated or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) have not within a 3-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

The inability of a person to provide the certification required above will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the Department of Health and Human Services' (HHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.

The prospective primary participant agrees that by submitting this proposal, it will include the clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions" provided below without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Certification Regarding Debarment, Suspension, Ineligibility and
Voluntary Exclusion - Lower Tier Covered Transactions
(To Be Supplied to Lower Tier Participants)

By signing and submitting this lower tier proposal, the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:

(a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

(b) where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal.

The prospective lower tier participant further agrees by submitting this proposal that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions" without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

By signing and submitting this application the applicant/grantee certifies that it will comply with the requirements of the Act. The applicant/grantee further agrees that it will require the language of this certification be included in any subawards which contain provisions for children's services and that all subgrantees shall certify accordingly.

Certification Regarding Lobbying

Certification for Contracts, Grants, Loans,
and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

State of Maine Department of Human Services
Organization

Kevin W. Connor June 27, 1995
Authorized Signature Title Date