

Pennington County Human Service Committee

Meeting Agenda

September 20, 2016

7:00 pm

Section A

Members Present:

_____ Darryl Tveitbakk _____ Don Jensen _____ Neil Peterson
_____ Cody Hempel _____ County Attorney _____ Oliver Swanson

- I. Reading of August 16, 2016 HSC Meeting Minutes
- II. Personnel
 - A. End of Probation action
 - B. Hiring update
- III. General
 - A. Minnesota Child Welfare Workforce Stabilization Study
 - B. 24/7 Child Protection Response
 - C. Agency vehicles
 - D. Out-of-Home Cost Report
 - E. Month's End Cash Balance
 - F. Other

Section B

- I. Special Case Situations for Case Review (Social Services)
- II. Income Maintenance Update
- III. Special Case Situations (Public Assistance)
- IV. Payment of Bills

Section C

- I. Dates of Next Committee Meetings:

10/18/2016	11/15/2016	12/20/2016
7:00pm	12:00pm	12:00pm

SECTION A

The regular meeting of the Pennington County Human Service Committee was held at 7:00 pm. August 16, 2016 at Pennington County Human Services.

COMMITTEE MEMBERS PRESENT

Don Jensen
Oliver Swanson
Cody Hempel

STAFF MEMBERS PRESENT:

Ken Yutrzenka
Kathleen Herring
Julie Sjostrand

- I. MINUTES: The July 19, 2016 Human Service Committee meeting minutes were read. A recommendation was made to forward the minutes, as presented, to the Consent Agenda.
- II. PERSONNEL:
 - A. Committee members were updated on efforts to fill vacant staff positions.
 - B. Anna Barth, Social Worker, has tendered her resignation effective August 26, 2016. A recommendation to accept Ms. Barth's resignation was forwarded to the Consent Agenda.
 - C. The Director requested approval to post/advertise, interview and hire a replacement for the upcoming Social Worker vacancy noted by the aforementioned resignation. Committee members recommended this item be forwarded to the Consent Agenda.

III. GENERAL

- A. Sandi Bentley and Elizabeth Jensen representing Violence Intervention Project met with the committee to update and discuss supervised visitation services provided through the Umbrella Tree visitation program. As of the end of June supervised visitations have exceeded the \$4,000.00 annual service cap. The Director and Social Service Supervisor reviewed with Committee members that the funding cap does not reflect current service need. Due to anticipated ongoing need for supervised visitation, a request was made to exceed the funding cap. Upon completion of the presentation a recommendation to continue to purchase services was forwarded to the Consent Agenda with a stipulation that agency staff will periodically report on service usage and ongoing service need.
- B. An updated Pennington County Pre-Petition Screening Team list of approved screeners was presented to the Committee for consideration. Individuals recommended for appointment to the screening team include;

Mitch Anderson	Human Services
Alissa Jones	Human Services
Judy Graff	Human Services
Amy Nelson	Human Services
Julie Sjostrand	Human Services
Marcie Wallace	Human Services
Ken Yutrzenka	Human Services
Anita Cardinal	Public Health
Patty Anderson	Public Health
Tawna McGregor	Public Health
Ray Kuznia	County Sheriff
Jill Kruta	Sanford Health

Upon completion of the presentation, recommendation was made to forward this item to the Consent Agenda.

- C. Committee members were informed of a visit by a team member of the Human Service Performance Management System (HSPMS) on 08/16/2016. Purpose of the meeting was to share information between the County and DHS regarding HSPMS processes and upcoming measurement areas.
- D. Committee members and staff were provided a report detailing automobile usage and expenditures for the previous 12 month period. The requested report was a basis for discussion in consideration of the purchase of another vehicle for staff use. This item will be re-visited at a future Committee meeting.

- E. The Out-of-Home cost report as of July 2016 was presented for review.
- F. Month's end cash balance for July 2016 stands at \$2,367,725.88.

SECTION B

- I. Julie Sjostrand reported on the results of a recent UCare Care Coordination compliance audit. The agency received a 100% compliance rating on fulfilling MSHO/MSC+ care coordination requirements.
- II. Kathleen Herring presented the crisis assistance activity report and the most recent Income Maintenance caseload report. Current open case load count stands at 1,766.
- III. No Income Maintenance cases were presented for Special Case consideration.
- IV. A listing of bills presented for payment was reviewed. Recommendation for payment of the bills was moved to the Consent Agenda.

SECTION C

Be it resolved that the foregoing record is a true and accurate recording of the official actions and recommendations of the Human Service Committee for Pennington County and, as such, constitutes the official minutes thereof.

Chair: _____

Attest: _____

NEXT COMMITTEE MEETING: September 20, 2016 at 7:00pm.

Finding Ways to Stabilize Minnesota's Child Welfare Workforce

Kristine Piescher, PhD



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Background

- Effective delivery of public child welfare services requires a competent, committed workforce
- Workforce turnover threatens effectiveness and is costly to clients and the system itself
- Many factors are associated with workforce stability



Child Protection in Minnesota

Eric Dean: The boy they couldn't save

State mismanages to save abused kids' lives (Dec 2014)

Eric Dean was being hurt. But it was the failure of a system charged with protecting the youngest Minnesotans.

St. Paul Star Tribune | SEPTEMBER 1, 2014 - 2:38PM

Counties 'screen out' most child abuse allegations vs. Mpls couple (Dec 2014)

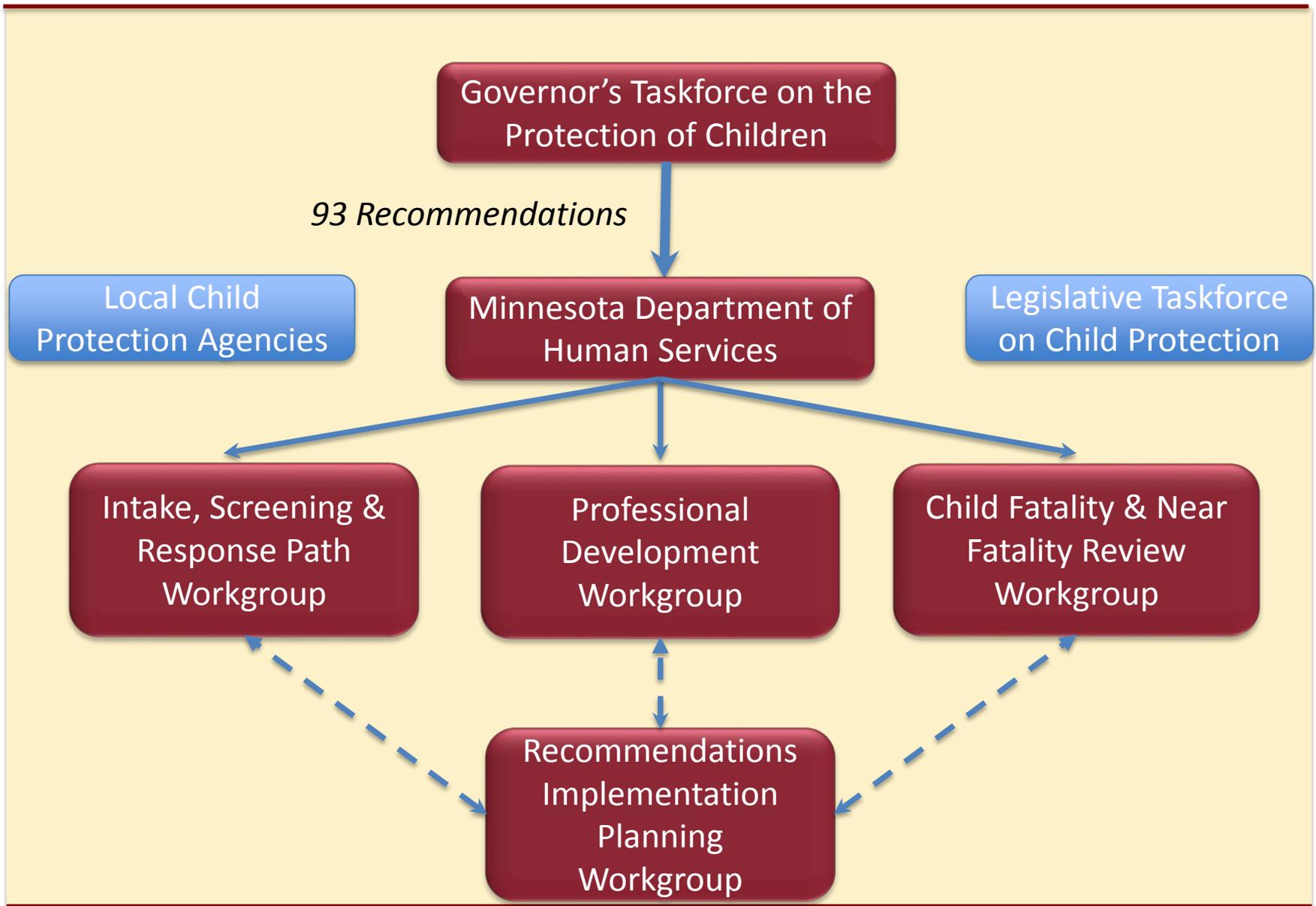
Child protection reforms strain Hennepin County since 1993 of abuse, neglect allegations vs. Mpls couple (Dec 2014)



Abused children in Minnesota are waiting too long for help (Jan 2016)

Lawsuit to overturn Indian child welfare law (Jan 2016)





High Caseloads

Public Scrutiny

Professionals Leaving the Workforce

300 New Workers

Training System Not Adequately Staffed

Significant Practice Changes



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Our Study

- Developed to better understand:
 - Current composition of Minnesota's child welfare workforce,
 - Workforce job satisfaction,
 - Workforce intent to remain employed in child welfare, and
 - Workforce perception of Minnesota's current child protection reform efforts
- Implemented in partnership



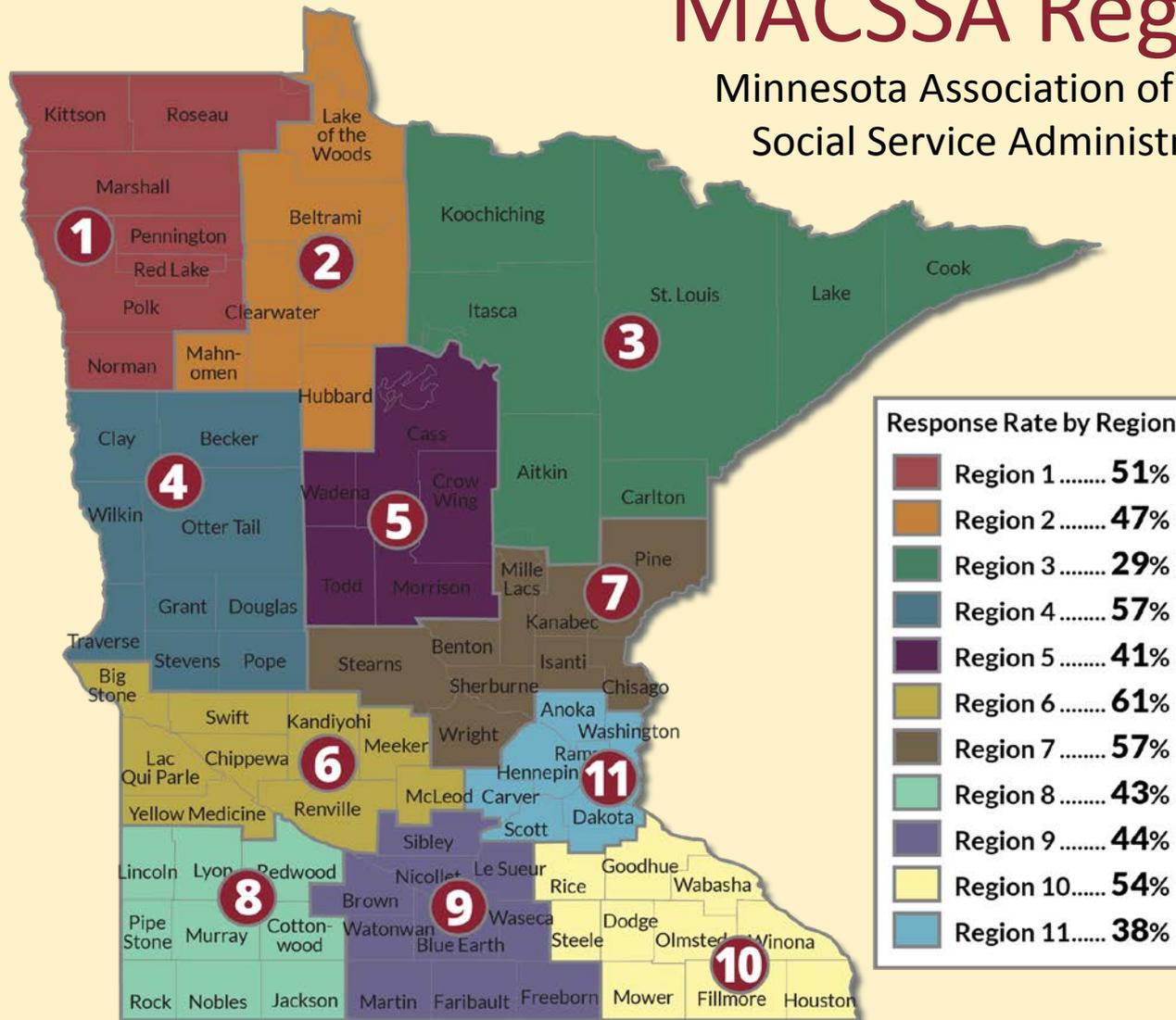
Methods

- On-line survey of all Minnesota child welfare professionals (n=1,948) distributed to County Social Service Directors -> workforce
- Amended from Ellett, Ellett & Ruggett, 2003
 - Demographic characteristics
 - Job satisfaction
 - Stability (past and future)
 - Perceptions of child protection reform



MACSSA Regions

Minnesota Association of County Social Service Administrators



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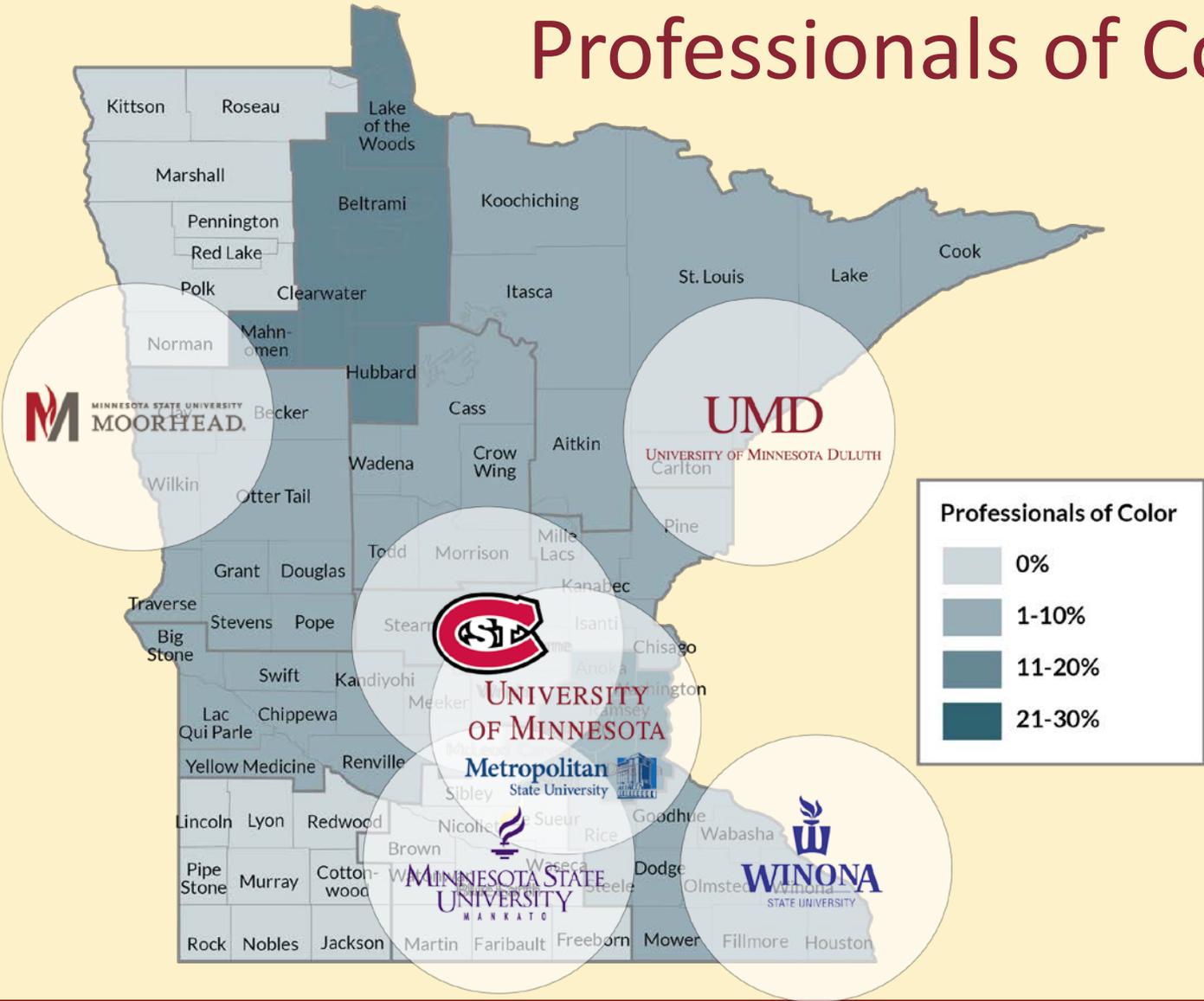


Geography & Workforce Characteristics

- Overall Minnesota's child protection workforce is:
 - White (90%)
 - Female (87%)
 - Educated
 - Bachelor's Degree (97%); 47% have a BSW
 - Master's Degree (37%); 25% have an MSW
 - IV-E Alumni (16%)
- Varies considerably by region



Professionals of Color

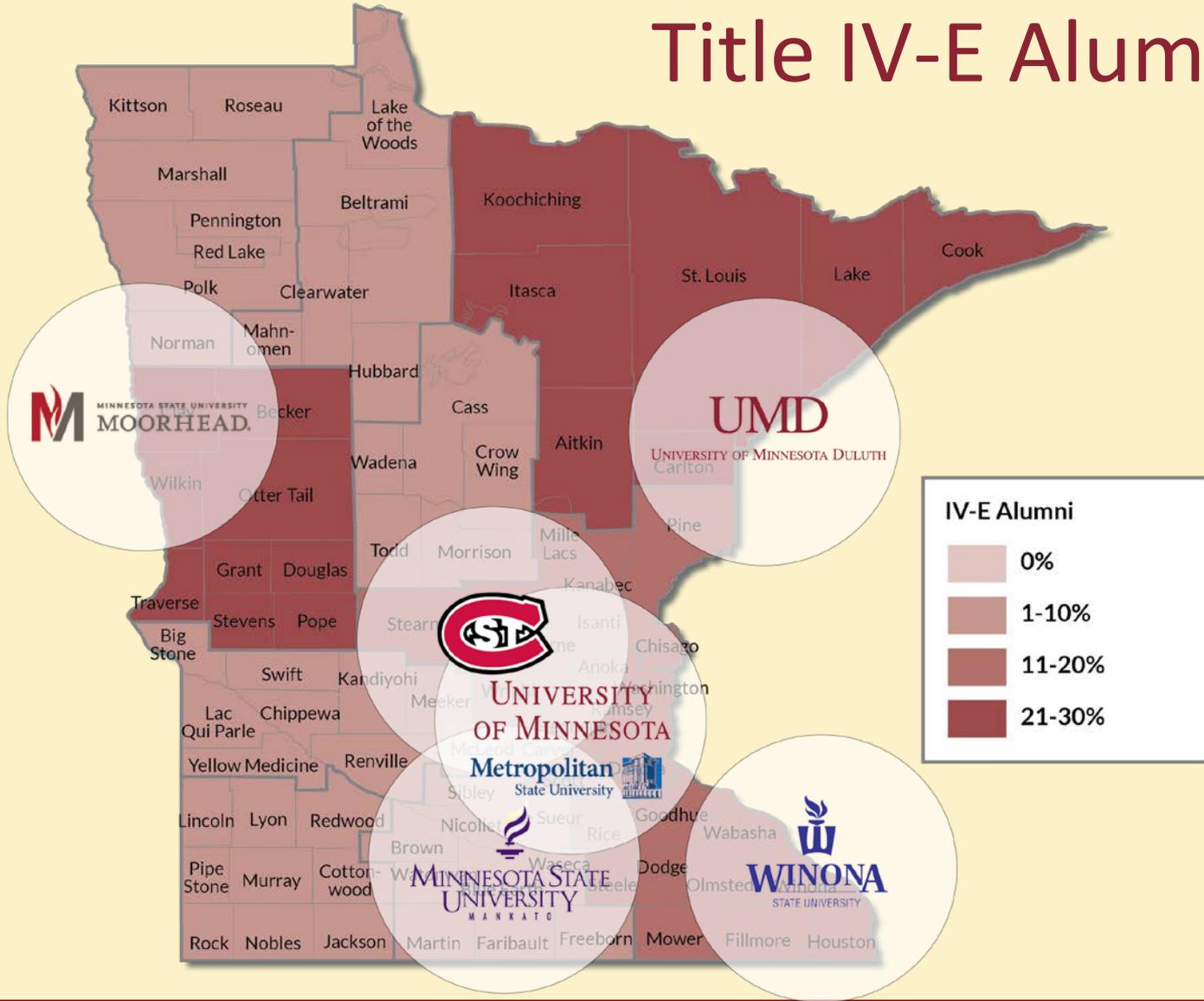


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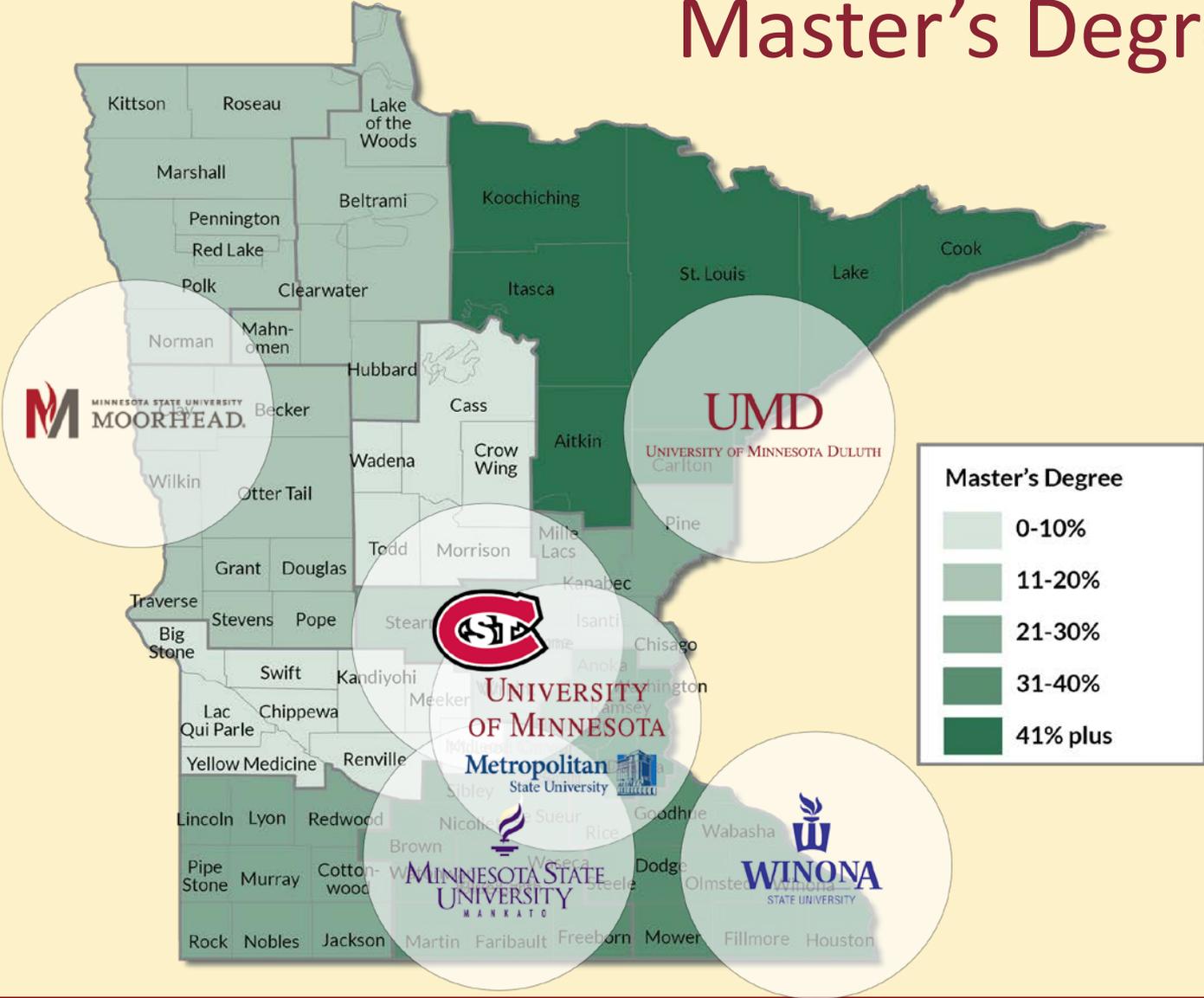
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Title IV-E Alumni



Master's Degrees



WORKFORCE STABILITY

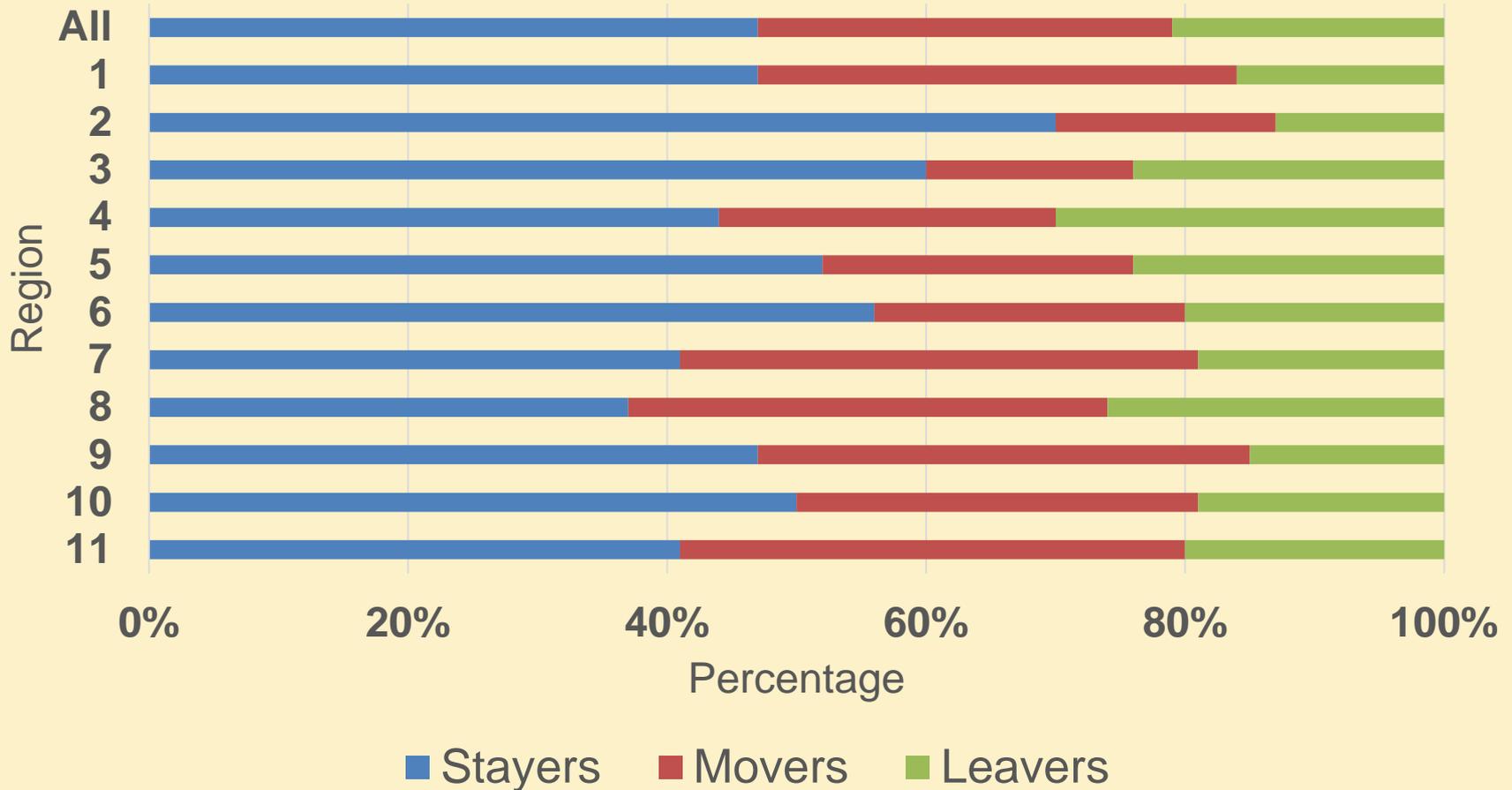


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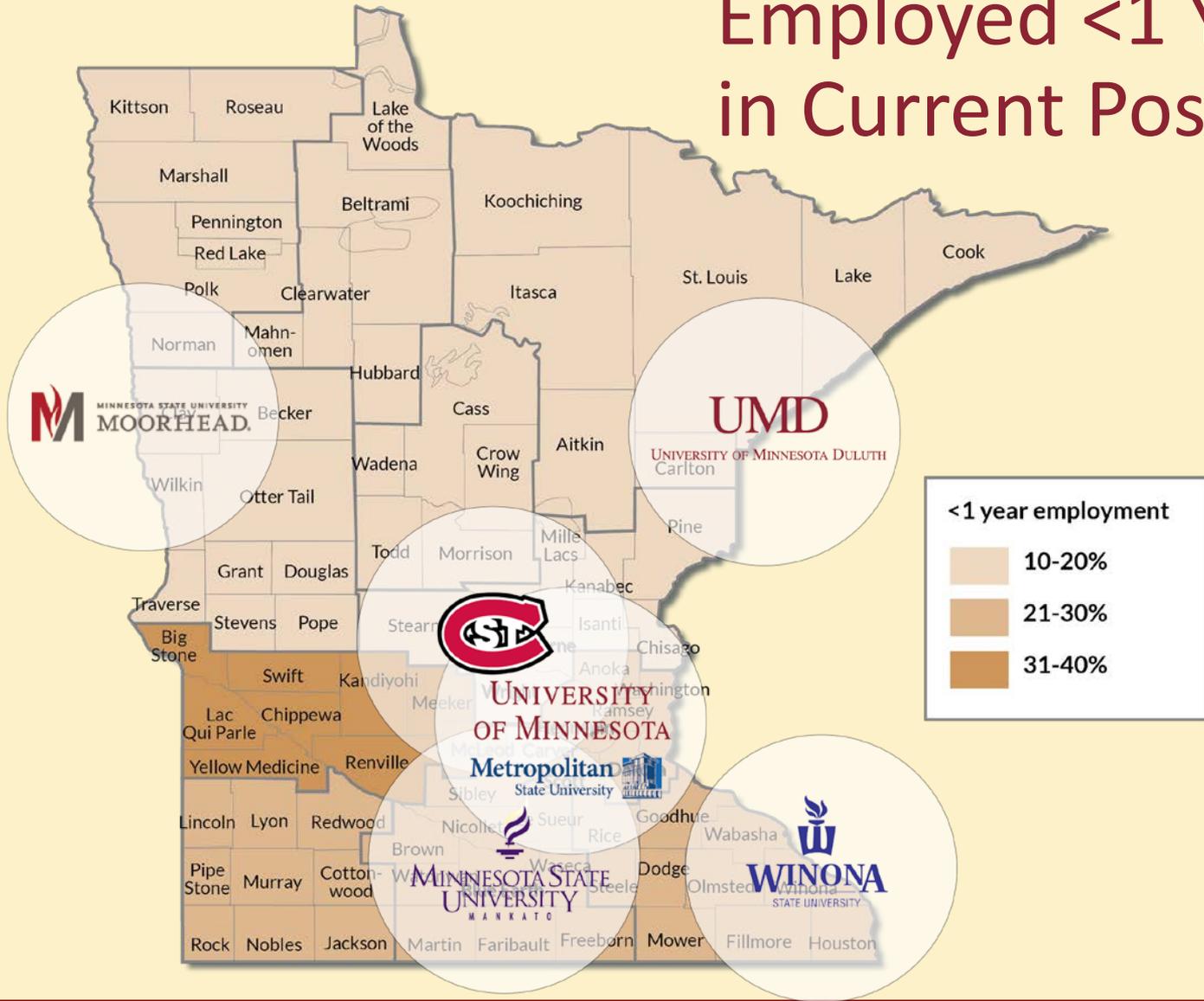
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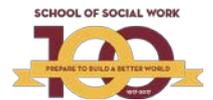
Job Seeking (Past 12 Months)



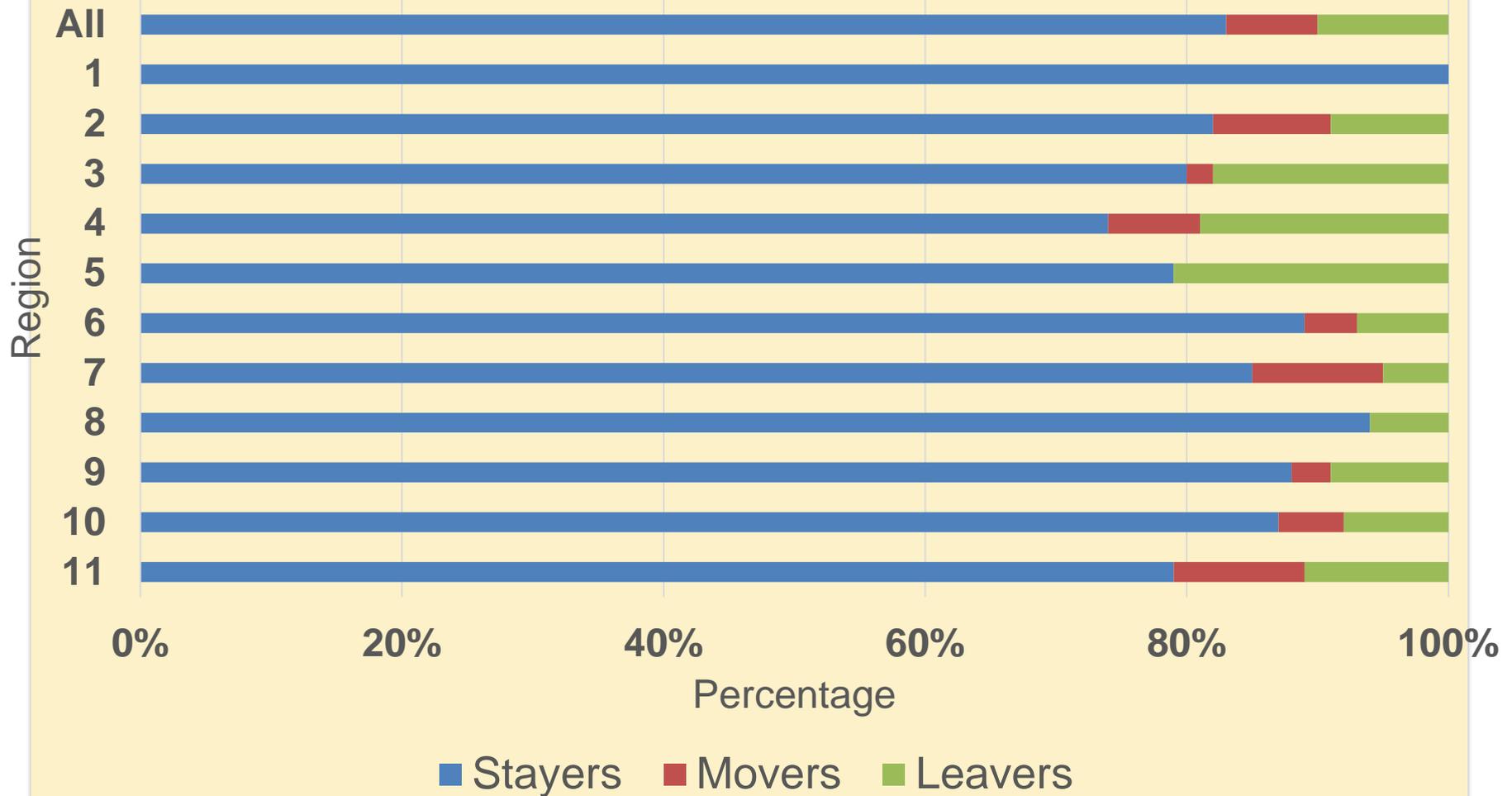
Employed <1 Year in Current Position



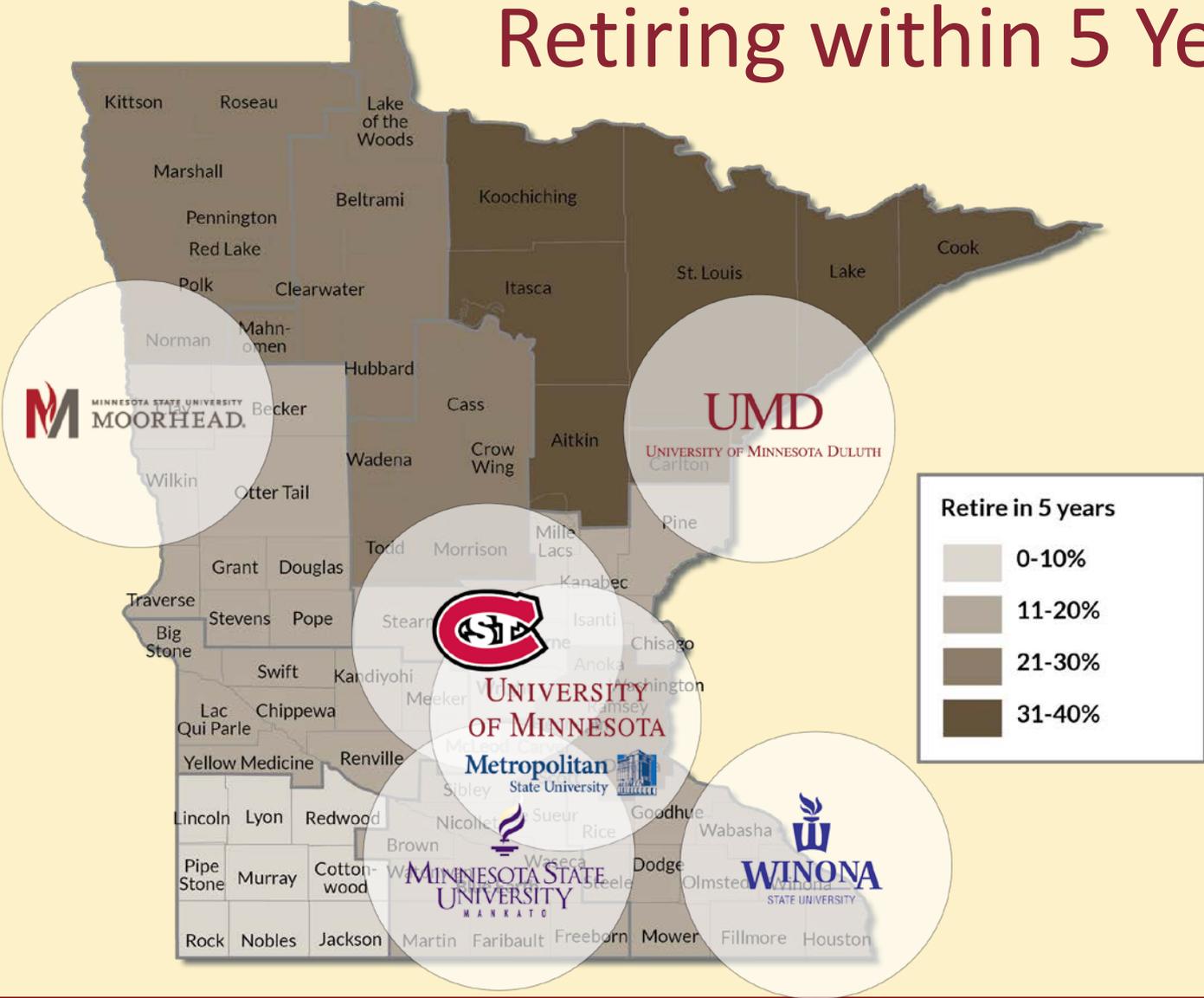
<1 year employment	
	10-20%
	21-30%
	31-40%



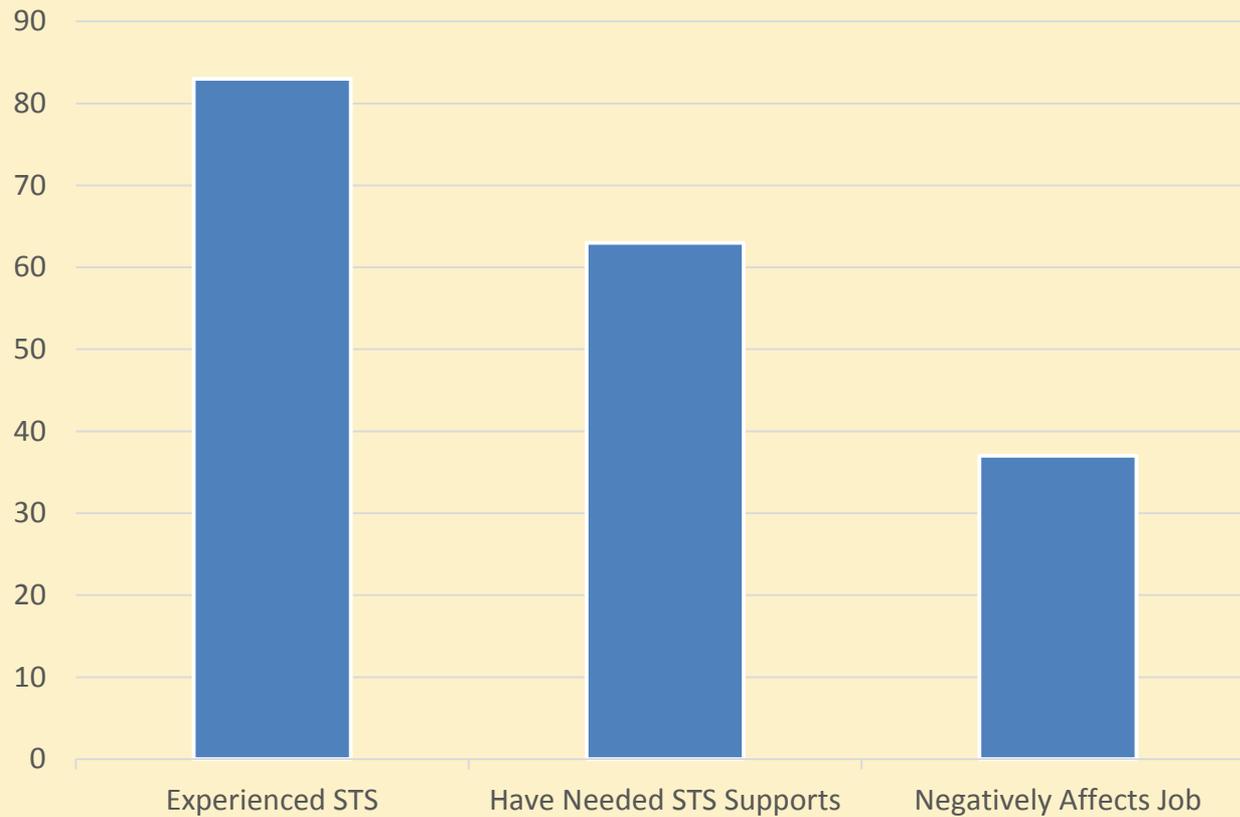
Intent to Remain Employed (Next 12 Months)



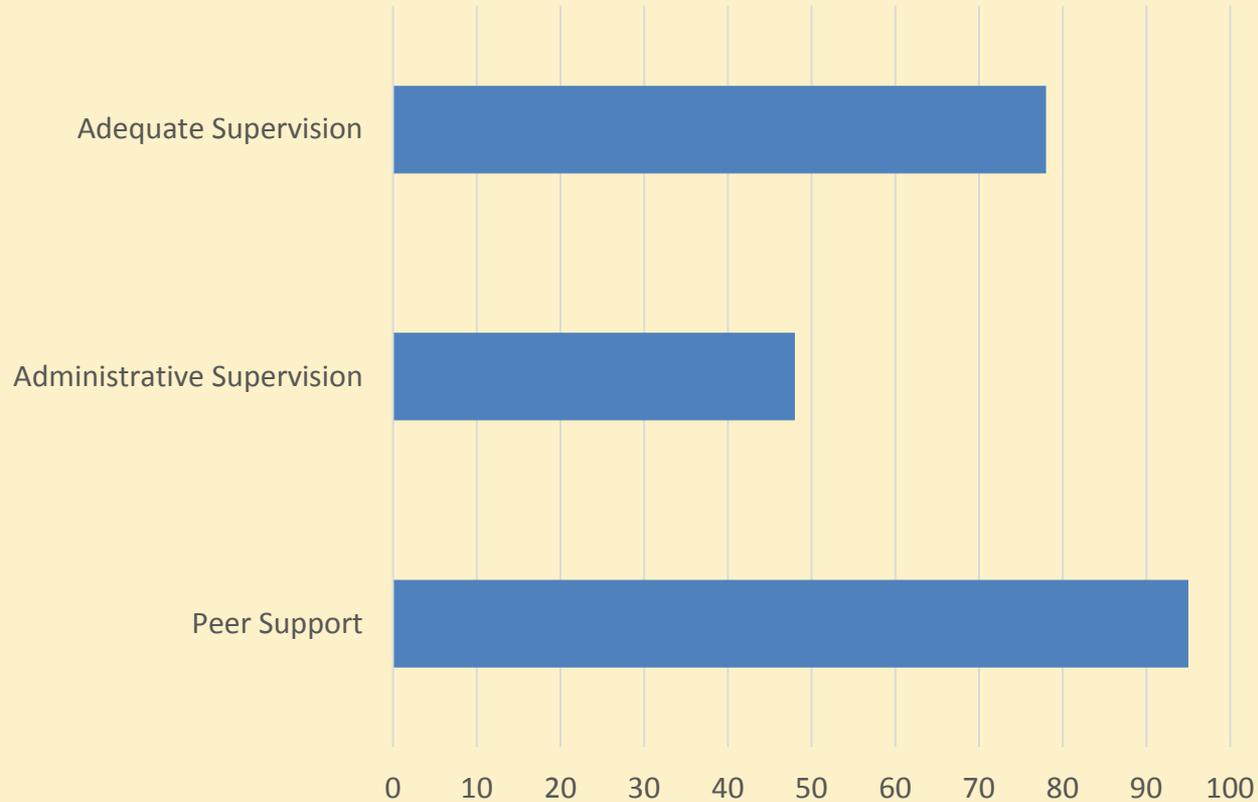
Retiring within 5 Years



Secondary Traumatic Stress (STS)



Supervision & Support

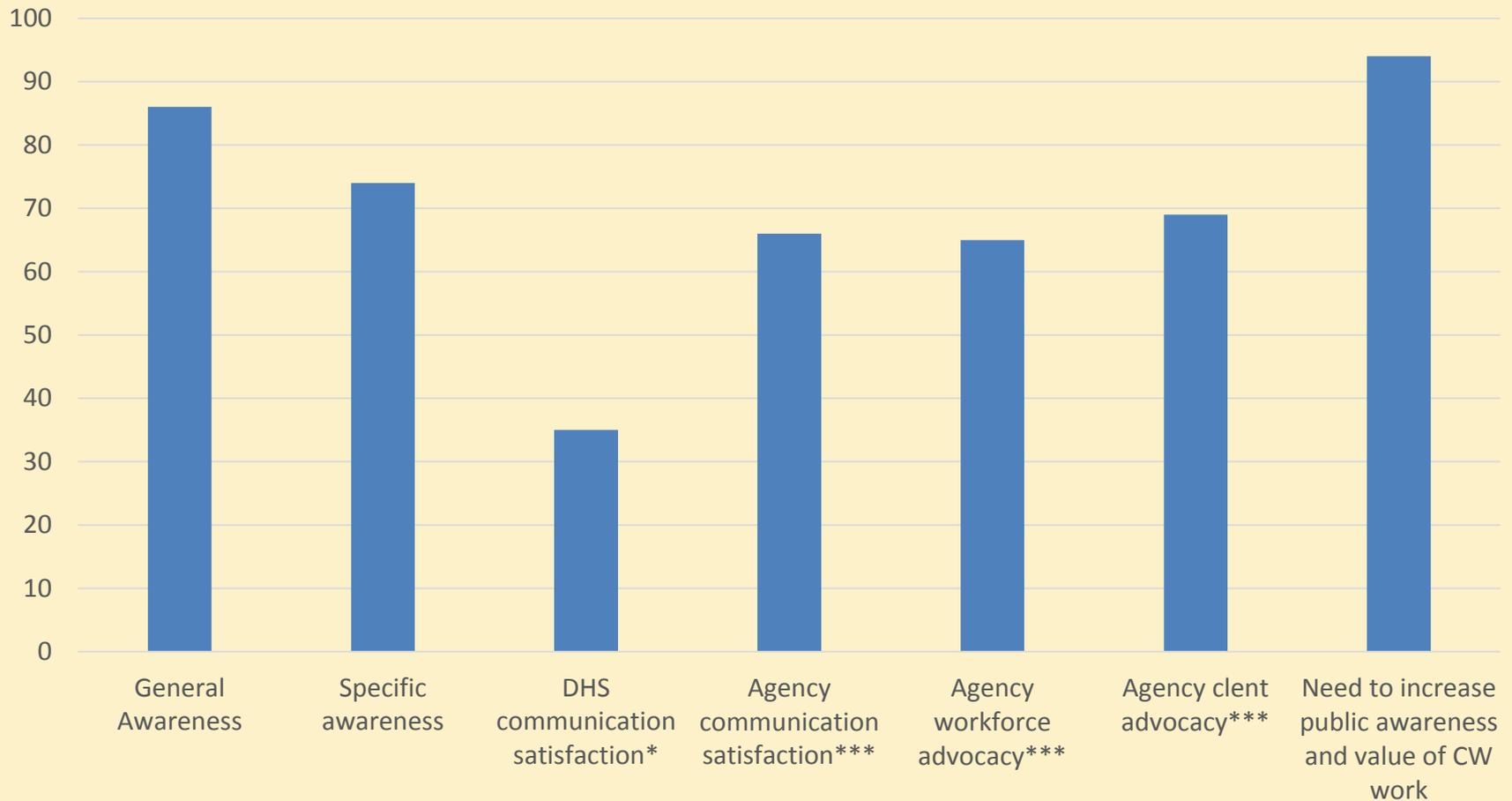


Retention Factors

- Top four factors:
 - Increased salary (88%)
 - Lower caseload sizes (82%)
 - Fewer administrative requirements (81%)
 - Increased professional development opportunities (71%)
- Statistically differed by region, likely representing unique needs of each region



Perception of MN CPS Reform



Perceptions of Reform & Intent to Stay

- Perceptions of CPS reform associated with workforce intent to stay
 - General Awareness***
 - Specific awareness
 - DHS communication satisfaction
 - Agency communication satisfaction***
 - Agency workforce advocacy***
 - Agency client advocacy***
 - Need to increase public awareness and value of CW work



CONCLUSIONS & IMPLICATIONS



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Conclusions:

Workforce Characteristics & Stability

- Minnesota's workforce characteristics vary dramatically by geographic region
- Minnesota's workforce currently lacks diversity
- Minnesota's workforce has experienced instability but the intention over the next 12 months is overwhelmingly to remain in CW
 - Turnover will occur (e.g., leavers & retirees)



Conclusions:

Factors Associated with Retention

- Factors influencing retention have been supported by previous research
 - Increased salary
 - Lower caseload sizes
 - Fewer administrative requirements
 - Increased professional development opportunities



Conclusions: Reform & Retention

- Retention (via intent to remain employed) is significantly associated with perceptions about reform
 - General awareness of reform efforts
 - Satisfaction with communication by own agency about reform
 - Belief that one's own agency advocates for the workforce during reform
 - Belief that one's own agency advocates for clients during reform



Conclusions: Support & Supervision

- Supervision is “adequate” for most but opportunities to improve supervision exist
 - More educative and supportive supervision
 - Focus on Secondary Traumatic Stress
 - Build upon peer consultation and support
- Resources and plans to address Secondary Traumatic Stress agency-wide are needed



Practice Implications

- Minnesota will need to pay particular attention to factors associated with retention now and in the future to maintain a stable workforce (while also planning for natural turnover)
 - Some Taskforce recommendations support retention while others may jeopardize it
 - Communication & advocacy are key to retaining the workforce



Research Implications

- Regional differences are important to capture in workforce research as the characteristics and needs of various regions have influence on outcomes
- Systems change factors are also crucial to understanding workforce stability
- Research to understand best practices for implementing and communicating statewide reform is needed



Next Steps

- Dissemination
 - CPS Summary
 - CPS Statewide Report (with regional data)
 - Additional Analysis
 - E.g., Front-line vs. Supervisors, SW vs Other, CW Tenure vs. New Employee
 - Manuscript



QUESTIONS?

Kristine Piescher kpiesche@umn.edu

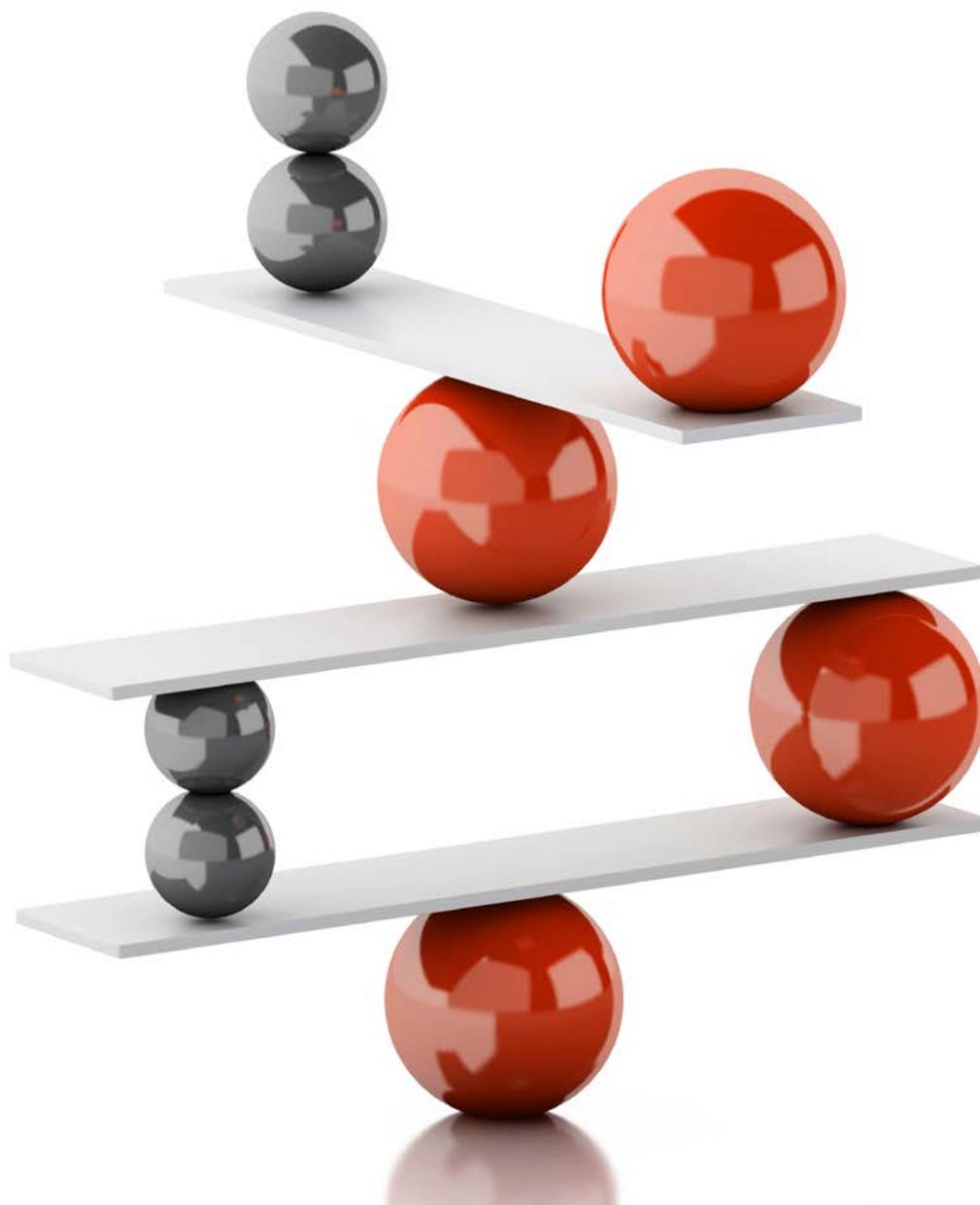


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Minnesota Child Welfare Workforce Stabilization Study 2016



Child Protection Summary Report

Introduction

Research and practice have long supported the notion that effective delivery of public and tribal child protection services requires a competent, committed workforce. Staff turnover in child protection threatens to undermine the effectiveness of these systems, and has proven costly to families, children, and the system itself.

In light of the Minnesota Governor's Task Force on the Protection of Children, numerous practice and policy decisions are being made that affect the delivery of public and tribal child protection services in Minnesota. The existing child protection workforce is being taxed in ways it has not been previously, partly due to new recommendations and requirements, changing workloads, and an influx of new staff entering the child protection workforce.

The Center for Advanced Studies in Child Welfare (CASCW) has partnered with the Minnesota Association of County Social Service Administrators (MACSSA) Children's Committee and the Minnesota Department of Human Services to better understand the state of Minnesota's child welfare workforce, with a particular focus on child protection professionals, in order to develop strategies to stabilize and strengthen the workforce in a time of child protection reform. To accomplish this, CASCW developed the Child Welfare Workforce Stabilization Survey. While the survey was sent to the larger child welfare workforce, this summary specifically focuses on the child protection workforce.

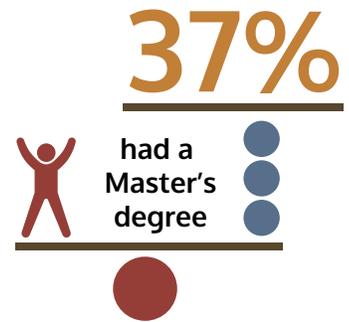
Method

In February 2016, an electronic survey was sent to 1,948 professionals working as front line staff or supervisors in child welfare (including: child protection services, children's mental health, foster care, adoption and permanency, prevention and early intervention services, and other related children's services). A total of 862 child welfare professionals from 81 counties and one tribal child welfare agency responded to the survey, a 44% statewide response rate.¹ Of the 862 responses, 823 included complete information. 89% (734) of respondents indicated that they currently work in child protection, involuntary foster care, and/or adoption/permanency. The following summary report is based upon these responses.

Respondents

Below are characteristics of the 734 respondents who worked in child protection, involuntary foster care, or adoption/permanency at the time of the survey:

- 87% were female and 13% were male, divided along the age spectrum of 20-25 years to over 60 years old
- 10% were professionals of color: 93% were Caucasian, 1% Hispanic/Latino/Latina, 1% Hmong, 1% Somali, 2% Asian/Pacific Islander, 3% African American, and 4% Native American
- 97% had at least a Bachelor's degree (47% in social work, 43% other related social science)
- 37% had a Master's Degree (25% in social work)
- 15% were current students or graduates of a Title IV-E child welfare education program
- 76% were case workers or social workers, 15% were supervisors, 4% case aides, and 5% were in other positions
- 58% had been in their current position less than five years, and 23% had been in their position one year or less.



Summary Findings

This section summarizes findings related to job satisfaction, the prevalence and impact of secondary traumatic stress, and the adequacy of supervision and peer support. It also includes a summary of findings related to workforce stability over the past twelve months, workforce turnover intentions for the next twelve months, and resources and supports that would help retain child protection professionals in the workforce. This section closes with a summary of reflections on the recent child protection reform efforts.

Job Satisfaction - 67% reported general satisfaction with their job as it currently is; surprisingly, 68% also reported feeling overwhelmed in their job duties.

Secondary Traumatic Stress - 83% reported experiencing secondary traumatic stress, but only 63% reported that they had the supports they

21%

Plan to seek employment outside of their current position



needed to manage this stress. 37% of respondents said secondary traumatic stress negatively affects their ability to do their job.

Supervision – 78% reported receiving adequate supervision. However, 48% reported that their supervision centers on administrative monitoring and compliance rather than support or education.

Peer Support - 95% reported that their peers provide support and assistance when problems arise.

Workforce Stability during the Past 12 Months:

- 47% did **not** seek employment outside of their current position
- 53% actively sought employment outside of their current position
 - » 45% actively sought employment within child protection, foster care, or adoption/permanency at a different agency
 - » 39% actively sought employment within their current agency but outside of child protection, foster care, or adoption/permanency
 - » 45% actively sought employment outside of their agency and outside of child protection, foster care, or adoption/permanency

Workforce Stability Intentions during the Next 12 Months:

- 79% reported planning to remain in their current position (without seeking employment elsewhere)
- 21% reported planning to seek employment outside of their current position
 - » 6% reported planning to seek employment in public child protection, involuntary foster care, or adoption/permanency in a different agency
 - » 14% reported planning to leave public/tribal child protection, involuntary foster care, or adoption/permanency
- 52% believed their supervisors were aware of their intentions to stay or leave
- 22% plan to retire in the next 10 years, and 58% of those plan to retire within the next five years

Retaining Employees - Respondents reported that the top three things that would increase their likelihood of remaining employed in child protection, involuntary foster care, or adoption/permanency include: increased salary (88%), lower caseload (81%), and fewer administrative requirements (81%; e.g., less paperwork, administrative meetings, etc.).

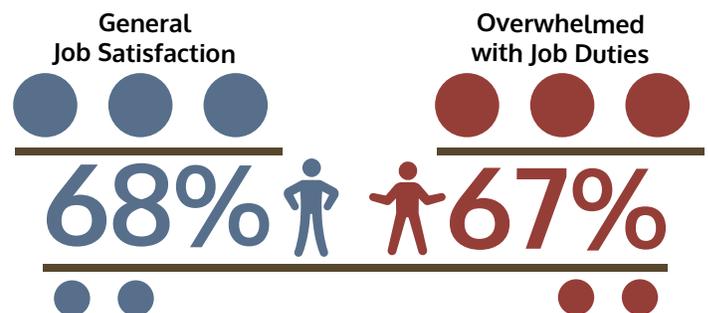
Effects of Reform

- 84% of respondents reported being generally aware of the child protection reforms taking place in Minnesota
- 66% of respondents reported satisfaction with communication by their agency regarding reform; however, only 35% were satisfied with communication by DHS regarding proposed changes
- 94% of respondents indicated that there is a need to increase public awareness of their work

Conclusion

Preliminary analysis indicates that Minnesota's public and tribal child protection workforce is stressed in ways that have created significant workforce instability over the past year. While the vast majority of the child protection workforce has indicated intentions to remain employed in their current position in the coming year, the reported intentions may not fully reflect what will actually occur. The reported intentions of the workforce are likely a conservative estimate of the instability that Minnesota's child protection system may face over the next 12 months.

In the coming year, Minnesota's child protection system should expect turnover of at least a quarter of the workforce (one out of every four front-line and supervisory professionals), including those who reported intentions to leave their current position, those who are planning to retire, and those who (currently)



intend to remain but change plans over the course of the next 12 months. Child protection professionals reported that higher salaries, lower caseloads, and fewer administrative requirements would help retain them in the field. While these changes may bring greater stability, research indicates that this may not be enough to sufficiently stabilize Minnesota's child protection workforce.

In the current context of reform, Minnesota's need for a competent, highly skilled, and stable workforce is paramount. In addition to considerations of changes regarding salary, workload, and administrative requirements (which are supported by recommendations of the Governor's Task Force), Minnesota's public and tribal child protection systems must take action to maintain the current child protection workforce while planning for the influx of new professionals that are arriving as a result of recommendations made by the Governor's Task Force, as well as positions opening due to retirement and other turnover. In particular, leaders should focus their efforts on alleviating the general feelings of overwhelm that child protection staff are facing. This would include:

- Providing additional supports for dealing with secondary traumatic stress, including developing and implementing agency-wide plans for attending to issues of secondary traumatic stress in the workforce;
- Improving the quality of supervision, with an increased focus on educative and supportive supervision (as opposed to administrative supervision) through ongoing training of supervisors, and the refinement of policies and infrastructure to better support reflective supervision;
- Maintaining and building upon opportunities for peer support, as promoting a culture of peer support is critical for the child protection workforce (including shared physical and virtual spaces for child protection professionals to connect about confidential and sensitive issues);



- Developing and implementing communication strategies to ensure a cohesive, directly applicable message (inclusive of DHS and agency guidance), delivered with sufficient detail to keep the workforce informed of reform efforts including changes in policy and practice; and
- Attending to the public perception of child protection work in Minnesota, especially considering the imbalance of negative child protection publicity experienced since 2014.

In the coming months, CASCW will continue to analyze data from the Child Welfare Workforce Stabilization Survey. Based on this analysis, CASCW will develop aggregate reports that provide a more nuanced understanding of the workforce and issues faced than can be covered by this summary. In addition to considering statewide trends, care will also be taken to better understand issues arising in each of MACSSA's 11 regions. With this information, child protection leaders will be better positioned to support and retain Minnesota's child protection workforce.

¹Although there is no established or confirmed number of child welfare professionals in Minnesota, we attempted to ascertain the total possible number of respondents via phone calls with Directors at each county and tribal child welfare agency. Directors indicated that 1,948 professionals were working as front line staff or supervisors in child welfare. This number was used to calculate the overall response rate to the survey.

²Respondents were allowed to select all that apply; thus responses do not sum to 100%.

**Pennington County Human Services
Income Maintenance Unit
2016 Active Cases by Program**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cash												
MFIP	45	48	46	52	52	55	61	67				
DWP	6	3	2	4	6	3	3	4				
GA	59	53	50	49	50	50	52	52				
GRH	59	58	59	60	60	58	58	62				
MSA	73	72	69	68	68	68	64	65				
EA	0	1	0	1	1	1	1	3				
EGA	0	0	0	0	0	0	0	2				
TOTAL	242	235	226	234	237	235	239	255				

Food												
SNAP	477	468	470	469	459	472	471	478				
TOTAL	477	468	470	469	459	472	471	478				

Health Care												
MA (MAXIS)	805	799	786	779	781	768	755	747				
IMD	6	8	8	8	8	8	10	9				
QMB	265	269	266	265	273	270	269	268				
SLMB	88	85	85	88	89	92	91	95				
QI-1	14	13	13	12	12	8	9	9				
MA (METS/MNsure)	591	604	604	608	632	640	654	656				
MCRE (METS)	55	53	58	59	66	64	65	65				
TOTAL	1,824	1,831	1,820	1,819	1,861	1,850	1,853	1,849				

Total Active Programs												
	2,543	2,534	2,516	2,522	2,557	2,557	2,563	2,582				

Total Active Cases												
	1,667	1,718	1,720	1,727	1,754	1,769	1,766	1,773				

Human Service's Month End Balance

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
January	1,309,156.86	1,237,104.03	1,122,389.02	771,407.81	701,564.42	929,075.49	1,197,979.30	1,389,512.16	1,271,780.24	1,417,880.34	1,647,300.14	1,814,014.90
February	1,147,870.39	1,104,373.70	1,022,585.37	607,319.40	635,264.10	903,465.27	1,157,578.43	1,331,478.96	1,198,866.83	1,307,072.82	1,618,976.04	1,801,985.24
March	1,029,374.21	908,840.83	705,442.69	428,905.97	463,085.65	810,094.43	1,096,732.38	1,165,062.80	1,062,709.62	1,159,500.45	1,375,360.09	1,655,070.89
April	788,416.16	747,437.52	467,998.34	262,762.58	310,616.16	506,305.55	825,804.92	819,532.72	808,225.65	930,693.70	1,088,964.93	1,347,248.60
May	653,690.74	691,752.23	382,551.08	142,246.78	161,895.69	447,916.22	768,561.39	678,196.10	552,664.08	693,604.86	961,748.47	1,294,231.42
June	1,122,336.68	1,156,696.29	856,293.17	748,735.68	813,433.08	1,253,180.74	1,615,579.53	1,560,001.28	336,353.50	1,534,085.80	1,932,135.73	2,330,176.40
July	1,425,888.93	1,429,151.24	1,073,512.78	906,246.71	925,265.96	1,327,951.41	1,313,679.13	1,659,331.53	1,693,689.91	1,538,687.96	2,047,715.90	2,367,725.88
August	1,295,253.41	1,253,678.57	887,436.09	751,562.11	882,810.00	1,312,090.88	1,599,387.92	1,694,786.46	1,636,358.00	1,483,015.19	2,097,897.09	2,427,610.70
September	1,073,403.66	1,006,514.93	700,638.09	633,565.54	726,047.54	1,094,067.41	1,349,316.27	1,431,613.15	1,468,683.30	1,236,816.55	1,844,296.27	
October	897,378.14	846,958.68	534,556.62	500,741.08	525,397.26	954,484.86	1,188,529.69	1,116,275.87	1,174,910.46	919,650.64	1,492,630.60	
November	765,995.33	1,307,027.10	892,920.21	422,625.48	1,261,703.28	1,422,560.89	1,732,295.38	877,736.63	1,756,882.42	1,900,971.24	2,213,985.52	
December	1,415,786.24	1,320,805.76	877,663.14	907,713.54	1,119,405.06	1,377,405.92	1,588,551.10	1,485,681.91	1,678,723.86	1,833,528.58	2,083,484.81	

Pennington County Human Services
Emergency Assistance/Emergency General Assistance
Emergency Requests Related to Housing, Potential Evictions, and Utilities
Aug-16

Approvals

Eligibility Worker	File Date	Case	Request	Employment Status	Number of Children	Amount and Purpose	Agency Action	Date of Action
X157517	8/10/2016	1527439	electric	full time	1	\$519.83 - past due electric to prevent disconnect	EA Approved \$519.83 - to prevent electric disconnect	8/10/2016
X157540	8/16/2016	1512175	electric	part time	0	\$408.03 - to restore electric service	EGA Approved \$200 - to restore electric service. Salvation Army funds approved for \$208.03 to meet the balance of the need.	8/17/2016
X157540	8/16/2016	675399	rent	full time	0	\$400 - past due rent to prevent eviction	EGA Approved \$400 - to prevent eviction.	8/25/2016
X157546	8/9/2016	1134320	electric	unemployed - new MFIP client	1	\$301.48 - to restore electric service	EA Approved \$301.48 - to restore electric service.	8/10/2016
X157546	8/16/2016	1398914	electric	part time	1	\$456.53 - to restore electric service	EA Approved \$456.53 - to restore electric service.	8/18/2016
TOTAL						EA	\$758.01	
						EGA	\$600.00	

Denials

X157503	8/1/2016	2195557	unknown	unemployed	none	unknown	EGA Denied. No documented emergency.	8/31/2016
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X157503	8/16/2016	1899766	electric	unknown	none	\$ 750 - to prevent electric disconnect	EGA Denied. Over FPG level and failed to meet co-pay. Client referred to utility provider to arrange payment plan. Client resolved emergency need.	8/16/2016
X157503	8/22/2016	2204384	unknown	unknown	none	unknown	EGA Denied. Failed to complete the application process.	8/22/2016
X157505	7/26/2016	1032186	rent	SSI recipient	none	\$2,517 - past due rent	EGA Denied. Not cost effective.	8/2/2016
X157505	8/6/2016	250189	rent	part time	none	unknown	EGA Denied. No outstanding rent due.	8/6/2016
X157505	8/22/2016	1459975	electric	RSDI & other retirement income	none	\$346.57 - to prevent electric disconnect	EGA Denied. Over FPG level and failed to meet co-pay.	8/23/2016
x157517	8/17/2016	2151890	electric	full time	3	\$1,190.57 - to restore electric service	EA Denied. Failed to meet co-pay.	8/17/2016
X157517	8/29/2016	1471985	electric	full time	2	unknown	EA Denied. Client resolved emergency need.	8/29/2016
X157517	8/17/2016	1273340	electric	SSI recipient - MFIP client	4	\$739.03 - to restore electric service	EA Denied. Client chose to use MFIP to resolve emergency rather than EA. MFIP paid \$621 to restore electric service. Electric provider restored service immediately based upon our guarantee of MFIP vendor payment.	8/30/2016

X157540	8/8/2016	961317	unknown	SSI recipient	0	unknown	EGA Denied. No documented emergency.	8/17/2016
X157540	8/12/2016	1148224	unknown	unemployed	0	unknown	EGA Denied. No documented emergency.	8/18/2016
X157546	8/19/2016	112608	rent	unemployed	3	\$450 - to prevent eviction	EA Denied. Payment of past due rent was not stopping eviction process.	8/26/2016
X157546	8/16/2016	755272	electric deposit	part time	2	\$300 - to initiate electric service	EA Denied. Housing & utilities not cost effective.	8/16/2016

Expense	January 2016	February 2016	March 2016	April 2016	May 2016	June 2016	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016	YTD 2016	2015	Change
Foster Care	\$ 12,121.02	\$ 9,722.77	\$ 8,851.45	\$ 8,194.97	\$ 14,379.30	\$ 20,587.32	\$ 12,290.73	\$ 8,871.13				\$ -	\$ 95,018.69	\$ 48,494.66	95.9%
Rule 4	\$ 7,241.53		\$ 5,421.60	\$ 2,801.16	\$ 2,710.80	\$ 2,801.16	\$ 2,710.80	\$ 946.68				\$ -	\$ 24,633.73	\$ 57,900.90	-57.5%
Rule 8	\$ -	\$ 561.00	\$ 3,366.00		\$ 2,006.28	\$ 11,033.00	\$ 748.00	\$ -			\$ -	\$ -	\$ 17,714.28	\$ 53,755.01	-67.0%
Rule 5	\$ 22,359.43	\$ 12,299.90	\$ 19,251.80	\$ 23,436.71	\$ 17,051.69	\$ 17,725.18	\$ 17,153.40	\$ 12,361.18				\$ -	\$ 141,639.29	\$ 104,572.12	35.4%
Corrections	\$ 26,936.19	\$ 12,780.00	\$ 32,872.03	\$ 20,030.88	\$ 17,022.92	\$ 19,317.00	\$ 19,329.99	\$ 15,061.95				\$ -	\$ 163,350.96	\$ 322,864.77	-49.4%
Adoption Aid	\$ 26,993.00						\$ 20,113.00					\$ -	\$ 47,106.00	\$ -	
Totals	\$ 95,651.17	\$ 35,363.67	\$ 69,762.88	\$ 54,463.72	\$ 53,170.99	\$ 71,463.66	\$ 72,345.92	\$ 37,240.94	\$ -	\$ -	\$ -	\$ -	\$ 489,462.95	\$ 587,587.46	-16.7%
Revenue															
Reimburse	\$ 2,286.03	\$ 503.35	\$ 503.35	\$ 488.67	\$ 488.67	\$ 519.24	\$ 9,214.56	\$ 488.67				\$ -	\$ 14,492.54	\$ 9,203.57	57.5%
MH Recovery	\$ 822.00	\$ 822.00	\$ 822.00	\$ 822.00	\$ 5,510.15	\$ 8,159.56	\$ 3,385.95					\$ -	\$ 20,343.66	\$ 13,647.26	49.1%
4E Recovery	\$ -	\$ 3,303.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,303.00	\$ 68,988.76	-95.2%
Totals	\$ 3,108.03	\$ 4,628.35	\$ 1,325.35	\$ 1,310.67	\$ 5,998.82	\$ 8,678.80	\$ 12,600.51	\$ 488.67	\$ -	\$ -	\$ -	\$ -	\$ 38,139.20	\$ 91,839.59	-58.5%
Net Expense	\$ 92,543.14	\$ 30,735.32	\$ 68,437.53	\$ 53,153.05	\$ 47,172.17	\$ 62,784.86	\$ 59,745.41	\$ 36,752.27	\$ -	\$ -	\$ -	\$ -	\$ 451,323.75	\$ 495,747.87	-9.0%
2015 Totals	\$ 74,103.23	\$ 49,032.65	\$ 63,800.77	\$ 122,647.50	\$ 39,412.60	\$ 74,829.58	\$ 52,954.66	\$ 18,966.88	\$ 101,067.37	\$ 95,903.51	\$ 69,719.50	\$ 51,684.77	\$ 814,123.02	\$ 814,123.02	0.0%
YTD Change	\$ 18,439.91	\$ 142.58	\$ 4,779.34	\$ (64,715.11)	\$ (56,955.54)	\$ (69,000.26)	\$ (62,209.51)	\$ (44,424.12)	\$ (145,491.49)	\$ (241,395.00)	\$ (311,114.50)	\$ (362,799.27)	\$ (1,334,742.97)		

Expense	January 2015	February 2015	March 2015	April 2015	May 2015	June 2015	July 2015	August 2015	September 2015	October 2015	November 2015	December 2015	YTD 2015
Foster Care	\$ 5,764.88	\$ 4,985.52	\$ 4,596.48	\$ 4,786.71	\$ 4,632.30	\$ 7,634.91	\$ 6,644.19	\$ 9,449.67	\$ 14,488.19	\$ 13,068.11	\$ 13,313.39	\$ 12,071.40	\$ 101,435.75
Rule 4	\$ 9,581.24	\$ 8,610.65	\$ 4,737.86	\$ 12,365.22	\$ 7,248.60	\$ 7,516.85	\$ 7,840.48	\$ -	\$ 2,827.98	\$ 25,211.11	\$ 4,122.95	\$ -	\$ 90,062.94
Rule 8	\$ 5,760.00	\$ 6,541.00	\$ 25,249.97	\$ 12,240.00	\$ -	\$ 3,964.04	\$ -	\$ -	\$ 15,776.00	\$ 49.63	\$ -	\$ 5,236.00	\$ 74,816.64
Rule 5	\$ 7,522.47	\$ 13,118.88	\$ 5,092.60	\$ 37,755.47	\$ 13,289.66	\$ 20,659.09	\$ 3,508.50	\$ 3,625.45	\$ 25,935.92	\$ 10,975.20	\$ 13,544.87	\$ 22,046.40	\$ 177,074.51
Corrections	\$ 49,459.94	\$ 42,157.28	\$ 27,286.00	\$ 58,719.94	\$ 37,968.80	\$ 38,249.46	\$ 33,855.16	\$ 35,168.19	\$ 44,225.23	\$ 47,910.13	\$ 40,881.23	\$ 26,993.00	\$ 482,874.36
Adoption Aid												\$ -	\$ -
Totals	\$ 78,088.53	\$ 75,413.33	\$ 66,962.91	\$ 125,867.34	\$ 63,139.36	\$ 78,024.35	\$ 51,848.33	\$ 48,243.31	\$ 103,253.32	\$ 97,214.18	\$ 71,862.44	\$ 66,346.80	\$ 926,264.20
Revenue													
Reimburse	\$ 3,015.30	\$ 1,865.48	\$ 1,370.14	\$ 674.84	\$ 620.70	\$ 679.77	\$ 488.67	\$ 488.67	\$ 498.95	\$ 488.67	\$ 1,320.94	\$ 1,340.03	\$ 12,852.16
MH Recovery	\$ 970.00	\$ 2,295.20	\$ 1,792.00	\$ 2,545.00	\$ 3,432.06	\$ 2,515.00	\$ (1,595.00)	\$ 1,693.00	\$ 1,687.00	\$ 822.00	\$ 822.00	\$ 822.00	\$ 17,800.26
4E Recovery	\$ -	\$ 22,220.00	\$ -	\$ -	\$ 19,674.00	\$ -	\$ -	\$ 27,094.76	\$ -	\$ -	\$ -	\$ 12,500.00	\$ 81,488.76
Totals	\$ 3,985.30	\$ 26,380.68	\$ 3,162.14	\$ 3,219.84	\$ 23,726.76	\$ 3,194.77	\$ (1,106.33)	\$ 29,276.43	\$ 2,185.95	\$ 1,310.67	\$ 2,142.94	\$ 14,662.03	\$ 112,141.18
Net Expense	\$ 74,103.23	\$ 49,032.65	\$ 63,800.77	\$ 122,647.50	\$ 39,412.60	\$ 74,829.58	\$ 52,954.66	\$ 18,966.88	\$ 101,067.37	\$ 95,903.51	\$ 69,719.50	\$ 51,684.77	\$ 814,123.02