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# Projects of Regional Significance:

A Report to the Minnesota Legislature on the Children and Community Services Act



Minnesota Department of **Human Services**

**Community Partnerships Division**

November 2004

## **Projects of Regional Significance Report**

This report was prepared by the Minnesota Department of Human Services, Community Partnerships Division and produced for the Legislature in response to a legislative directive in Minnesota Statutes, section 256M.40, subdivision 2. Copies of this report are available on the Department's Web site ([www.dhs.state.mn.us](http://www.dhs.state.mn.us)).

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## Executive Summary

The Governor and the 2003 Legislature enacted a series of broad changes to create consolidated programs with flexible funding models to support the delivery of social services to Minnesotans in need. One of these efforts led to the development of the Children and Community Services Act, which consolidated 18 separate children and community services grants into a single grant program for counties to support individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities, as well as services for family members to support those individuals.

While all counties receive an allocation from the annual \$100 million consolidated fund under the Children and Community Services Act, the Legislature also created a pool of \$25 million each year to support Projects of Regional Significance (PORS). The Legislature required that the Commissioner of Human Services study whether, and how, to dedicate a portion of the funds for projects, and submit a report to the chairs of the house and senate committees with jurisdiction over the children and community services grants by January 15, 2005. This report serves to fulfill those requirements.

Minnesota Department of Human Services staff met with county directors and other stakeholders, issued a Request for Information (RFI) in the State Register, and compiled the responses submitted. The department asked a series of 19 questions to seek guidance on a range of aspects, including how the projects should be defined, target populations, timeframes, coordination with other services, payment mechanisms, evaluation, and what types of projects are significant at this time and should be addressed with the funds. This report provides summary information compiled by the department, the specific responses of each entity to the Request for Information, and makes recommendations to the Legislature regarding the development and operation of the Projects of Regional Significance.

The organizations representing counties, the Minnesota Association of County Social Service Administrators (MACSSA) and the Association of Minnesota Counties (AMC), specifically indicated that counties would be most effective in serving needy Minnesotans by restoring the cuts to the social service programs and the incorporation of the funds for Projects of Regional Significance into the base allocations for all counties. In regards to the provision of Projects of Regional Significance, MACSSA recommended that the department issue a request for proposal (RFP) as soon as possible to allow counties sufficient time to develop and plan the projects. The MACSSA and AMC responses are included in this report.

In response to what types of projects are significant for Minnesota at this time, responses focused on supportive housing, restoring earlier social service reductions, children's mental health, addressing the needs of American Indian children in out-of-home care, additional resources to collaboratives to support local needs, and substance abuse issues, including the ability to respond to the impact of methamphetamine use. Other needs were also identified.

After review and analysis of the submitted responses and in consideration of the intent and requirements of the Children and Community Services Act, the department makes the following commitments and recommendations:

1. The department will proceed immediately to develop and issue a request for proposal for the projects of regional significance in order to:
  - a. Assure a sufficient response time by counties
  - b. Make the funds available as quickly as possible (July 2005) contingent on any action in the 2005 legislative session
2. Eligible entities for the projects should be counties working at a regional level, with incentives to work with other entities, such as tribes in their region
3. Counties should self-identify the regions to be served in the response to the RFP
4. Eligible proposals should respond to the specific needs of individuals and families requiring supportive housing, children's mental health services, services to reduce chronic serious and violent offending, substance abuse services related to methamphetamine use, concurrent permanency planning, or specifically address the overrepresentation of African American or American Indian children in out-of-home care
5. The department should issue the same criteria in the request for proposals that it used in the request for information
6. Funding for the projects should be available for up to four years pending state funding availability and program effectiveness
7. The entire \$25 million should be dedicated to the projects.

More specific recommendations can be found within this report.

## **Background**

### **Children and Community Services Act**

The Governor submitted and the 2003 Legislature approved consolidated funding for the Children and Community Services Act (CCSA), Minnesota Statutes, 256M.01 to 256M.80.

The Act:

- Supports individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities, as well as services for family members to support those individuals.
- Consolidates 18 children and community services grants, giving counties more flexibility to ensure better outcomes for children, adolescents and adults in need of services. Grants consolidated: Community Social Services Grants, Family Preservation Grants, several Children's Mental Health Grants (Rule 78, Adolescent Services, Homeless Children, Collaborative State Wraparound, Respite Care, and Screening Pilot Grants), several Child Welfare Grants (Crisis Nursery, Homeless Children, Children with Substance Abusing Mothers, Children whose Mothers were Incarcerated, Minority Placement), Hennepin County Social Services Grants for Group Residential Housing Recipients, Social Services Supplemental Grants, Training of Criminal Justice, Title XX Social Services and Title XX Concurrent Permanency Planning Grants.
- Appropriates \$100 million each year to counties based on historical shares of several grants folded into the consolidated fund.
- Requires each county to have an approved biennial service agreement with the department, identifying targets for outcomes on child safety, permanency, well-being and mental health beginning in calendar year 2006.

There are specific requirements regarding county expenditure of CCSA funds allocated to them, including:

- Counties must budget at least 40 percent of the CCSA funds for services to ensure the mental health, safety, permanency, and well-being of children from low-income families.
- Counties must consider the continuing need for services and programs for children and persons with disabilities that were funded by the former grants within the limits of funds available.
- Counties shall not reduce CCSA expenditures for services to adults with disabilities by more than the overall percentage of the reduction in CCSA funding when compared to the county's 2003 combined allocation for specific grants that were formerly provided.
- Counties shall be responsible for providing day training and habilitation services or alternative habilitation services during the day for persons with developmental disabilities to the extent this is required by the person's individualized service plan and to the extent provided in the county service agreement,

MS 256M.70 recognizes fiscal limitations under CCSA, but does require counties to make a "demonstration of reasonable effort." If a county has made reasonable efforts to provide services according to the service agreement, but CCSA funds are insufficient, the county may

limit services that do not meet the following criteria, while giving the highest funding priority to items (1), (2) and (3):

- (1) Services needed to protect individuals from maltreatment, abuse, and neglect
- (2) Emergency and crisis services needed to protect clients from physical, emotional, or psychological harm
- (3) Services that maintain a person in their home or least restrictive setting
- (4) Assessment of persons applying for services and referral to appropriate services when necessary
- (5) Public guardianship services
- (6) Case management for persons with developmental disabilities, children with serious emotional disturbances, and adults with serious and persistent mental illness
- (7) Fulfilling licensing responsibilities delegated to the county by DHS under MS 245A.16.

The CCSA outcome measures represent the initial measures for which baseline data will be established in calendar year 2005. These include:

- Children's Mental Health: Improved mental health status
- Child Safety: Reduced recurrence of child abuse/neglect and reduced incidence of child abuse/neglect in foster care
- Child Permanency: Reduced return to foster care, Timeliness of permanency
- Child Well-Being: Placement stability, Children receive adequate services to meet their physical and mental health needs.

More specific outcome indicators for each of the outcome measures have been identified and included in each county's biennial service agreement.

Performance targets will be established based on the 2005 data for the calendar year 2006-07 biennium. There are no performance allocations provided in the new legislation for the CCSA funds. Beginning July 2005, DHS will issue an annual statewide report on the counties' progress on these measures.

In order to streamline the processes, reduce paperwork and encourage county coordination of various programs, the department merged the requirements of the biennial service plans for the Children and Community Services Act with the biennial service plans for the Minnesota Family Investment Program (MFIP) consolidated fund.

See department Bulletin #03-68-10 for more information about the Children and Community Services Act and its coordination with the MFIP consolidated fund. The bulletin can be found at: [http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS\\_id\\_004869.pdf](http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS_id_004869.pdf)



## Projects of Regional Significance under the Act

The language for the Projects of Regional Significance can be found at Minnesota Statutes, 256M.40, subdivision 2 and reads as follows:

“The commissioner shall study whether and how to dedicate a portion of the allocated funds for projects of regional significance. The study shall include an analysis of the amount of annual funding to be dedicated for projects of regional significance and what efforts these projects must support. The commissioner shall submit a report to the chairs of the house and senate committees with jurisdiction over children and community services grants by January 15, 2005. The commissioner of finance, in preparing the proposed biennial budget for fiscal years 2006 and 2007, is instructed to include \$25 million each year in funding for projects of regional significance under this chapter.”

In order to carry out the study, department staff met with county directors and other stakeholders to discuss the requirements of the Act. The department drafted a Request for Information regarding Projects of Regional Significance which it shared with the fourteen county directors who serve on the department's Family and Children's Partnership Committee as well as with a broader representation of county, advocacy, and provider members who serve on the department's Integrated Service Project Advisory Workgroup. A list of committee members can be found in Attachment A. After this review by committee members, the department issued a final Request for Information which it published in the *State Register* on August 2, 2004. Responses to the request were due on September 3, 2004. The *State Register* announcement of the Request for Information can be found in Attachment B.

The department made the following assumptions regarding the projects, given the intent and requirements of the Children and Community Services Act, and published these in the *State Register*:

- The first priority is to serve children, families and individuals with low incomes.
- Projects are to serve the needs of children, families and individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, that may result in poor outcomes or disparities
- Projects are to be time-limited with time-limited funding
- More than one county would be involved in any project
- A minimum of three projects would be supported with the funds available.

The department also published the following project characteristics as part of the RFI:

“Some projects would specifically address safety, permanency, well-being and/or mental health needs of children. Examples of target populations might include: families with multiple service needs; adolescents in the child welfare system; geographic areas with poor outcomes, including racial disparities on child safety, permanency and well-being; MFIP families with one or more children experiencing severe emotional disturbance.

All projects would:

- coordinate services within a region and have effective working relationships with all stakeholders
- include staff knowledgeable about community resources and supports in the region to be covered, the availability of those services, and any other information necessary for consumers to access timely and appropriate services
- promote effective and efficient community services through systematic data collection and analysis that can be shared, as appropriate, to minimize the burden of duplicative data gathering and to facilitate service provision
- effectively serve participants of diverse cultural and ethnic backgrounds with responsive services
- be user friendly for consumers and their informal supports in terms of access and timeliness of service
- be flexible, recognizing that counties are different in size, available services, local supports and individual needs
- support partnerships with other entities, such as community action groups and voluntary agencies.”

## **Responses to the Request for Information**

The department received 17 responses to the Request for Information published in the *State Register*. Respondents included nine county directors, two county statewide organizations, one county regional supervisors group, two advocacy organizations, two tribes, and one collaborative. A list of the respondents can be found in Attachment C. A brief summary of all responses to each question in the RFI can be found in Attachment D.

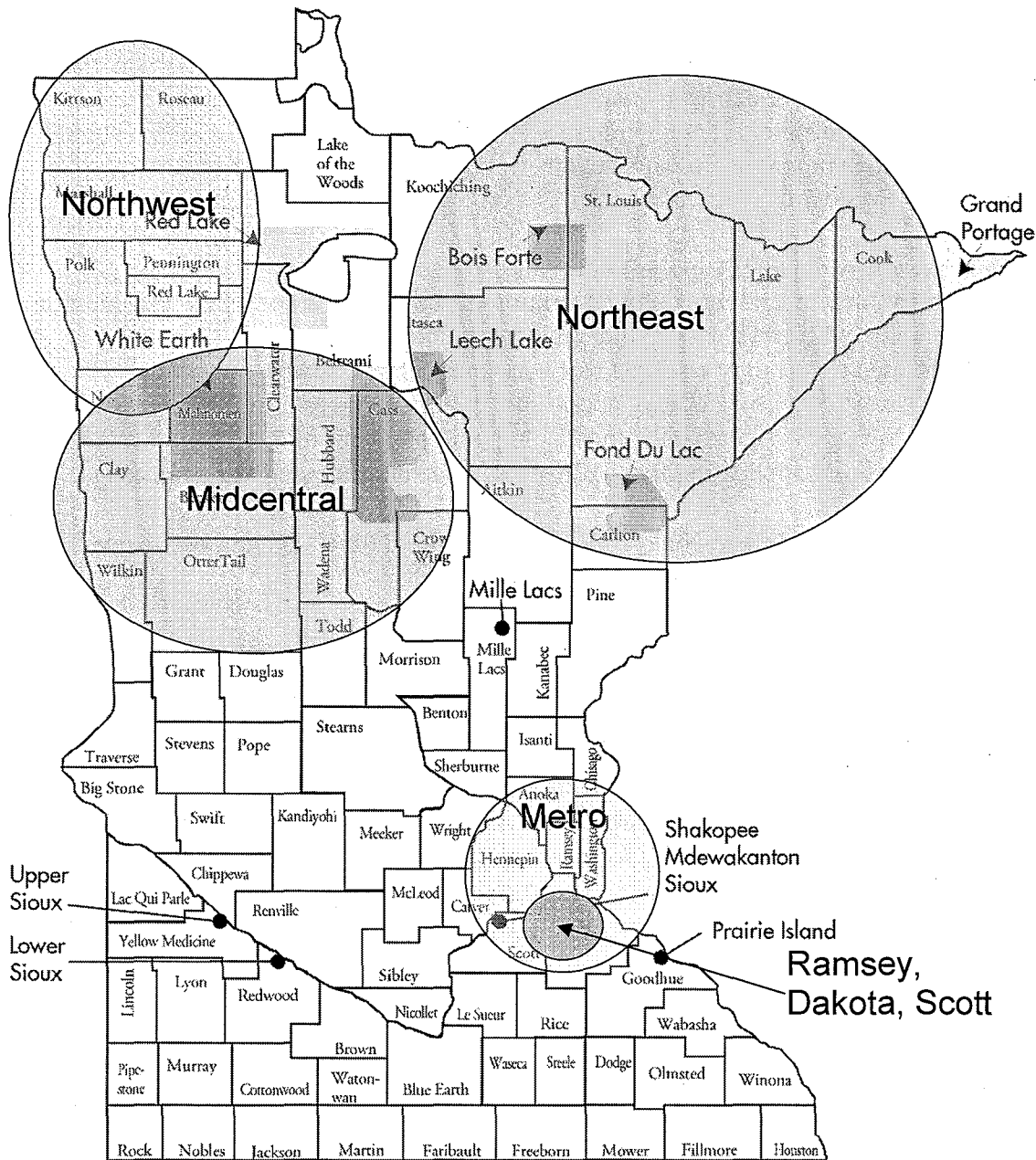
The Minnesota Association for County Social Services Administrators (MACSSA) provided a broad response indicating that counties would be most effective in serving Minnesotans in need by restoring the cuts to the social service programs and the incorporation of the funds for Projects of Regional Significance into the base allocations for all counties. The Association of Minnesota Counties (AMC) submitted a brief response supporting the position of MACSSA. Their actual responses, as well as responses from other entities, are included in Attachment E.

As might be expected, respondents focused on the constituency groups that they represented. However, it is noteworthy that a number of responses were coordinated and represented a clustering by region that overall represented 30 counties (See Figure 1). Thus, the northwest, northeast, mid-central, and metro regions of the state supplied joint responses. Except for Freeborn County, the southeast and southwest portions of the state did not respond to the RFI. It might be assumed that MACCSA’s response as the statewide organization for county social service directors was seen as sufficient by the southern counties and that individual responses from these counties were not warranted.

Regional submissions included the following:

- Northwest: Kittson, Mahnomen, Marshall, Norman, Pennington, Polk, Red Lake, Roseau
- Northeast: Aitkin, Carlton, Cook, Itasca, Koochiching, Lake, St. Louis
- Midcentral: Becker, Clay, Crow Wing, Mahnomen, Morrison, Norman, Otter Tail, Todd, Wadena, Wilkin and the White Earth Tribe
- Metro: Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, Washington
- Partial Metro: Dakota, Ramsey, Scott.

**Figure 1: Regional Responses to RFI**



In general, respondents were supportive of Projects of Regional Significance. In response to the question regarding what types of projects are significant for Minnesota, responses focused on supportive housing, restoring earlier social service reductions, children's mental health, addressing the needs of American Indian children in out-of-home care, expanding the Ramsey All Children Excel (ACE) program to support children under 10 at high risk for chronic serious and violent offending, concurrent permanency planning, additional resources to local collaboratives to support local needs, and substance abuse issues, including the ability to respond to the impact of methamphetamine use. In addition, abuse and neglect prevention, development of community supports such as parent mentoring and kinship resources, and the need for regional crisis nursery or shelter care programs was also identified.

County directors indicated that they believed counties were currently able to operate the projects; that the projects should be as flexible as possible; that counties know where the gaps are, that project funding should last more than two years in order to start up and carry out the projects; that the projects should occur throughout Minnesota; and that the definition of a region should be self-identified by counties proposing to work together. Supportive housing and children's mental health projects were most frequently cited as a critical need by responding counties.

MACSSA made the following points in its submission:

- Many counties "are depending on the restoration of the \$25 million CCSA reduction in order to maintain core services for vulnerable populations"
- "Support the idea of a county-initiated regional approach to delivery of services when it enhances the availability of efficient, accessible, quality services for all Minnesotans, while preserving core services to the most vulnerable populations"
- "Firmly believes that application for PORS funds and authority should be limited to groups of counties"
- "Any effort to implement a regional approach to service delivery should be statewide in nature"
- "Allow counties themselves to define regions for the purposes of the PORS"
- "All self-identified regional groups of counties and only regional groups of counties should be eligible to respond to an RFP"
- "Consider a time frame longer than 2 years for funding PORS in order to create more stability in this proposed regional service delivery effort"
- "DHS issue the RFP as soon as possible, allowing several months for thoughtful consideration and planning at the county level prior to the response deadline"
- "Encourages DHS to use existing outcomes, data and collection methods"
- Suggested that the department issue guidelines for the dollar amount available per region to be "equivalent to the sum of the reduction in Children and Community Services Act dollars for all counties in the applying region."

Tribal representatives (Grand Portage Band of Chippewa, Mille Lacs Band of Ojibwe) identified as a critical need project funds to support American Indian children and their families prior to a child being removed from the home. They cited the current over-representation of American Indian children in out-of-home care arrangements and the current tensions with counties on who is responsible for the care of such children. Tribes requested tribal access to the funds and that funds not be used for projects that already receive funding. One tribe specifically identified \$8.3

million as the amount needed to cover the non-federal costs of American Indian children in foster care and that the state provide a statewide project to cover these costs.

The two advocacy organizations (National Alliance for the Mentally Ill of Minnesota, Metro-wide Engagement on Shelter and Housing) and the collaborative organization (Suburban Ramsey Family Collaborative) each identified needs relevant to their organizations' mission. Thus, mental health projects for children experiencing poor outcomes and/or in juvenile corrections, supportive housing, access to health, learning and safety were identified as critical needs by these organizations. They suggested that the projects be carried out through inter-agency efforts, consortia of counties or collaboratives, respectively.

In regards to the amount of funds to be made available for each project, responses varied. The family service collaborative recommended projects in the scale of \$400,000 to \$800,000. The joint Ramsey, Dakota and Scott proposal related to All Children Excel (ACE) identified the need for \$2.5 million annually to serve 70% of the need in those counties to support children under 10 at high risk for chronic serious and violent offending. Mille Lacs Band of Ojibwe Indians recommended that \$8.3 million be dedicated each year to the issue of non-federal share of costs for American Indian children in out-of-home care. The seven counties proposing supportive housing projects suggested \$12 million would be necessary each year. MACSSA recommended that projects be funded on a proportional scale to what each region would have received through the regular allocation method given the total value of the projects at \$25 million per year. AMC did not specifically address the question but suggested, in the context of returning a portion of these funds to the counties for core services, that the remaining amount be available throughout the state.

## Conclusions/Recommendations

The Children and Community Services Act was created to provide counties with a flexible funding model to support the delivery of social services to Minnesotans in need. This consolidated fund assists counties in the support of individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities, as well as services for family members to support those individuals. The Projects of Regional Significance provide an opportunity for more focused, collaborative efforts to address pressing social service issues throughout Minnesota.

Based on the responses submitted for the Request for Information, in consideration of the intent and requirements of the Children and Community Services Act, and from a review of existing programs and services, the department makes the following commitments and recommendations to the Legislature:

1. *The department will proceed immediately to develop and issue a request for proposal for the Projects of Regional Significance.*

Rationale: This action would assure a sufficient response time for the coordination and development of proposals by counties working within their organizations and across counties and other partners and still make the funds for the projects available as quickly as possible (July 2005) contingent on any legislative action in the 2005 session.

2. *Eligible entities for the projects should be counties working together at a regional level, with incentives to work with other entities, such as tribes in their region.*

Rationale: Under the Children and Community Services Act counties are responsible for the provision of social services to Minnesotans in need. Recognizing that American Indian children are over-represented in out-of-home placements, the department recommends that additional priority be given to those projects developed by counties working in a regional capacity with tribes.

3. *Counties should self-identify the regions to be served in the response to the RFP.*

Rationale: The department believes that effective collaboration occurs when willing partners come together to achieve a common outcome and that local needs in one area of the state may warrant different partners and different structures from another area.

4. *Eligible proposals should respond to the specific needs of individuals and families requiring one or more of the following: supportive housing, children's mental health services, services to reduce chronic serious and violent offending, substance abuse services related to methamphetamine use, concurrent permanency planning, or specifically address the over-representation of children of color or American Indian children in out-of-home care.*

Rationale: The department concurs with recommendations submitted in the Request for Information that these are critical projects to be supported.

5. *The department should issue the same criteria in the Request for Proposals that it used in the Request for Information.*

Rationale: The department believes that the following criteria promote the most effective strategies to address social service issues. All projects would:

- Coordinate services within a region and have effective working relationships with all stakeholders
- Include staff knowledgeable about community resources and supports in the region to be covered, the availability of those services, and any other information necessary for consumers to access timely and appropriate services
- Promote effective and efficient community services through systematic data collection and analysis that can be shared, as appropriate, to minimize the burden of duplicative data gathering and to facilitate service provision
- Effectively serve participants of diverse cultural and ethnic backgrounds with responsive services
- Be user friendly for consumers and their informal supports in terms of access and timeliness of service
- Be flexible, recognizing that counties are different in size, available services, local supports and individual needs
- Support partnerships with other entities, such as tribes, community action groups and voluntary agencies.

6. *Funding should be made available for up to four year periods pending available state funding and that project proposals must include a description of how the regional partners will integrate project practices and support a successful transition once project funds expire.*

Rationale: Recognizing both the project nature of Projects of Regional Significance and the need for development time to ensure effective outcomes, the department believes projects that are up to four years in duration provides sufficient opportunity to measure results. The department does not want counties awarded project funds to view these funds as permanent funds dedicated to the participating counties. The department will end funding for projects not meeting the criteria or standards set by the RFP.

7. *The entire \$25 million should be dedicated to the projects and that none of these funds be folded back into the base allocation to counties to support core services under the Children and Community Services Act.*

Rationale: The department believes that the Projects of Regional Significance provide the state with an opportunity to respond to specific regional issues that are broader than what any one county can address. The projects permit a broader partnering between counties and with other entities in the region. This targeting of state resources at a regional level permits a greater focus on particular issues that often are seen as too large to tackle at the local level or too difficult to sustain a measured response.

The department recognizes that counties have experienced social service grant program funding reductions. However, during the past five years, while county social service expenditures in broader terms have remained fairly stable at approximately \$400 million per year, the state has seen a doubling of its share of social service costs, rising to over \$1 billion in 2003. (See Minnesota County Human Service Cost Reports for Calendar Years 1998 through 2003, Minnesota Department of Human Services.)

Recognizing the need to address core services, the Children and Community Services Act gives counties direction for the expenditure of the county allocations under the Act while recognizing fiscal limitations. Highest funding priority is given to the first three items listed below:

- Services needed to protect individuals from maltreatment, abuse, and neglect
- Emergency and crisis services needed to protect clients from physical, emotional, or psychological harm
- Services that maintain a person in the person's home or least restrictive setting
- Assessment of persons applying for services and referral to appropriate services when necessary
- Public guardianship services
- Case management for persons with developmental disabilities, children with serious emotional disturbances, and adults with serious and persistent mental illness
- Fulfilling licensing responsibilities delegated to the county by DHS under MS 245A.16.

Counties are given much discretion in how they plan, budget, and use the funds under the Act. With the consolidation of various social services grants into a single grant program for counties, the counties attain more flexibility to support individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities, as well as services for family members to support those individuals. The Projects of Regional Significance provide the state with the opportunity to target resources and test regional approaches to social service issues in Minnesota.



While all counties receive an allocation from the annual \$100 million consolidated fund under the Children and Community Services Act, the legislature created a pool of \$25 million each year to support Projects of Regional Significance that begins effective July 1, 2005. The department will issue an RFP during this current state fiscal year in order that the projects can begin as of that date. The legislature also required that the Commissioner of Human Services to submit a report to the chairs of the relevant house and senate committees regarding the projects by January 15, 2005. This report serves to fulfill those requirements.

To provide comments or ask questions regarding this report contact:

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Fax: (651) 297-1949  
Email: [ralph.mcquarter@state.mn.us](mailto:ralph.mcquarter@state.mn.us)



# Attachment A

## Committees

### Family and Children's Partnership Committee of County Social Services/Human Services

#### Directors

Susan Ault, Ramsey County  
Susan Beck, Crow Wing County  
Judy Brumfield, Scott County  
Phil Claussen, Blue Earth County  
Liz Dodge-Hanson, Chisago County  
Ken Ebel, Sherburne County  
Dan Engstrom, Hennepin County  
Tom Henderson, Brown County  
Jude Holden, Carlton County  
Dave Rooney, Dakota County  
Shelly Saukkos, St. Louis County  
Rob Sawyer, Olmsted County  
Jerry Soma, Anoka County

#### Integrated Service Project Advisory Workgroup

Dawn Ammesmaki, Social Services Director, Fond Du Lac Reservation  
Phil AuClaire, Planning Analyst, Hennepin County  
Leon Boeckerman, Manager, Ramsey County  
Dr. Amos Deinard, Physician, University of Minnesota  
Liz Dodge-Hanson, Social Services Director, Chisago County  
Martha Eaves, Attorney, Southern Minnesota Regional Legal Services  
Mary Farmer-Kubler, Financial Assistance Supervisor, Washington County  
Willie Garrett, Director of Mental Health Services, Community-University Health Care Center  
Kelly Harder, Assistant Director, Blue Earth County  
Dr. Pamela Harris, Director, African American Family Services  
Pamela Hoopes, Attorney, Minnesota Disability Law Center  
Pat Jernell, Financial Assistance Supervisor, Anoka County  
Carol Messler, Public Health Supervisor, Dakota County  
Mary Mulder, Program Manager, Southwest Minnesota Private Industry Council  
Ceil Neihart, Advocate, Anoka County Workforce Center  
Kim Pederson, Program Supervisor, Dakota County Community Services, Northern Service Center  
Dennis Roelfsema, Financial Assistance Supervisor, Freeborn County  
Dr. Terri Rose, Associate Director, Irving B. Harris Training Center for Infant and Toddler Development, University of Minnesota  
Ellen Shelton, Researcher, Wilder Research  
Connie Skillingstad, Executive Director, Prevent Child Abuse Minnesota  
Sue Tonko, Financial Assistance Supervisor, St. Louis County  
Mina Wilson, Director, Olmsted County Community Services  
Etoy Wilson, Chemical Health Program, African American Family Services  
Deu Yang, Ucare Minnesota  
Travis Zimmerman, Supervisor, American Indian OIC  
Pam Zolik, Advocate, Managed Care Advocates



## **Attachment B**

### **Request for Information pertaining to the implementation of a study for Projects of Regional Significance under the Children and Community Services Act**

The Minnesota Department of Human Services (DHS) through its Children and Family Services Administration is seeking information from counties and other interested parties regarding Projects of Regional Significance in order to complete requirements under Minnesota Statutes, 256M.40, subdivision 2. The statute reads as follows:

“The commissioner shall study whether and how to dedicate a portion of the allocated funds for projects of regional significance. The study shall include an analysis of the amount of annual funding to be dedicated for projects of regional significance and what efforts these projects must support. The commissioner shall submit a report to the chairs of the house and senate committees with jurisdiction over children and community services grants by January 15, 2005. The commissioner of finance, in preparing the proposed biennial budget for fiscal years 2006 and 2007, is instructed to include \$25 million each year in funding for projects of regional significance under this chapter.”

This request for information (RFI) is designed to solicit input regarding the development of projects of regional significance, study findings and recommendations to be made for the department's report to the legislature.

#### **Background**

The 2003 Legislature approved consolidated funding for the Children and Community Services Act (CCSA), Minnesota Statutes, 256M.01 to 256M.80. A brief summary of the Act follows.

- The focus of the act is on supporting individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities, as well as providing services for family members to support those individuals.
- Approximately \$100 million each year is available to counties through the consolidated fund.
- \$25 million is expected to be available for Projects of Regional Significance.

See Minnesota Department of Human Services Bulletin #03-68-10 for more information about the Children and Community Services Act. This can be found at:

[http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS\\_id\\_004869.pdf](http://www.dhs.state.mn.us/main/groups/publications/documents/pub/DHS_id_004869.pdf)

#### **Purpose**

The purpose of this RFI is to gather information about how best to carry out Projects of Regional Significance under the Children and Community Services Act. To assure stakeholders' input, this RFI seeks recommendations on design criteria, strategies, and priorities that will be important components that must be present for project approval. Information gathered from responses to this RFI will be used to develop a Request for Proposals (RFP) for bidders interested in providing services under Projects of Regional Significance.

## **Assumptions**

The Minnesota Department of Human Services makes the following assumptions:

- The first priority is to serve children, families and individuals with low incomes.
- Projects would serve the needs of children, families and individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities.
- Projects would be time-limited with time-limited funding.
- More than one county would be involved in any project.
- A minimum of three projects would be supported with the funds available.

## **Project Characteristics**

The following are desired under the responsibilities of the act:

Some projects would specifically address safety, permanency, well-being and/or mental health needs of children. Examples of target populations might include: families with multiple service needs; adolescents in the child welfare system; geographic areas with poor outcomes, including racial disparities, on child safety, permanency, and well-being; MFIP families with one or more children experiencing severe emotional disturbance.

All projects would:

- coordinate services within a region and have effective working relationships with all stakeholders
- include staff knowledgeable about community resources and supports in the region to be covered, the availability of those services, and any other information necessary for consumers to access timely and appropriate services
- promote effective and efficient community services through systematic data collection and analysis that can be shared, as appropriate, to minimize the burden of duplicative data gathering and to facilitate service provision
- effectively serve participants of diverse cultural and ethnic backgrounds with responsive services
- be user friendly for consumers and their informal supports in terms of access and timeliness of service
- be flexible, recognizing that counties are different in size, available services, local supports and individual needs
- support partnerships with other entities, such as community action groups and voluntary agencies.

## **Contents of the Response**

Respondents should address the following questions and are invited to recommend additional information as warranted. Please identify by number each question you are addressing. It is not necessary to respond to each item.

1. Should Projects of Regional Significance be organized around counties only, consortia of counties and other entities, or a mix?
2. How should the number and location of projects be determined?
3. What definitions of "region" should be used?
4. What timeframe should be used for the projects?

5. Should there be additional goals for the projects?
6. Should the projects be tied to the outcome measures under CCSA? How?
7. How should projects relate to existing services for children and families served by counties?
8. How can duplication with existing services be avoided?
9. Are there particular functions that Projects of Regional Significance should not provide?
10. What data should be collected about the projects?
11. How should that data be shared with appropriate stakeholders (e.g. local communities, state agencies, Minnesota Legislature, etc.)?
12. How should a project obtain community feedback about its effectiveness?
13. How should the department oversee and evaluate each project?
14. What minimum or maximum dollar value should be allowed for any one project?
15. What limitations on the types of expenditures should there be?
16. What payment mechanism should be used: grant or program dollars based on cost or cost plus incentives; fee for service; regional/local capitation; other?
17. If incentives are part of the payment to a project entity, what are some examples of outcomes to be rewarded?
18. What critical needs should be addressed by these projects?
19. What types of projects are significant for Minnesota at this time? Please provide proposed project titles and brief descriptions if possible.

#### Instructions to Respondents

The department prefers electronic mail submissions. In the subject line insert "CCSA RFI." Responses can also be mailed or faxed. Please include a name and phone number or e-mail address of whom to contact in the event there are questions regarding your submission. Also include the organization that you are representing, if any. No acknowledgement of receipt of a response will be provided by the department.

Respondents are responsible for all costs associated with the preparation and submission of responses to this RFI. All responses to this Request for Information are public, according to Minnesota Statutes section 13.03, unless the data provided qualifies for a specific classification under chapter 13.

All submissions, questions, concerns or communications regarding this RFI should be addressed to:

Ralph McQuarter  
Minnesota Department of Human Services  
Children and Family Services Administration  
444 Lafayette Road N.  
St. Paul, MN 55155-3839  
Phone: (651) 296-0942  
Fax: (651) 297-1949  
Email: [ralph.mcquarter@state.mn.us](mailto:ralph.mcquarter@state.mn.us)

Responses must be received **no later than 4:30 p.m. Central Standard Time on Friday, September 3, 2004.**

This is not a Request for Proposals. It is a Request for Information only.





## Attachment C

### RFI Responders

Organization	Name	Title	Address	Work # / Email
<b>Anoka County Human Services</b>	Jerry Soma	Division Manager	2100 Third Avenue Anoka Minnesota 55303-2264	(763) 422-7008 <a href="mailto:jerry.soma@co.anoka.mn.us">jerry.soma@co.anoka.mn.us</a>
<b>Association of Minnesota Counties</b>	Scott R. Simmons	Intergovernmental Services Manager	125 Charles Avenue St. Paul Minnesota 55103	(651) 224-3344 <a href="mailto:simmons@mncounties.org">simmons@mncounties.org</a>
<b>Carlton County Health and Human Services</b>	Judy Holden	Region Three Chair	30 Tenth Street North Cloquet Minnesota 55720	(218) 878-2844 <a href="mailto:jude.holden@co.carlton.mn.us">jude.holden@co.carlton.mn.us</a>
<b>Carver County Social Services</b>	Gary Bork	Director	602 E. Fourth Street Chaska Minnesota 55318-2102	(952) 361-1600 <a href="mailto:gbork@co.carver.mn.us">gbork@co.carver.mn.us</a>
<b>Dakota County Community Services Administration</b>	Dave Rooney	Director	1 Mendota Road, Suite 500 W. St. Paul Minnesota 55118-4773	(651) 554-5742 <a href="mailto:dave.rooney@co.dakota.mn.us">dave.rooney@co.dakota.mn.us</a>
<b>Freeborn County Human Services</b>	Darryl Meyer	Director	203 W. Clark Street P.O. Box 1246, Albert Lee Minnesota 56007-1246	(507) 377-5400 <a href="mailto:darryl.meyer@co.freeborn.mn.us">darryl.meyer@co.freeborn.mn.us</a>
<b>Grand Portage Band of Chippewa</b>	Norman Deschampe	Chairman	P.O. Box 428, Hwy. 61 Grand Portage Minnesota 55605	(218) 475-2214
<b>Hennepin County Social Services</b>	Dan Engstrom	Director	A-2303 Government Center 300 S. 6th Street, Mpls. Minnesota 55487-0233	(612) 348-4806 <a href="mailto:dan.engstrom@co.hennepin.mn.us">dan.engstrom@co.hennepin.mn.us</a>
<b>Minnesota Association of County Social Service Administrators</b>	Meghan Kelley Mohs	Director	125 Charles Avenue St. Paul Minnesota 55103-2108	(651) 224-3344 <a href="mailto:mkmohs@mncounties.org">mkmohs@mncounties.org</a>
<b>Marshall County Social Services</b>	Jennifer Anderson	Director	208 E. Colvin Avenue Suite 14, Warren Minnesota 56762-1695	(218) 745-5124 <a href="mailto:jennifer.anderson@co.marshall.mn.us">jennifer.anderson@co.marshall.mn.us</a>

<b>Metro-wide Engagement on Shelter</b>	Christy Snow-Kaster	Executive Director	1624 Chicago Avenue S. Minneapolis Minnesota 55408	(612) 278-1165 <a href="mailto:meshsnow@cpinternet.com">meshsnow@cpinternet.com</a>
<b>Mille Lacs Band of Ojibwe</b>	Samuel Moose	Commissioner	43500 Migizi Drive Onamia Minnesota 56359	(320) 532-4163 <a href="mailto:samm@millelacs ojibwe.nsn.us">samm@millelacs ojibwe.nsn.us</a>
<b>National Alliance for the Mentall Ill of Minnesota</b>	Sue Abderholden	Executive Director	970 Raymond Avenue Suite 105, St. Paul Minnesota 55114	(651) 645-2948 <a href="mailto:sabderholden@nami.org">sabderholden@nami.org</a>
<b>Otter Tail County Human Services</b>	Brad Vold	Director	530 West Fir Avenue Fergus Falls Minnesota 56537	(218) 998-8174 <a href="mailto:bvold@co.ottertail.mn.us">bvold@co.ottertail.mn.us</a>
<b>Ramsey County Human Services</b>	Monty Martin	Director	160 E. Kellogg Blvd. St. Paul Minnesota 55101-1494	(651) 266-4417 <a href="mailto:monty.martin@co.ramsey.mn.us">monty.martin@co.ramsey.mn.us</a>
<b>Suburban Ramsey Family Collaborative</b>	Mary Sue Hansen	Director	1910 W. County Road B Roseville Minnesota 55113	(651) 604-3514 <a href="mailto:marysue.hansen@isd623.org">marysue.hansen@isd623.org</a>
<b>Washington County Community Services</b>	Daniel J. Papin	Director	14949 - 62nd Street N. P.O. Box 30, Stillwater Minnesota 55082-0030	(651) 430-6461 <a href="mailto:papin@co.washington.mn.us">papin@co.washington.mn.us</a>

## **Attachment D**

### **Summary of RFI Responses by Question**

#### **1. Should Projects of Regional Significance be organized around counties only, consortia of counties and other entities, or a mix?**

- Counties (3)
- Counties encouraged to partner with others
- Use existing 11 regional county groupings
- Statewide approach to American Indian issues (tribe)
- Tribal and county consortiums (tribe)
- Consortia of metro counties (provider)
- Coordinate through inter-agency efforts (advocate)
- Through existing collaboratives (collaborative).

#### **2. How should the number and location of projects be determined?**

- Throughout Minnesota (4)
- Statewide approach (tribe, MACSSA)
- Determined by counties
- Significant amount to long-term homelessness
- \$8.3 million for American Indian children in out-of-home placements (tribe)
- Do not under-fund.

#### **3. What definitions of “region” should be used?**

- Defined by counties proposing project (3)
- Existing regional system (2)
- Statewide approach
- Mental health planning regions or state economic planning regions
- Where impacts the most number of families, individuals, and youth
- County and tribal lands (tribe)
- School’s definition.

#### **4. What timeframe should be used for the projects?**

- More than 2 years (4)
- 2 years (tribe, provider) (3)
- Three years
- At least 5 years
- No time limit (tribe)
- DHS should clarify goals.

**5. Should there be additional goals for the projects?**

- Use CCSA outcome measures
- Defined by nature of each project
- Underserved and unserved communities
- Reducing American Indian out-of-home disparities
- MFIP families where parent has mental illness
- Two to Three.

**6. Should the projects be tied to the outcome measures under CCSA? How?**

- Yes (6)
- Identified by project
- Any project would fit.

**7. How should projects relate to existing services for children and families served by counties?**

- Directly related to services being provided (5)
- Coordinate with existing services
- Concur with MACSSA (should cover recent reductions in funding core services).

**8. How can duplication with existing services be avoided?**

- Counties know where gaps exist (2)
- Dependent on project
- No duplication through coordination
- By using existing services
- By providing something new
- Support American Indian families.

**9. Are there particular functions that Projects of Regional Significance should not provide?**

- Decide at regional level
- None
- Not projects already funded (tribe)
- Minimize restrictions.

**10. What data should be collected about the projects?**

- Data related to specific project (3)
- Data already exists/Use existing tools (3)
- Don't expand mandated data collection, negotiate as needed
- Require participation in Home Management Information System
- Fiscal data for foster care expenditures.

**11. How should that data be shared with appropriate stakeholders (e.g. local communities, state agencies, Minnesota Legislature, etc.)?**

- Share with other counties, state agencies, and legislature (2)
- Counties have existing mechanisms (2)
- Web site and executive summary for legislature

- Open assessment
- Annual report
- Incremental sharing.

**12. How should a project obtain community feedback about its effectiveness?**

- Determined by project (3)
- Be part of evaluation
- Small focus groups (tribe)
- Interview foster parents (tribe)
- Pre/Post Tool.

**13. How should the department oversee and evaluate each project?**

- How money is spent and project evaluation components met (2)
- Vary by project
- State should issue foster payments as done for adoption assistance
- Research-based efforts to guide outcomes/indicators - collaboratives devise strategies to achieve outcomes.

**14. What minimum or maximum dollar value should be allowed for any one project?**

- Guideline using sum of reductions for region applying
- Unused funds based on application basis
- Three projects at \$8.3 million each (tribe)
- Restore lost dollars to region
- Assessed on statewide level
- \$400,000-\$800,000.

**15. What limitations on the types of expenditures should there be?**

- Don't impose limitations (2)
- Tribal-county-state consultation (tribe)
- Only available for foster care payments (tribe)
- Fund direct service, coordination and evaluation.

**16. What payment mechanism should be used: grant or program dollars based on cost or cost plus incentives; fee for service; regional/local capitation; other?**

- Grant or program funding based on cost
- Grant or fee-for-service (2)
- Grant with quarterly payments (2)
- Consistent, adequate funding
- Only available for state/tribal court order (tribe)
- Collaborative outcome funding (collaborative).

**17. If incentives are part of the payment to a project entity, what are some examples of outcomes to be rewarded?**

- Use existing criteria
- DHS value added functions - quality instruction/educational programs

- Support for American Indian children in foster care (tribe)
- CCSA outcomes
- Incentives inappropriate if covering foster care payments (tribe).

**18. What critical needs should be addressed by these projects?**

- Counties know needs (2)
- Lessening of the need for core services
- Services for which state funding was terminated
- Tension between tribes and counties
- Abuse and neglect/community supports/methamphetamine use
- Access to health, learning and safety

**19. What types of projects are significant for Minnesota at this time? Please provide proposed project titles and brief descriptions if possible.**

- Supportive housing (7)
- Portion to restore some earlier reductions
- If more than 2 years, then collaborative to enhance services recently cut; if less than two years, collaboratives to set up Local Intervention Grants for Social Services (LIGSS) type account
- Detox/treatment of methamphetamine; child protection staff development; individualized services for adolescents in Rule 5's
- Disproportionate number of American Indian children removed from families (tribe)
- Children's mental health
- American Indian children in out-of-home care
- Mental health projects for kids experiencing poor outcomes and/or in juvenile corrections
- Support for services cut by reductions, including collaboratives, parent mentor and kinship support, crisis nurseries and shelter, and meth treatment
- ACE (All Children Excel) program that serves children under 10 at high risk of chronic serious and violent offending
- Health, safety, learning (collaborative).

## **Attachment E**

### **Actual Responses to RFI by Question**





# How Should PORS be Organized?

Contact Organization  
Type Name

**1. Organized around counties only, consortia of counties and other entities, or a mix?**

**2. How should the number and location of projects be determined?**

**3. What definitions of "region" should be used?**

**4. What timeframe should be used for the projects?**

Advocacy Org.

Metro-wide  
Engagement on  
Shelter and Housing  
(MESH)

MESH believes the best way to implement a project of regional significance in the metropolitan area would be through a consortia of metro counties. Wilder Research Center's 2003 Survey of People Experiencing Homelessness indicates that people experiencing homelessness are not stationary in one particular county, but move throughout the metro area to find employment, to access services and find housing. In fact, the Wilder Survey showed that over 20% of people surveyed in Hennepin County indicated that their last regular housing was in a suburban county in the metro area. In order to best address this reality in the metropolitan area, a project of regional significance should be organized around a consortia of counties.

In addition, a regional project comprised of a consortium of the seven counties in the metro area would allow the seven counties to come up with a common eligibility requirement for accessing the project itself. As it stands currently, there are seven different eligibility requirements in the seven counties for accessing services if someone is experiencing homelessness. By creating a consortium of the seven metro counties, one standard could be created that could encompass many different

Mesh believes that a significant portion of the 25 million allocated annually should be used to fund services for those meeting the State's definition for the long term homeless. DHS should additionally give priority to projects of regional significance that serve this population.

Of all of the funds dedicated to the long term homeless, 75% should be allocated for use in the seven county metro area. This number represents the percentage of individuals, youth and families with children experiencing long term homelessness in the state who are located in the Twin Cities Metropolitan Area according to the Ending Homelessness report.

Ideally, the consortia of counties would determine specific location of the projects based on considerations such as where the individual or family had previously lived, where there was employment opportunities, what the individual or family's preference for location is, access to transportation and access to services. By allowing a consortium of counties, county barriers could be eliminated to create a more seamless service delivery system for people experiencing homelessness, and serve as a model for other service delivery systems by

A project of regional significance should define a region as a geographic area that will impact in a logical way the most number of families, individuals and youth. This may mean focusing in on multiple counties where there are municipal centers and transportation hubs or for greater Minnesota regions defined around the Continuum of Care Regions. However, for the purpose of the Twin Cities area metropolitan area, the region should be defined to include in the current standard metro area, including Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington counties. The Governor's Business Plan utilizes this definition, and numerous existing mechanisms and systems are based on this definition.

Since the State uses a biennium time frame for other CCSA County Service agreements, a two-year timeframe for projects of regional significance makes sense and would be consistent with the State's budgeting schedule. However, the funds for Projects of Regional Significance should be made available on an ongoing basis to ensure the goal of the Pawlenty administration's plan to end long term homelessness by 2010 is realized.

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
		programs and services for low income families and individuals.	encouraging cross county/jurisdictional cooperation and coordination.		
	National Alliance for the Mentally Ill of Minnesota	We do not believe this would be wise. Interagency efforts, which are known to be effective, are not sufficiently used in our state. Especially with children, whose lives are often touched by multiple agencies, we need services to be coordinated.	Funding will limit the number of projects. To under fund many projects instead of fully funding a few projects would be a travesty. Most agencies or levels of government do not have matching shares available.	We would recommend using either the mental health planning regions or the state economic development planning regions.	For a project to really get underway and learn from it, you need at least two years of
Collaborative	Suburban Ramsey Family	I think it's really important that you organize around the organized efforts in the community who have shown and can show that they are functional and able to operationalize large scale change. What's critical in this day and age, is that we not waste scarce time and human/financial resources 'guessing' at who's ready to effect change. You need to invest in collaborative's who are already functional and able to effect change.	The issues you described are critical issues that affect EVERY community. I believe it's fair to provide projects and locations throughout MN; rural, urban and suburban. There are low income families and high conditions of risk everywhere. It's critical that we not leave anyone out of the loop.	We've organized at the Family Service Collaboratives around Regions that are different from school's definition of region. If we want schools to be critical players (as I assume we do), we best define our work around their definition of region.	At SRFC, we have found the 3 Year time frame to be VERY useful. It provides time for start up, duration and longevity; giving ample time to achieve goals and outcomes. The expectations are high, because of the 3 year commitment, but so is the impact.
County Director	Anoka County Human Services	The projects of regional significance should be organized around counties, although counties could form a variety of relationships with other counties and private organizations in order to facilitate the goals of the project.	There should be attempts to have projects that would cover a broad spectrum of the State of Minnesota. Also, a variety of projects should be looked at with the understanding that the more successful could be replicated elsewhere.	It would be thought that the region would be defined as the counties that are proposing the project together.	The timeframes should be longer than the two-year biennium. If a new project is going to be developed in a collaborative way, it might take a year just to get the project underway. Then it may take two to three years to evaluate whether or not the project is meeting its goals.  The State of Minnesota should be

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
	Carlton County Health and Human Services	Counties have a long history of partnering with agencies/organizations in each of their locals. The level of partnering may vary substantially from county to county, however historically county government is unique in its relationship with the state and knowing locally who should be at the table to identify service gaps and enhance service delivery.	Region Three concurs that dollars should be distributed statewide. Recent funding reductions have cut deeply into county service delivery systems and have inhibited the way services are provided not in just one local, but across the state.	Using the existing regional system, rather than developing yet another network makes sense. Region Three is organized and meets on a monthly basis. This is true of regions across the state who are accustomed to working together.	committed to continuing to fund the projects beyond the upcoming biennium.  Two years is not a lot of time to develop and implement new projects, especially when it is a regional endeavor. Region Three concurs that an expanded time frame would be preferred.
	Carver County				
	Dakota County				
	Freeborn County Human Services	Regional projects should be contained within the existing 11 regional groupings allowing for such variations as may already exist such as with adult mental health initiatives.	Number & location should be determined by the counties	The definition of region should fit whatever works under #1	The timeframe may be determined by the use of funds - they should properly be available to restore use for what was taken away which would be ongoing funding. If there is some other valid reason to establish so-called "demonstration" projects they should be at least 5 year duration to provide for start-up, operation and assessment.
	Hennepin County Social Services	Hennepin County believes such projects can be organized using a mix of approaches. Hennepin County is uniquely positioned in the community to be a convenor for Projects of Regional Significance for the following		Hennepin County supports the Minnesota Association of County Social Service Administrators (MACSSA) position that "DHS allow counties themselves to define regions" for the purpose of carrying out Projects of Regional	

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
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reasons. First, we believe the delivery of human services is a matter of local control. Customers expect to know their providers, and to be able to hold their locally elected officials accountable when things don't go well. Second, County officials best understand the unique needs of its residents and the providers that serve them. Thirdly, Minnesota statutes mandate specific roles and responsibilities to County officials, such as the County's Welfare Board and Mental Health Board. Finally, organizing around counties enables the projects to be coordinated with health and human services that utilize county resources as well as those funded by the state. The county also recognizes, however, the need to partner with other entities to achieve its desired results of safety and stability along with self-reliance and livable income. For example, the need to work with school districts on such activities as the Children's Mental Health Collaboratives, consortia of counties on crisis response services for adults and children, or local health providers on wellness and prevention initiatives.

Significance. As stated in the MACSSA response to the DHS RFI, "county social service agencies currently organize themselves into eleven regions for a variety of purposes, including promotion of numerous existing joint powers agreements initiated to achieve coordinated service delivery".

Marshall County  
Ramsey County  
Washington County

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
County	Statewide Org				
	Assn of MN Counties				
	MACSSA	<p>Counties are uniquely positioned in the community to be successful convenors for PORS. The mission of county social service agencies closely mirrors that of the CCSA in supporting individuals who experience dependency, abuse, neglect, poverty, and disability. Counties are the only organizations locally who bear responsibility for well-being of all the people in the community, across all service areas. The county role as community-wide needs assessors, architects of the local social services system, resource developers and contractors provides a broad view of local communities that is unique to counties and places them at a distinct advantage to partner with other entities to accomplish these aims regionally. Such projects could include an almost endless list of community partners: from Family Service and Children's Mental Health Collaboratives to nonprofit social service agencies to health plans. Through their extensive knowledge of local service delivery systems, counties have the ability to bring others to the table, as appropriate, through contracts or other mechanisms, and to help develop the necessary resources if they are lacking. For these and other reasons, MACSSA firmly believes that application for PORS funds and authority should be limited to groups of counties.</p>	<p>When the CCSA was created, the concurrent funding reduction impacted children and families statewide. All 87 counties of Minnesota lost an important resource for serving local communities, and MACSSA believes that any effort to implement a regional approach to service delivery should be statewide in nature.</p> <p>If the focus is on only a small number of projects, the effort to encourage regional service delivery will be compromised. Creating several "pilot" sites of regional projects does not accomplish the goal of moving toward the ideal of regional service delivery.</p>	<p>MACSSA strongly encourages DHS to allow counties themselves to define regions for the purposes of PORS. County social services agencies currently organize themselves into various regional groups for a variety of purposes, including promotion of numerous existing joint powers agreements initiated to achieve coordinated service delivery. As has been discussed, counties possess a knowledge of their local communities that renders such a designation more meaningful than if it were imposed by an outside entity. By allowing counties to organize around existing regions, where administrative structures of some type and professional relationships are already in place, resources are likely to be saved.</p> <p>All self-identified regional groups of counties and only regional groups of counties should be eligible to respond to an RFP. These regions would not be guaranteed funding and/or authority under PORS. Naturally, they would be required to demonstrate through an RFP process a project proposal that meets or exceeds DHS-established criteria in order to participate.</p>	<p>An important goal of the PORS should be to institutionalize the new administrative structure that is being promoted. An extended time frame is necessary to support this type of change. Consumers of services deserve as much consistency as possible from year-to-year in the availability of services. MACSSA encourages DHS to consider a time frame longer than 2 years for funding PORS in order to create more stability in this proposed regional service delivery effort.</p> <p>If the goal is for projects to be self-supporting after 2 years, this is not viewed as realistic from the county perspective. First of all, if authorization of funds occurs as anticipated, after legislative adjournment, it will likely take several months for DHS to issue necessary technical assistance to counties, and to appropriate the funds locally. Start-up at the local level may take several months more. A 2-year timeline in the best-case scenario quickly reduces down to perhaps 18 months of actual program implementation after one considers the necessary preliminary actions that must occur. In order to encourage thoughtful RFP responses that are likely to result in successful projects, MACSSA recommends that DHS issue the RFP as soon as possible, allowing several months for thoughtful</p>

Contact Type	Organization Name
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**1. Organized around counties only, consortia of counties and other entities, or a mix?**

As the administrative arm of the state, counties already share responsibility with DHS to serve the same core constituencies toward established outcomes. By allowing counties exclusively to apply for PORS funds, the state extends accountability to a governmental entity with the appropriate authority and mission to accomplish this goal. Counties, as the convenors of PORS, could then engage community partners, and would retain appropriate oversight of these non-governmental entities.

**2. How should the number and location of projects be determined?**

**3. What definitions of "region" should be used?**

**4. What timeframe should be used for the projects?**

consideration and planning at the county level prior to the response deadline. This ensures that when the funds are appropriated, the implementation phase can commence without unnecessary delay.

Another rationale for extending the timeframe of PORS is that the costs alone of implementing a major new initiative are difficult to justify over such a short term. Any cost savings that could occur would likely take time to accrue. As such, county boards may be unlikely to even authorize a project that is only of a 2-year duration. In most areas of the state, it is unrealistic to rely on local funds to continue PORS after biennial state funding is exhausted.

In addition, in order for a change to become institutionalized, any project needs sufficient time to generate data that can provide critical information to policymakers as they weigh which initiatives to fund. A 2-year time frame is simply not viewed as a sufficient amount of time to gather this type of evidence. For these and other reasons, MACSSA recommends that DHS consider supporting and funding PORS at a stable level for a 4- to 5-year span of time. It is understood that any such initiative relies on legislative authorization and funding, which is beyond the control of both DHS and counties. However, counties merely request that DHS publicly supports this extended timeframe.

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
County Supervisor	<p>Otter Tail County Human Services</p>				
Tribe	<p>Grand Portage Band of Chippewa</p>	<p>The focus of this recommendation is to design and implement a new state wide approach to working with American Indian families to truly preserve the American Indian family; to provide adequate and culturally relevant homes when out of home placement is necessary, and to stimulate reunification of families as the preferred permanency option, rather than adoption. This global approach to working with American Indian families includes recruitment, identification, training, retention and support of American Indian foster homes and therapeutic foster homes and respite care providers; conducting care-giving circles for family support; simultaneously meeting chemical health and mental health needs, if such exist, to help restore our families to a healthy lifestyle.</p> <p>Tribal perspectives regarding reunification are absent from the general notions of permanency. A profound need exists to shift the standard view of permanency as adoption only to acknowledgment and implementation of tribally</p>	<p>This recommendation is for state-wide implementation of a new approach to address child welfare matters involving Indian families. The tribe have identified an obvious and ongoing continuum of needs relative to Indian families throughout the State. The Department of Human Services has acknowledged and documented a portion of those needs. Specifically, there is a very high and disproportionate number of American Indian children represented in the child welfare system throughout the state. The number of sites to be served should be at a reasonable minimum level so that the resources are not scattered too thinly around the state and so families do not have to travel extensively to utilize the services.</p> <p>Although this recommendation is for simultaneous state wide implementation of a single, global perspective to managing child protection cases for American Indian families, successful programming would have multiple service sites clustered in regions with higher</p>	<p>See Response to Question #2.</p>	<p>A project of this nature must, from the very outset, involve representatives from each of the tribes located in Minnesota. In order for such a program to be successful, the tribes must be consulted and included throughout the decision making process.</p> <p>It is anticipated that this new approach to providing services to American Indian families could be integrated into the state wide child welfare system in two years. This integration would include establishment, maintenance and initial evaluation of such a system.</p>

Contact Type	Organization Name	1. Organized around counties only, consortia of counties and other entities, or a mix?	2. How should the number and location of projects be determined?	3. What definitions of "region" should be used?	4. What timeframe should be used for the projects?
		<p>specific understandings of reunification and extended family placement. This recommendation will alter and improve the perspective and manner in which the state handles ICWA cases.</p> <p>Data and anecdotal information demonstrates that the number of American Indian children needing American Indian foster homes and American Indian therapeutic foster homes far exceed the number of homes available, especially tribally specific homes. Further, the resources and support systems for those homes are stretched beyond their limits or non-existent. Finally, the American Indian therapeutic homes are nearly non-existent - unless they are licensed through a private agency and those homes are not sufficient to serve the needs of the American Indian community throughout the state.</p>	<p>American Indian populations, including but not limited to each of the eleven tribal reservations and the urban areas. Recruitment, training and retention of American Indian foster homes and American Indian therapeutic foster homes would need to be an on-going state wide effort as we know that there are American Indians living throughout the state, not just in the above identified regions.</p>		
	Mille Lacs Band of Ojibwe	<p>Both tribal consortiums and county consortiums, because this project is aimed at addressing the disparity of Indian children in out of home placement, and because tribal courts are more and more frequently issuing tribal court orders that require counties to pay for the placement. The projects should also be organized around counties and tribes as both have responsibility to Indian children.</p>	<p>One statewide project that would allow \$8.3 million to be set aside to eliminate the tension between tribes and counties over out-of-home placement resources. A state-wide project to allow tribes and counties to tap into the statewide pool for out-of-home placement of a Title IV-E eligible Indian child. One criteria should be that the funds have to be used to reduce disparities. Indian children are over represented in the child welfare systems. This will reduce the burden of non-federal share to counties.</p>	<p>"county and tribal lands within a given area". This could mean "consortia" of counties and tribes.</p>	<p>Because this problem is a problem that will not go away, it should not be a time limited project. However, if there is a requirement for an end date and this project offers promising results, future legislation should seek to make this part of DHS base budget as the costs associated with placement are a huge burden to counties, especially those in close proximity to Indian reservations.</p>



# Relationship to Existing Services

Contact Type	Organization Name	6. Tied to CCSA outcome measures?	7. How relate to existing services?	8. How can duplication be avoided?	9. Functions PORS should not provide
Advocacy Org.					
	Metro-wide Engagement on Shelter and Housing				
	National Alliance for the Mentall Ill of Minnesota	Yes	They should definitely be coordinated with them and any existing streams of funding should be used.	By using existing service	Existing functions - ones that they should already be doing. Funds should be used to do something new or to find interagency efforts.
Collaborative					
	Suburban Ramsey Family Collaborative	Absolutely. We always have to be accountable to the expectations and outcomes of a funding source. What's important though, is that there's a common knowledge about definitions and expectations, with enough room to be flexible for local decision making.	It's critical the projects aren't "new" to the community and create another layer to the system. These efforts must be 'integrated' within current efforts and there must be the willingness to attend to the complexity of blending and leveraging resources, community	By being hyper vigilant in not adding another layer onto the system, as I described in question 7. We all know that none of us have all the answers, but there needs to be an acknowledgement of functional coordinated efforts in the community and a 'reward of trust' so to speak. Meaning, that if collaboratives have proven that they can take system-wide barriers and affect community-wide change, then they are the groups that should receive these dollars, understand that the bar has been raised, remain open to doing things differently, and do what they do best – getting the job done!.	It's critical that the efforts are not micro managed by the state. Again, there needs to be a level of trust with those who have been facilitating coordinated efforts within their communities. The state's role is to lay out the expectations, understand complex-adaptive systems and the need to be flexible and responsive to emerging issues, and then be a resource when possible to support the work.
County Director					
	Anoka County	I would think that almost any project that we would have would fit under the outcomes for CCSA.	The project should be directly related to services that we are providing; or if the project	No comment	No comment

Contact Type	Organization Name	6. Tied to CCSA outcome measures?	7. How relate to existing services?	8. How can duplication be avoided?	9. Functions PORS should not provide
			outcomes are met, the services that we are presently providing would be lessened or enhanced.		
	Carlton County	See response to question number 5.	Region Three concurs with the MACSSA response. Counties are in a unique position of knowing community needs, as well as available resources.	Counties serve as liaisons with the state and with local agencies/organizations and are keenly aware of what services are available and where gaps exist in the system. This is a critical position that lends itself to less fragmentation and duplication.	This decision should be made within individual regions. As noted previously counties have an awareness of service availability and where needs remain unmet. With diminished resources projects will not be proposed that do not meet a significant need.
	Carver County				
	Dakota County				
	Freeborn County Human Services	It would seem appropriate that projects would fit within the purpose of CCSA and each project would identify how that would be done.	CCSA also provided for some adult services as well as for children & families. I would expect that any project would show linkage to required service populations with the relationship being determined by the specifics of each project.	"Duplication" denotes something unnecessary. Would duplication be defined as - there are now 4 home health care agencies serving people in Freeborn County. A 5th one proposes to also offer service. Should they be excluded because the other 4 can offer the same service or should the existing 4 be consolidated into one? There are existing DHS policies that generally require counties to provide "host county" contracts or in situations where a county may not do so - then there is provision that other counties may contract directly with a vendor. This can lead to unneeded duplication - and if something goes wrong in those instances it also requires some expenditure of "host county" resources to investigate or	I can't think of anything that should categorically be excluded as a regional project.

Contact Type	Organization Name	6. Tied to CCSA outcome measures?	7. How relate to existing services?	8. How can duplication be avoided?	9. Functions PORS should not provide
	Hennepin County			monitor that vendors behaviors.	
	Marshall County			The structure of each project can best determine what level of service and which vendors are needed.	
	Ramsey County				
	Washington				
County Statewide Org	Association of Minnesota Counties				
	MACSSA	<p>Since the PORS derive from the CCSA, outcome measures should be tied to existing CCSA performance goals.</p> <p>MACSSA encourages DHS to use existing outcomes, data and collection methods. There are several reasons for this suggestion: Existing performance measures have already been agreed upon by the state and counties and are widely accepted as legitimate. Re-opening this discussion would prolong the</p>	<p>Each regional project should be closely coordinated with existing day-to-day services for children and families served by counties including child protection services. Once again, counties are uniquely positioned as the planning, contracting, funding, and delivery system for these services to assure coordination is maximized. MACSSA encourages DHS to evaluate project proposals based on evidence that they are coordinated with and will enhance existing local services</p>	<p>By restricting eligibility for application for PORS to the architects of the current local system (counties), DHS minimizes the potential for duplication. Counties have broad knowledge of the current local system across all service areas: from state- and county-provided services to nonprofit and for-profit entities to faith-based organizations. No other entity views the system from this vantage point.</p> <p>An important current role for</p>	<p>Concerns exist that the reductions to CCSA, coupled with previous cuts to now-repealed CSSA funds are currently compromising the extent to which counties can adequately provide core services such as child protection locally. Particularly in high-growth counties, the challenge of meeting expanding demands for these services is stressing the system currently. The rapid growth of methamphetamine use across the state has worsened this concern about adequate capacity in the child protection system. For this type of service, an immediate, local</p>

Contact Type	Organization Name	6. Tied to CCSA outcome measures?	7. How relate to existing services?	8. How can duplication be avoided?	9. Functions PORS should not provide
		<p>development phase of this project, limiting time and resources necessary for implementation.</p> <p>Current outcome measures are consistent with federal directives to promote the safety, permanency, and well-being of children. High statewide performance on federal measures is a goal shared by counties and the state. Maintaining current measures will help minimize administrative overhead because they are already being tracked by existing systems.</p> <p>Regions should have the opportunity to negotiate additional outcome measures with DHS, as appropriate, if the existing ones will not adequately track the performance of a particular project.</p> <p>Several caveats are worth noting here. Counties have expressed concerns about the ability to successfully achieve existing outcome measures in the wake of the funding reductions to CCSA. Unless a significant amount of the reductions are restored, there will be a need to further reduce core services at the local level. Erosion of performance on these outcome measures, therefore, may be occurring already, and this trend may only worsen absent adequate funds for the main CCSA grant. In other words, inability to provide adequate front-line child protection services in</p>	<p>for children and families.</p>	<p>counties is to assure adequacy of service availability locally, and to maximize the use of current resources. Avoiding redundancy is consistent with the current county mission and role, and this is a distinct competitive advantage for counties when coordinating PORS with existing services.</p> <p>DHS may also wish to consider requesting that regional applicants articulate in their proposals the services that are currently provided by the state, counties, and other organizations within the county boundaries. Further, applicants may be asked to demonstrate that the services to be delivered regionally complement existing services without duplicating them.</p> <p>Note: Some degree of "redundancy" with current services may be appropriate, however, when it serves to improve access to existing services from a different perspective (e.g., multiple languages and cultures).</p>	<p>response is imperative in order to protect the health, safety, and wellbeing of the child.</p> <p>MACSSA believes that any services requiring an immediate, protective response to issues of vulnerability should continue to be delivered locally by counties. Other than this caveat, counties encourage DHS to minimize the restrictions on the use of these funds in order to allow creativity to emerge based on existing, intensive knowledge of local needs.</p>

Contact Type	Organization Name	<p>some counties may offset any gains in performance that would</p> <p><b>6. Tied to CCSA outcome measures?</b></p> <p>otherwise have been realized under PORS. Adequate funding for core CCSA services is critical to the success of PORS.</p> <p>In addition, although there is a fairly wide consensus on the legitimacy of current CCSA outcome measures, some questions still remain as to whether the goals adequately reflect the breadth of uses for these funds. Outcome measures are focused on children and families, but CCSA funds may (and, realistically, must) be spent locally on adult services as well. Therefore, the outcome measures do not completely reflect the current pattern of expenditures.</p>	<b>7. How relate to existing services?</b>	<b>8. How can duplication be avoided?</b>	<b>9. Functions PORS should not provide</b>
County Supervisor	<p>Otter Tail County</p>				
Tribe	<p>Grand Portage Band of Chippewa</p>	<p>This project could be tied to the outcome measures under CCSA. Obviously, the project must relate directly to areas of existing need, however outcome measures could be more specific to the needs identified, in this instance the disproportionate number of American Indian families in the system; the lack of adequate homes when out of home placement is necessary and the quality of culturally specific services provided to American</p>		<p>The model recommended herein does not exist in the state system now. This perspective will be unique in this state and is designed to provide improved services to American Indian families and foster care providers; to reduce the number and duration of out-of-home placements and to thereby reduce the disparities identified previously; and to improve the State's compliance with the letter, spirit and intent of the federal</p>	<p>Projects of Regional Significance should not provide services which are already adequately served by other funding sources.</p>

Contact Type	Organization Name	6. Tied to CCSA outcome measures?	7. How relate to existing services?	8. How can duplication be avoided?	9. Functions PORS should not provide
		Indian children, families, and foster care providers.		<p>Indian Child Welfare Act. At the state, the following services do not exist in an American Indian context: training state and county workers, recruiting, training and supporting American Indian foster families, therapeutic foster families and respite care providers, creating and utilizing circles of support for families, providing chemical and mental health evaluations; addressing chemical health and mental health simultaneously when such exist. All of these services are proposed in this recommendation, with the expectation that they occur from an American Indian perspective.</p> <p>There are limited private resources that exist that are somewhat analogous to portions of what is suggested in this recommendation, but they are wholly inadequate in terms of numbers, geographic areas served and breadth of services provided.</p>	
Mille Lacs Band of Ojibwe		Yes. Some work would have to be done to align counties and tribes on shared outcome measures but it could be a great opportunity for tribes and counties to work together. One option to take a closer look at is the Mille Lacs Band TANF program which currently collects and shares data by utilizing the State of Minnesota MAXIS system.	The project would need to further identify, in detail, existing services that are available to children and families served by counties (in this project, American Indian children) which could further be clarified by the collaboration and cooperation between tribes and counties. Tribes would have a better idea of what additional and appropriate services are needed for children in out-of-home placement. Also to eliminate any duplication of services.	No duplication will exist as either the state court order or the tribal court order will generate the foster care payment when a child is in need of out of home placement. The project would facilitate more cooperation between tribes and counties.	Not sure at this point.

# Data/Evaluation Related

Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
Advocacy Org.	Metro-wide Engagement on Shelter and Housing	The Department of Human Services, the MN Housing Finance Agency and the U.S. Department of Housing and Urban Development are all requiring, as part of receiving funding, that projects implement an Homeless Management Information System (HMIS) for projects receiving HUD, MHFA or DHS homelessness dollars. The Projects of Regional Significance should be required to participate in HMIS in order to obtain the most comprehensive data on people accessing these services. The data collected would include demographic information about the individuals and families, services utilized in the past, income information, past housing information and mental health/chemical dependency issues. This information could be used not only as a means of tracking people using the regional project, but also for evaluating the success of program participants.			
	National Alliance for the Mentally Ill of Minnesota	Existing tools should be used; DHS should not fund the development of new tools.	An annual report should be produced.		

Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
Collaborative	Suburban Ramsey Family Collaborative	It's important to use research to guide us as to which indicators we need to be accountable to. Then, we should provide data that shows how we've impacted these indicators. Again, we can't have too many indicators to track... 2-3 would be good. Also, the state shouldn't ask for data, such as trend data, that they can access through other means. Only ask for the data that is critical to understanding whether or not we're making a difference in each goal area. If it's critical to track change on an individual/family basis, the funding must be provided for extensive evaluation efforts. It is time/resource consuming to ask large scale coordinated efforts for individual data sets that require a release of information for each child/family.	At SRFC, we first compile/aggregate the data and then bring it back to the learning community who are working to affect change. They, then have the opportunity to clarify misunderstandings, absence of data, etc... Once the team signs off on the report, it is shared with our board and then the public. An incremental sharing of data at each level provides opportunity for learning and educating. This is the work of continuous learning.	If the state could work in a pre/post tool with the population we'll be working with, that would be the best way to obtain feedback as well as impact data.	By providing expectations and clear definitions of outcomes/indicators, etc... and then to check in with local collaborative coordinators as a resource and support. The state's role is to plan the effort in a way that uses research-based efforts to guide the outcomes/indicators and then allow local collaboratives to create the strategy to achieve these goals.
County	Anoka County Human Services	The data would have to be related to the type of project.	If there are significant results, they should be shared with other counties, state agencies, and the legislature.	This should be part of the evaluation.	The department should ensure that the monies are being spent for the projects that have been described and that the project evaluation components are being met.



Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
	Carlton County Health and Human Services	The type and amount should be determined by each project based on the significant purpose of the project.	Counties have an existing mechanism for disseminating information to local stakeholders and interested parties. Information provided to the state can and should be distributed by the state to other interested entities.	This should be determined by each project. Each project will differ and thus have an individualized plan for feedback.	Evaluation should be based on whether projects are successful in doing what they said they would do. If projects are struggling in some way, DHS could provide consultation and guidance.
	Carver County				
	Dakota County				
	Freeborn County	Data collection should be related to the project at hand and must be able to be captured by existing software systems.	If DHS wants it shared beyond the regional level, a spot on the DHS web site could be established to include the project design and periodic reports that would be made. DHS could print out that information or an "executive" summary if that was needed for the legislature.	Community feedback would be determined by the individual project. If it provided community services as alternative to residential placements - few people outside the extended families would know about it, thus they and related organizations would speak to the results.	DHS oversight and evaluation should be in keeping with it's existing consultation and supervision obligations which extend beyond just the issuance of a proliferation of bulletins as has too often been the case this past year.
	Hennepin County				
	Marshall County				
	Otter Tail County				
	Ramsey County				
	Washington County				

Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
County Assn	Association of Minnesota Counties				
	MACSSA	<p>DHS should not mandate expansion of data collection efforts for PORS beyond existing CCSA outcome measures. Data collection is time-consuming and expensive. If one of the goals of PORS is to increase efficiencies in services delivery, requiring more data collection is not consistent with this goal. Counties prefer to maximize resources spent on service delivery rather than administrative costs. DHS should allow individual regions to negotiate the collection of additional data elements as needed based on the particular characteristics of an individual project.</p> <p>Please see the response to Question #6 above for further explanation.</p>	<p>From a county standpoint, the most important stakeholder group with which to share data is the counties themselves. The purpose of these communications would be to encourage use of best practices by regions around the state. Counties have learned from the ongoing process of partnering with DHS State Operated Services in redesigning adult mental health safety net system just how valuable it can be to learn from the successes and challenges of other regional projects.</p> <p>Beyond sharing any information within the county stakeholder group, counties are open to results being shared widely with other interested parties, through written progress reports or other formats. Certainly the Legislature, community groups such as local advisory groups for CCSA, other state agencies, and advocacy groups are likely to be interested. MACSSA encourages DHS to assure that adequate</p>	<p>DHS should allow each project proposal address the issue of how the region will obtain community feedback about the effectiveness of the project. A one-size-fits-all solution to this problem does not exist. The demographics of regions vary significantly, as will the individual characteristics of projects proposed. Community feedback is a necessary component which must be tailored to fit the needs of each regional project.</p>	<p>True program evaluation is work- and resource-intensive. For PORS, the degree of oversight (monitoring of compliance) and evaluation (monitoring of performance) should vary by project. In general, from an oversight standpoint, MACSSA recommends that DHS position staff in a "consultant" role to aid projects and provide technical assistance in successfully implementing PORS. MACSSA also recommends that DHS dedicate staff time to help communicate best practices and "lessons learned" from one project to another.</p> <p>From an evaluation standpoint, the application of an existing evidence-based program by a region in Minnesota might require less formal evaluation than the implementation of a newer project. Conversely, scientifically unproven approaches may benefit from a stronger evaluation component. DHS should allow individual projects to propose a percentage of funding for formal</p>

Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
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time has passed for meaningful outcomes to accrue before sharing results widely.

evaluations, as appropriate. These evaluations should focus on results rather than process or organizational outcomes and could greatly contribute to the general fund of knowledge about models for effective service delivery.

Tribe

Grand Portage Band of Chippewa	<p>Currently, data exists demonstrating the disproportionately high number of American Indian children and families involved in the state child welfare system and in out of home placements. In addition, we know that an adequate state wide support system does not exist, from an American Indian perspective, that includes American Indian values and perspectives. We know that a handful of the players appear at court review hearings, however there is rarely consultation between all service providers simultaneously including teachers, therapists, chemical health providers, parents, children, relatives and social workers. With regard to collection of data throughout the project, it is suggested that the out of home placement data continue to be collected, as well as the number of children and families receiving services in this model and the duration of the out of home placement.</p>	<p>The data collected must be shared with all stakeholders through an open assessment. Each specific tribe, as well as the local social service agency and the state must be provided with the information directly.</p>	<p>General self reporting and the progress set out for the goals that are set out for the project need to be set out on a quarterly basis. In addition, small focus groups conducted by an independent American Indian agency would be an ideal way to gather comments regarding effectiveness of the model.</p>	<p>The Department must be an active participant in the establishment, implementation and review of each project so that an honest assessment and evaluation of each regional project will be completed. This will support the improvement of a child care model for American Indian children specific to their needs and in compliance with the federal ICWA and the Minnesota Indian Family Preservation Act. Even though each County would discharge independent responsibilities and possess different needs, the state must ensure that the components of a proper American Indian child care system can remain in place. This would include assurance that a proper, tribally specific training model is implemented in each region. The Department could utilize the standard protocol for evaluating each county and regions progress, with the understanding that the reporting issues would be specific to the project.</p>
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Contact Type	Organization Name	10. What data should be collected about the projects?	11. How should data be shared with appropriate stakeholders?	12. How should project obtain community feedback?	13. How should DHS oversee/evaluate projects?
		<p>We know there is a paucity of resources that are required for proper American Indian foster homes, including standard and therapeutic homes. In addition, there is a shortage of tribally specific homes available for children who are required to be in stranger care. In many instances, we also know that the resources that the Tribes have are not being cooperatively used by the counties. Tribes can be a part of the solution on this issue.</p>			
	Mille Lacs Band of	<p>Fiscal data per county or tribe, #s of Indian children placed, type of placement, length of placement</p>	<p>In a report to the legislature, as well as quarterly reports to county and tribal governments.</p>	<p>Because there is a built in premise that the availability of this type of fund would reduce tensions between counties and tribes, both the county and tribe should be surveyed. In addition, foster parents should also be interviewed to see if this fund facilitated their commitment to being a foster parent.</p>	<p>While I have not thought all the details out, this plan may require the state to issue foster care payments to foster parents in the same manner that it does adoption assistance.</p>

# Funding Related

Contact Type	Organization Name	14. What minimum/maximum amount should be allowed for any one project?	15. What limitations on the types of expenditures should there be?	16. What payment mechanism should be used?	17. If incentives are used, what are some examples of outcomes to be rewarded?
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Advocacy Org.

Metro-wide  
Engagement on  
Shelter and Housing

National Alliance  
for the Mentally Ill of  
Minnesota

Collaborative

Suburban Ramsey  
Family Collaborative

These large scale efforts need ample funding to achieve the goals. At SRFC, we've done a community assessment to determine our outcome priorities and then placed funding towards the achievement of those outcomes. Our Outcome Teams are given a budget with outcome expectations, and they develop a work plan, expenditure plan and seek out the best resources in the community to get the job done. Depending on how many entities are forming the region, the grants would have to be significant enough to induce commitment from all parties. A grant between \$400,000 and \$800,000 per region seems appropriate.

The grants should fund direct service, coordination of collaboration and evaluation.

Collaborative Outcome Funding. This is a payment mechanism that enhances the revenue base of local collaboratives to achieve regional goals. The funding would expand the outcomes of the collaborative, yet build upon the good work already being done. Collaboratives would collaborate with other collaboratives to achieve regional goals. The funding wouldn't serve to fragment an already coordinated and integrated system, through a competitive grant model, but support the systems of care to achieve even more. It would serve to enhance continuity of service and further coordinate efforts vs. potentially duplicating efforts through program funding.

I wouldn't recommend project funding. Outcome funding prevents 'projectitis' and forces systems change. So, if you're asking, 'what incentives are part of the payment to a Outcome Model via a collaborative', I would say that one incentive is to reward those collaboratives who are doing effective and efficient work, by inviting their application for these funds. Also, a three-year plan (and funds to support this plan for 3 years) is an incentive and reward to the planning teams. Of course, these funds are contingent upon the collaborative's ability to show marked progress each year.

Contact Type	Organization Name	14. What minimum/maximum amount should be allowed for any one project?	15. What limitations on the types of expenditures should there be?	16. What payment mechanism should be used?	17. If incentives are used, what are some examples of outcomes to be rewarded?
County Director					
	Anoka County Human Services	No comment	No comment	Grant or program dollars based on cost.	I am not sure what is meant by incentives. Hopefully, improvement of services to children and families would be incentive enough.
	Carlton County Health and Human Services	Region Three concurs with the MACSSA position of restoring lost dollars to regions.	If it fits the criteria as established by DHS, limitations should not be imposed. With fewer limitations, creativity should be enhanced.	A grant with quarterly payments based on the submission of quarterly reports.	Region Three concurs with MACSSA. Use existing criteria.
	Carver County Social Services				
	Dakota County Community Services Administration				
	Freeborn County Human Services	<p>The dollar value of the projects should be equal to the \$\$\$ that were extracted from the counties in those regions OR, if the total amount available, is other than that amount - then it should be proportional to the amount extracted.</p> <p>-Counties have had 3 choices to the state reduction - curtail service, raise property taxes or use operating reserves (which after some varying short periods of time revert to one of the 1st two).</p> <p>-If anything different is done with the money - then there must be legislative action to reduce county mandates rather than force property tax increases.</p>	Limitations on types of expenditures should be that there is a direct relationship to the scope of the project.	Given the recent state funding reductions - the payment mechanism should not require further county advance payments with state reimbursement 45 or more days after the close of a quarter.	Counties don't operate under the same philosophy/practice as the private sector often does - there is no "owner" or "shareholder" who gets a bonus or increased stock value. Any monies that might be held aside should be used for DHS value added functions - such as providing quality instruction or educational programs enhancing the potential for success of the project.
	Hennepin County				
	Marshall County				
	Ramsey County				
	Washington County				

Contact Type	Organization Name	14. What minimum/maximum amount should be allowed for any one project?	15. What limitations on the types of expenditures should there be?	16. What payment mechanism should be used?	17. If incentives are used, what are some examples of outcomes to be rewarded?
County	Statewide Org				
	Association of Minnesota Counties				
	MACSSA	<p>Counties recommend that DHS make available to each region at or before the time at which the RFP is published a guideline or target amount of funding. This amount would not indicate a minimum or maximum dollar value per se, nor would it be a guaranteed grant amount. The purpose of the guideline would be to provide each region a general idea of the funds potentially available, which would help immensely in the planning process. MACSSA further recommends that the guideline dollar amount be equivalent to the sum of the reduction in CCSA funds for all the counties in the applying region.</p> <p>If a region does not choose to participate in PORS or DHS deems a region's proposal unacceptable, unused funds could be made available on an application basis to participating regions.</p>	<p>If DHS hopes to promote innovative regional models of service delivery, it should place very few limitations on the type of expenditures allowed. The more PORS are able to flex dollars to meet unique local needs, the higher the likelihood of effectiveness. As discussed in greater detail above, counties advise DHS that immediate child protection and vulnerable adult responses are best provided at the local, not the regional, level, and consequently should not be funded through PORS.</p> <p>See response to Question #9 for further explanation.</p>	<p>Perhaps the most important aspect of any payment mechanism is stability. In order to plan and execute projects, each region would ideally rely on a consistent, adequate funding source. In general, counties are open to a variety of options.</p> <p>Two caveats here: cost reimbursement is challenging when initiating a new program. This makes the fee-for-service approach less desirable. When start-up costs exist, cash flow problems may occur when local governments are required to front dollars mid-fiscal year when these expenditures weren't pre-planned.</p> <p>Incentives also present unique difficulties when applied to public entities. Fiscal incentives are difficult to design in order to effectively "motivate" counties. In addition, regardless of the expertise and effort applied, some projects will undoubtedly have more success than others in achieving the desired outcomes. If regions only get paid for success, Minnesota as a state could miss the opportunity to learn from the lessons of regions that face unanticipated challenges.</p>	<p>As has been stated above, counties recommend a focus on outcomes already established for CCSA.</p> <p>As the response to Question #16 above explains, fiscal incentives for public entities may not have the desired impact. One example of a more effective motivator is widely publishing outcome data in public forums. This holds local governments accountable to the public purpose that is their mission.</p>

Contact Type	Organization Name	14. What minimum/maximum amount should be allowed for any one project?	15. What limitations on the types of expenditures should there be?	16. What payment mechanism should be used?	17. If incentives are used, what are some examples of outcomes to be rewarded?
County Supervisor	Otter Tail County				
Tribe	Grand Portage Band of Chippewa	Even though this will be carried out on a regional basis, this project will span the entire state and every designate region. The maximum dollar value in this case will have to be assessed on a state-wide basis. Although each region will directly benefit from this new model more frequently, American Indian children and families throughout the state will benefit from this model. Each family needs to have equal access to the training and support systems suggested by this model, which may include travel expenses in some cases.	There is a progression in this suggestion that there would be tribal, county and state consultation and an agreed upon mechanism from each tribe and the state and each region for the identification of families to be served. There would need to be culturally specific training provided for both regular, therapeutic foster homes and respite homes; training to service providers; adequate and regular support systems for the foster families; appropriate tribal value inculcation into each region that has a majority of a certain tribal population - experts would be needed to advise each region. There would need to be an assessment of appropriate respite care financing. In addition, there would need to be American Indian service providers, or persons with culturally specific training, involved in the assessments and therapy. A project such as this needs to be fully funded without frills.	Fee for service is most appropriate for this type of program. There will be expenses involved in this type of project that very likely do not exist at this time, or exist in another form, including training for proper therapeutic care for an Indian child that is value-based; chemical dependency and mental health issues being addressed simultaneously and in a manner that is specific to the individual's tribal identity, as well as others.	This needs to be a system that provides appropriate support for Indian child foster care and therapeutic foster care regardless of the region that is attempting to provide the care. We believe that inclusion of incentive rewards may create an imbalance from region to region as to the care for American Indian children and families.
	Mille Lacs Band of Ojibwe	If there are to be 3 projects funded via the available funds, I suggest that \$8.3 be made available to each. Counties and tribes throughout the state, or those that are designated participants, would have to be informed that there is a capped amount and that the funds will be available until expended.	Funds should be available only for foster care maintenance payments.	As explained earlier, the funds would only be available for a state or tribal court order that required out of home placement of a IV-E eligible American Indian child.	Because this project will seek a means of covering the costs of foster care maintenance, it seems inappropriate to give incentive for this purpose. While some might assume that an incentive could be offered for reducing length of stay in OHP, it might promote premature reunification.



Contact Type	Organization Name	14. What minimum/maximum amount should be allowed for any one project?	15. What limitations on the types of expenditures should there be?	16. What payment mechanism should be used?	17. If incentives are used, what are some examples of outcomes to be rewarded?
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Counties would remain fiscally responsible for foster care maintenance payments after the state fund was expended.



# Goals, Needs, Projects

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
Advocacy Org.	Metro-wide Engagement on Shelter and Housing			<p>Governor Pawlenty has made ending long-term homelessness in Minnesota by 2010 a priority of his administration. The State's working group, authorized by the legislature and headed by the Commissioners of Human Services, Corrections, and the Housing Finance Agency has develop a concrete Business Plan to End Long-term Homelessness. According to the Business Plan, there are an estimated 3300 households experiencing long-term homelessness in Minnesota. Of the 3300 households, approximately 1200 or 1/3 of the households are families with children. The Business Plan correctly points out that national and local statistics illustrate the incredible expense long term homelessness costs on frequent use of crisis services such as emergency shelter, hospitals, mental health institutions, child protection, foster care, jails and prisons. Most importantly though is the cost of long term homelessness on the individual and families themselves in lost opportunity for employment, self-sufficiency, and improved social outcomes</p> <p>Given the expenses of long term homelessness on crisis systems and the families themselves, and the Pawlenty Administrations focus on ending long term homelessness, Projects that would be significant would focus on these populations. In addition, according to the Wilder Survey on people experiencing homelessness, 48% of those interviewed fit the state definition of long term homeless, and approximately 75% of those individuals and families are in the Twin Cities Metropolitan Area. For these reasons, a project of regional significance in the seven county metro area would have a great impact on addressing the State's Plan to End Long Term Homelessness.</p> <p>However, in order to make a project of regional significance successful in the metro area, such a project should include cooperation between all seven metropolitan counties as individuals and families move throughout the metropolitan area for housing, employment or educational opportunities. In addition, there should be a single</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
	National Alliance for the Mentally Ill of Minnesota	We would recommend including MFIP families where the parent has a mental illness. We also believe that the people receiving the services, or organizations that advocate on their behalf, should be involved in the planning stages of the project. Another important goal would be to build an adequate infrastructure in children's mental health to meet the needs of children.		<p>assessment and eligibility requirements that all of the counties in the metro area use for determining eligibility. In order to best assist the families and individuals accessing services under the Project of Regional Significance, the services should move with the family so that a family has the ability to move within the metro area without sacrificing their services. Finally, through the Homeless Management Information System (HMIS), the collaboration between counties can share information about particular participants in order to better assess the participant's needs, make appropriate referrals and track outcomes of the participants</p> <p>The DHS has an opportunity with the \$25 million annual funds to take a positive step in working with the Pawlenty Administration to implement the Business Plan to End Long Term Homelessness. Furthermore, by allocating the funds to Projects of Regional Significance, DHS is promoting a more seamless delivery system between and among counties as people move throughout the state and specifically throughout the metropolitan area to find opportunities for themselves and their families.</p> <p>Mental health projects that focus on children who are already experiencing poor outcomes (in school, etc.) or are at high risk of ending up in the juvenile corrections system. Projects should be multi-agency, with schools (charter, public, pre-K) being a part of the project. Projects that really build an infrastructure to carry out the new vision for children's mental health should also be given a high</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
Collaborative	Suburban Ramsey Family Collaborative	<p>2-3 goals are sufficient. Too many expectations and the coordination effort becomes compromised. It's important to know and trust that although you have 2-3 clear goals, the efforts will produce many more positive byproducts beyond the goals if you have a functional collaborative/ collaboration working towards a common mission.</p>	<p>Project funding, as I stated above, is not a recommended approach. However, if you are asking what critical needs should be addressed through this outcome model, I would say that since the focus of the act is to serve low income children, families and individuals who experience dependency, abuse, neglect, poverty, disability, chronic health conditions, or other factors, including ethnicity and race, that may result in poor outcomes or disparities.</p> <p>-ACCESS to Health Care (Mental, Physical, Dental and Chemical Health Care), Learning (ELL, After School Community-based learning and On the Job Training) and Safety/Security (After School and Summer programming, Community based social workers who help families create self sufficiency plans to meet basic needs and stabilize their families) are the critical needs to be addressed. Providing inroads to these resources is critical for populations in isolation due to poverty, language isolation, lack of transportation, unstable housing, racial disparities and illiteracy.</p>	<p>Through this outcome model, here's what I would say are critical projects to be funded in our communities.</p> <p>Health:</p> <p>Mental Health: There is a lot of funding going to mental health screening right now. Once we uncover more need for kids and families, we need to be ready to serve this need. SRFC has been very successful in funding "School-Linked Intensive Mental Health Workers" who work intensively with families to address mental health issues and family stability. Our "Integrated Case Managers" are hired by both the schools and county to help children with educational and developmental disabilities access both systems for support.</p> <p>Physical Health: The increased cost of co-pays prevents families from seeking health care. It is critical that we help every family become eligible for medical assistance or MN Care. Maybe working with "Children's Defense Fund" to mobilize their efforts in getting all families insured, would be a good place to start.</p> <p>Dental Health: We are finding more and more children without any dental health care. This is a critical need for children... if they are in pain, they can't learn in school and things go down hill from there on. Having a clinic in the surrounding community who services children without insurance for free is so important. The "Children's Dental Services" provides such a service.</p> <p>Chemical Health: We have placed "Chemical Health Specialists" in the schools to help children with dependency issues. These are highly trained practitioners who children and youth trust and look to for help when they need it.</p> <p>Family Safety/Security:</p> <p>Community Social Workers: SRFC has placed "Community Social Workers" in our schools, low income apartment complexes and work resource hubs so that families gain access to resources and support to address their family stability issues. These social workers have a flexible fund to help with some of the short term financial hurdles that keep families stuck and immobilized to address other issues.</p> <p>Community-Based Child/Youth Development Programs:</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>SRFC has provided "Child/Youth Development After School &amp; Summer programming" in low income apartment complexes as a way of helping children during high risk hours of the evening when they are left unsupervised. It also serves to support parents who are low income, working full time and/or overtime and highly stressed cope with addressing basic needs and family stability.</p> <p>All of our practitioners know about one another's services so they can tap eachother when a family needs additional support. It's not unlikely for one family to have a Community Social Worker, they child seeing an Intensive Mental Health therapist at the school, and their children engaging in after school child/youth development activities. Many times, this is what it takes to help families address long term issues such as gaining economic stability to get out of poverty, getting the medical attention they need to address health risks, or gain the resources they need to assist them in addressing their disability.</p> <p>Learning: SRFC has provided funding for "Bilingual Home School Liaisons" who have helped ELL families understand how to support their children in the schools. What we've learned through this work is that these liaisons not only are needed for their translation skills, but their resource and advocacy skills. Trained liaisons with social work/advocacy and resource and referral experience would be a high need for families who are language isolated and are in at risk circumstances.</p> <p>On the job training: More and more families who are in poverty are in poverty because they simply have substandard, low pay jobs. Adults need training and on the job work experience to succeed in today's workplace. Family's for whom English is not their first language, often have high level skills, but the language barrier overwhelms employers. A "Bilingual Workplace Liaison", who can support on the job training efforts and interpretation support for the short term, would be a good way to help new employees new to the country as they transition into a new job.</p> <p>NOTE: All of these programs and services would require added funding to support transportation, child care and</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
County Director	Anoka County Human Services	No comment	Improvements should show a lessening of the need for core services provided by counties.	<p>translation needs. These are the key underpinnings that make or break a family when seeking support. We call</p> <p><b>19. What types of projects are significant for Minnesota at this time?</b></p> <p>these funds, 'flex funds'. They have been utilized in our collaborative with much effectiveness and leveraging of other resources. They have helped expedite family's progress and are the critical piece that holds all the best laden plans together.</p> <p>Anoka County along with the six other metro counties would endorse the metro project.</p> <p>The community/human services department directors from the seven-county metropolitan area are collaborating to address long-term homelessness in the metro area. Jointly we expect to propose a seven-county project of regional significance to provide services needed for the success of supportive housing. The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington.</p> <p>This project will likely have the following main objectives for long-term homeless households:</p> <ul style="list-style-type: none"> <li>•Attain and maintain housing</li> <li>•Increase housing stability</li> <li>•Reduce emergency and crisis service</li> <li>•Reduce institutionalization</li> <li>•Reduce out-of-home placements</li> <li>•Leverage federal dollars</li> </ul> <p>We currently project serving 750 households, or 23% of the state's estimated long-term homeless, at a cost of \$12 million per year. For this project to succeed, longer term funding options beyond two years, including strategies for maximizing the leverage of federal and other state funding streams, must be explored.</p> <p>Key components of this proposal will likely include:</p> <ul style="list-style-type: none"> <li>•A single service model.</li> <li>•A single eligibility determination, assessment, and service planning process.</li> <li>•Services that "follow the household" so that households are not disrupted by moves to other metro counties.</li> <li>•Whenever feasible, the same service provider will stay</li> </ul>

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	Carlton County Health and Human Services	Counties have already submitted outcome measures with their CCSA plans. It does not make sense to create another set of expectations, rather to build on an existing structure.	Counties have a pulse on the needs of their locals and are in a better position to respond to those needs.	<p>involved with a household that moves within the metro area.</p> <ul style="list-style-type: none"> <li>•Service providers will be trained and services monitored to ensure common standards and outcomes.</li> <li>•Use of a shared information system to assist in assessment, referral, and outcome tracking.</li> </ul> <p>In addition to helping families and individuals desperately in need of housing and services, this proposal is a clear response to Governor Pawlenty's goal to end long-term homelessness in Minnesota. As a project of regional significance, this model could serve as an example of how counties can work together to meet the needs of people experiencing long-term homelessness.</p>
	Carver County Social Services			<p>If the funding cycle is for greater than two years Region Three proposes that dollars be dedicated to local Collaboratives to enhance local services that may have been cut or reduced because of the loss of local time study dollars. Collaboratives have a broad-based community representation and are charged with looking at county-wide needs, reducing fragmentation/duplication of services and developing programs to meet gaps in the service delivery system. Collaborative programming deals with the identified populations as outlined in the RFI and promotes a healthy, safe environment for county citizens.</p> <p>If the allocation is for two years or less Region Three proposes that dollars be allocated to local Collaboratives to set up a LIGSS type of account to meet one time individual expenses. Since two years is not enough time to establish sustainable programming this structure would provide an opportunity to meet identified needs without a commitment for sustained programming.</p> <p>The Community/Human Services Department Directors from the 7-County metropolitan area are collaborating to address long-term homelessness in the Metro area. Jointly we expect to propose a 7-county Project of Regional Significance to provide services needed for the success of supportive housing. The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington.</p>



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				<p>This project will likely have the following main objectives for long-term homeless households:</p> <ul style="list-style-type: none"> <li>• Attain and maintain housing</li> <li>• Increase housing stability</li> <li>• Reduce emergency and crisis service</li> <li>• Reduce institutionalization</li> <li>• Reduce out-of-home placements</li> <li>• Leverage federal dollars</li> </ul> <p>We currently project serving 750 households or 23% of the state's estimated long-term homeless, at a cost of \$12 million per year. For this project to succeed, longer term funding options beyond 2 years, including strategies for maximizing the leverage of federal and other state funding streams must be explored.</p> <p>Key components of this proposal will likely include:</p> <ul style="list-style-type: none"> <li>• A single service model</li> <li>• A single eligibility determination, assessment and service planning process</li> <li>• Services that "follow the household" so that households are not disrupted by moves to other metro counties</li> <li>• Whenever feasible, the same services provider will stay involved with a household that moves within the metro area</li> </ul> <ul style="list-style-type: none"> <li>• Service providers will be trained and services monitored to ensure common standards and outcomes</li> <li>• Use of a shared information system to assist in assessment, referral and outcome tracking.</li> </ul> <p>In addition to helping families and individuals desperately in need of housing and services, this proposal is a clear response to Governor Pawlenty's goal to end long-term homelessness in the state of Minnesota. As a project of regional significance, this model could serve as an example of how counties can work together to meet the needs of people experiencing long-term homelessness.</p>

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	Dakota County			<p>The Community/Human Services Department Directors from the 7-County metropolitan area are collaborating to address long-term homelessness in the Metro area. Jointly we expect to propose a 7-county Project of Regional Significance to provide services needed for the success of supportive housing. The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington.</p> <p>This project will likely have the following main objectives for long-term homeless households:</p> <ul style="list-style-type: none"> <li>•Attain and maintain housing</li> <li>•Increase housing stability</li> <li>•Reduce emergency and crisis service</li> <li>•Reduce institutionalization</li> <li>•Reduce out-of-home placements</li> <li>•Leverage federal dollars</li> </ul> <p>We currently project serving 750 households or 23% of the state's estimated long-term homeless, at a cost of \$12 million per year. For this project to succeed, longer term funding options beyond 2 years, including strategies for maximizing the leverage of federal and other state funding streams must be explored.</p> <p>Key components of this proposal will likely include:</p> <ul style="list-style-type: none"> <li>•A single service model</li> <li>•A single eligibility determination, assessment and service planning process</li> <li>•Services that "follow the household" so that households are not disrupted by moves to other metro counties</li> <li>•Whenever feasible, the same services provider will stay involved with a household that moves within the metro area</li> <li>•Service providers will be trained and services monitored to ensure common standards and outcomes</li> <li>•Use of a shared information system to assist in assessment, referral and outcome tracking.</li> </ul> <p>In addition to helping families and individuals desperately in need of housing and services, this proposal is a clear response to Governor Pawlenty's goal to end long-term homelessness in the state of Minnesota. As a project of regional significance, this model could serve as an example of how counties can work together to meet the needs of people experiencing long-term homelessness.</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
	Freeborn County	Goals would be defined by the nature of each project.	Critical needs, in my mind, are related to those services for which state funding was terminated. DHS could certainly join in a review of what counties have or will cut in response to the state reductions as well as those functions which counties may have left untouched. DHS can join counties in deciding which services should be discontinued as well as participating in any subsequent appeals.	<p>What types of projects are significant - in Freeborn County the 1st that comes to mind deals with detox and treatment of meth users. This may be applicable to many outstate counties. There are no detox services (that I know of) and very few treatment programs that are structured to meet the needs of these users. AND, there is woefully insufficient funding, especially given the CCDTF operating rules for provision of repeat treatment.</p> <p>- Availability and retention of well trained, experienced child protection staff (at least outstate) is a major struggle. Funding to support necessary college social work education for persons of diverse populations is virtually nonexistent - this is important for the long run as we have had very limited success bringing already trained people from other states. And Immigration Service puts roadblocks in the way for people from other countries.</p> <p>- Rule 5 or other residential facilities that can truly offer individualized adolescent services are very limited - usually requiring a higher degree of staffing. Supplemental funding is needed to create opportunity for such redesign.</p>
	Hennepin County Social Services			<p>The Community/Human Services Department Directors from the 7-County metropolitan area are collaborating to address long-term homelessness in the Metro area. Jointly we expect to propose a 7-county Project of Regional Significance to provide services needed for the success of supportive housing. The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington</p> <p>This project will likely have the following main objectives for long-term homeless households:</p> <ul style="list-style-type: none"> <li>•Attain and maintain housing</li> <li>•Increase housing stability</li> <li>•Reduce emergency and crisis service</li> <li>•Reduce institutionalization</li> <li>•Reduce out-of-home placements</li> <li>•Leverage federal dollars</li> </ul>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
	Marshall County Social Services			<p>We currently project serving 750 households or 23% of the state's estimated long-term homeless, at a cost of \$12 million per year. For this project to succeed, longer term funding options beyond 2 years, including strategies for maximizing the leverage of federal and other state funding streams must be explored.</p> <p>Key components of this proposal will likely include:</p> <ul style="list-style-type: none"> <li>•A single service model</li> <li>•A single eligibility determination, assessment and service planning process</li> <li>•Services that "follow the household" so that households are not disrupted by moves to other metro counties</li> <li>•Whenever feasible, the same services provider will stay involved with a household that moves within the metro area</li> <li>•Service providers will be trained and services monitored to ensure common standards and outcomes</li> <li>•Use of a shared information system to assist in assessment, referral and outcome tracking.</li> </ul> <p>In addition to helping families and individuals desperately in need of housing and services, this proposal is a clear response to Governor Pawlenty's goal to end long-term homelessness in the state of Minnesota. As a project of regional significance, this model could serve as an example of how counties can work together to meet the needs of people experiencing long-term homelessness.</p> <p><b>NORTHWESTERN CHILDREN'S MENTAL HEALTH SYSTEM OF CARE</b></p> <p><b>I. General</b></p> <p>The following regional service delivery proposal is presented on behalf of the 8 Region I counties as a concept that reflects both accepted Children's Mental Health "System of Care" best practices as well as incorporating key elements of the vision and guiding principles of the Minnesota Mental Health Action Group.</p>

**Contact  
Type**

**Organization  
Name**

**5. Should there be  
additional goals for  
the projects?**

**18. What critical needs should be  
addressed by these projects?**

**19. What types of projects are significant for  
Minnesota at this time?**

II. Participating Counties:

Kittson, Mahnomen, Marshall, Pennington, Polk, Norman,  
Red Lake and Roseau Counties

III. Essential Elements of the proposal:

A. An accountable network of participating counties and  
their key contracted providers will come together to create a  
regional system of care, building upon existing networks  
that have emerged in the last 6 years including:

1. Children's Mental Health and Family Service  
Collaboratives;
2. Northwest Council of Collaboratives (serving 5  
counties); and
3. Northwest Mental Health Initiative (serving as a  
convening forum to address the interests of all 8 counties)

B. A regional plan will drive the design and development of  
services following a planning process that includes  
structured input of all of the stakeholders represented in  
the above networks.

C. Service delivery will be realized through public/private  
partnerships, reflecting a strong history of partnering  
among counties, including both public and private partners.

D. General principles of system design and service delivery  
will follow "System of Care" principles as reflected both in  
State Statutes and as further supported by literature and  
research.

E. Formal contractual relationships between and among  
public and private partners, endorsing the goals and  
accepted outcomes of a regional plan will establish a  
process of mutual accountability among all regional  
players, guide the use of public and private resources, and  
provide a framework for program monitoring and  
evaluation.

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>IV. General Overview of the Northwest Children's Mental Health System of Care</p> <p>Northwest Children's Mental Health System of Care is a comprehensive strategy including the development of an 8 County Mental Health Consortium of public and private partners, building upon the successes of the 38 member Northwest Council of Collaboratives representing five of the eight counties in the northwestern corner of Minnesota, County Collaboratives in the 7 Northwestern Minnesota Counties, and members of the eight county Northwest Mental Health Initiative. The initiative will bring a Children's Mental Health System of Care to full scale, extending an emerging network of core services and best practice models to underserved communities and minority populations focusing on youth in placement and young adults in transition to adulthood.</p> <p>The heritage shared by the eight counties includes a common geography, geology as a glacial lakebed, deteriorating economy, a decade of weather and crop disasters and a history of collaboration in the face of adversity. In response to children's mental health issues, the counties have developed the foundations of a System of Care, including County Collaboratives, Community Coordinating Councils, County Care Teams and flexible services. A five county affiliation, the Northwest Council of Collaboratives joins five of the Collaboratives together in a unified strategy to increase capacity, improve quality and integrate services. An eight county affiliation, the Northwest Mental Health Initiative, brings all eight counties together, providing an existing forum to facilitate the creation of a Children's Mental Health Consortium. The proposal builds upon this foundation of services and relationships, incorporating the philosophies and approaches of a fully matured System of Care capable of bringing an organized strategy and a full array of services to every community in the area.</p>

Contact  
Type

Organization  
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Minnesota at this time?

Best practice models already operational will be extended to existing and new services. Functional Family Therapy will be applied to both new and existing home based services targeting the most at risk children and youth. System of Care approaches including interagency care teams, individualized program planning, improved emergency services, intensive care management and more intensive home based treatment will target youth in out of home placement or at risk of placement. The Transition to Independence Process program will address young adults with SED transitioning to adulthood, adding a new component to the current system.

When the system has developed to full scale: 1) the network will have matured to better serve children and families and deliver intended outcomes; 2) service capacity will have expanded to address 200 more families per year in all communities; 3) parents will be included as equal partners 4) youth will be involved in designing services, and in shaping their transitions to adulthood; 5) minority families will be better served with earlier interventions, no longer over-represented among children in out of home placement and/or having dropped out of school.

V: Goals, Objectives, Strategies

The goals and objectives of this proposal reflect a focus on Children's Mental Health and building a System of Care, a strategy that supports a larger societal and system goal of "improving the health, safety and well being of children". While the focus of this proposal is intentionally limited to mental health concerns, the strategies reflect the related concerns of child protection, child development and overall child health.

Please note: The following outline is presented only as a beginning concept, reflecting significant input received to date regarding the remaining unaddressed needs in the region. It has not been reviewed by any of the regional forums nor has it been authorized by any of the counties. In addition, new service capacity would be limited to the amount of additional resources available.

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>Goal: Bring children and youth back from out of home placement out of the region</p> <p>Goal: Reduce future out of home placement</p> <p>Goal: Transition youth to a more promising adulthood</p> <p>Goal: Reduce over representation of minorities among school drop outs and in out of home placement</p> <p>Objective/strategy: Implement "zero reject" local service model:</p> <ul style="list-style-type: none"> <li>• Intensive Care Management</li> <li>• Therapeutic Foster Care</li> <li>• Local County Care Teams</li> <li>• Study/monitor factors impacting placement (continuously review, develop and apply recommendations)</li> <li>• Improve cultural and linguistic competence of staff</li> </ul> <p>Objective: Reduce out of home placement by 70% by 2010</p> <ul style="list-style-type: none"> <li>• Intensive home based family therapy</li> <li>• Family Mentors (parents as supports/advocates)</li> <li>• Wrap around/flex funds</li> </ul> <p>Objective: Develop and implement Transition Services for youth and young adults</p> <ul style="list-style-type: none"> <li>• Implement Transition to Independence Process System (CSP for 18-23 year olds)</li> <li>• Involve youth and young adults in planning</li> <li>• Implement mentoring model, matching young people with other young people of shared cultural heritage, using natural supports and enhancing cultural identity.</li> </ul> <p>Objective: Reduce over-representation of minority youth in the juvenile justice system, out of home placement and among school drop outs.</p> <ul style="list-style-type: none"> <li>• Recruit bilingual and bi-cultural staff.</li> <li>• In school and after school support activities, under leadership of Youth Coordinator</li> </ul>



Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>Objective: Improve quality of clinical services, bringing best practices to full scale in region (i.e. reaching every community, insuring equal access across the region).</p> <ul style="list-style-type: none"> <li>• Complete System of Care orientation to Care Managers, Home-Based Therapists, Transition Facilitators, and contributed staff</li> <li>• Functional Family Therapy training for all home based therapists</li> <li>• Training in Transition to Independence Process System</li> <li>• Clinical training to current outpatient/in-patient mental health professionals</li> <li>• Training in cultural competence, delivering culturally effective services</li> </ul> <p>Objective: Evaluate the effectiveness of the project:</p> <ul style="list-style-type: none"> <li>• Design evaluation process/system incorporating existing county service reporting (SSIS) and other internal reporting/monitoring/evaluation</li> <li>• Design and implement process of continuous care review of all clients served in the project.</li> </ul> <p>VI. Project Governance, Coordination and Evaluation through existing structures and networks</p> <p>The project will be sponsored by Counties and their historic partners, incorporating the existing structures already in place that have been successful in linking services in a coordinated regional strategy for both service delivery and system design and development.</p> <p>Local History: Subsequent to the passage of the Minnesota Comprehensive Children's Mental Health Act of 1989, incorporating System of Care philosophies and methods, counties throughout Minnesota have initiated a process for integrating service delivery across all child and family related sub-systems including child welfare, early childhood, children's mental health, juvenile justice, public health, education, and other related missions. Northwestern Minnesota counties embraced both the philosophy and the methods, taking it one step further with the development of a multi-county collaborative process called the Northwestern Minnesota Council of Collaboratives, a structure that empowers many small organizations to pursue service delivery objectives that are not possible working alone.</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
	Ramsey County			<p>These five counties have been developing a common infrastructure of governance, service coordination, and individualized treatment planning which structure will now provides almost a foundation of inter-county relationships that can be extended to include Roseau, Pennington and Mahnommen Counties for the implementation of the System of Care activities in this project. Those structures include: 1) the authority and sanction provided by the respective county governments); 2) the multi-county coordination provided by the Northwest Minnesota Council of Collaboratives; 3) the interagency program coordination and integration that occurs at the county level through each County Collaborative; 4) the input to County Collaboratives from parents and school and community caregivers, together with local project implementation provided through the Community Coordinating Councils; 5) input to County Boards from parents and caregivers through the Local Advisory Councils in each county; 6) the interagency coordination and integration of care through the County Care Teams; 7) the coordination and implementation of the Individualized Educational Plans through the Special Education Teams teams and 8) the implementation of the individualized care plan through the Wrap Teams.</p> <p>VII: Budget, Timetable, etc. will be developed in response to an RFP.</p> <p>RAMSEY, DAKOTA, AND SCOTT COUNTIES RESPONSE TO THE RFI FOR PROJECTS OF REGIONAL SIGNIFICANCE</p> <p>Projects of Regional Significance reflect the governor's priority to empower counties to provide cost-effective services, targeting the state's highest cost populations, through regional collaboration and state support. This project will demonstrate how targeted, science-based programs can be replicated and coordinated regionally with fidelity and cost-effectiveness.</p> <p>Ramsey, Dakota, and Scott Counties propose a collaborative expansion of the Ramsey County ACE [All Children Excel} program that serves the state's highest</p>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>risk, highest cost population—children under 10 at high risk for chronic serious and violent (SVJ) offending. The lifetime cost to taxpayers of an early onset offender who becomes a career criminal is \$1.7 - \$4.3 million (Cohen 1998 Beuhring 2001). If we divert only a handful of these children from that path, the project will pay for itself many times over.</p> <p>ACE families have multi-generational histories of extreme poverty, substance abuse, domestic violence, mental illness, child neglect and abuse, and criminal behavior. This results in long-term involvement with the child welfare, social service, and criminal justice systems. Without effective intervention, the children are likely to exponentially reproduce these same social problems.</p> <p>Key components of the ACE early intervention model are:</p> <ul style="list-style-type: none"> <li>•Accurate identification of the target population</li> <li>•A single assessment and service planning process with “portable” multi-modal services for families who cross county boundaries</li> <li>•A multi-disciplinary, multi-jurisdictional information system</li> <li>•Intensive in-home and in-community casework delivered by community agencies with clinical guidance from a multi-disciplinary county team</li> <li>•Continuous tracking of costs to outcomes for cost-effectiveness and accountability</li> <li>•Rigorous evaluation</li> </ul> <p>Following are the ACE prevention goals that will reduce the costs to taxpayers of:</p> <ul style="list-style-type: none"> <li>•chronic serious and violent offending</li> <li>•disproportionate minority confinement</li> <li>•school dropout and long-term welfare dependency</li> <li>•substance abuse and mental health problems</li> <li>•child neglect and abuse</li> <li>•out-of-home-placement</li> </ul> <p>Obtaining these healthy child development outcomes will achieve the prevention goals:</p> <ul style="list-style-type: none"> <li>•school attendance and academic achievement</li> <li>•social competency--especially impulse control and anger management</li> <li>•attachment to positive adults</li> <li>•involvement in skill-building activities and</li> <li>•improved parental management of children</li> </ul>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
				<p>ACE serves 111 families annually or 62% of Ramsey County's estimated children at risk for SVJ offending, at a cost of \$750,000. The proposed project will provide \$2.5 million annually, for 4 years, to serve approximately 70% of the need in Ramsey, Dakota, and Scott counties.</p> <p>The Community/Human Services Department Directors from the 7-County metropolitan area are collaborating to address long-term homelessness in the Metro area. Jointly we expect to propose a 7-county Project of Regional Significance to provide services needed for the success of supportive housing. The seven counties are Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington.</p> <p>This project will likely have the following main objectives for long-term homeless households:</p> <ul style="list-style-type: none"> <li>•Attain and maintain housing</li> <li>•Increase housing stability</li> <li>•Reduce emergency and crisis service</li> <li>•Reduce institutionalization</li> <li>•Reduce out-of-home placements</li> <li>•Leverage federal dollars</li> </ul> <p>We currently project serving 750 households or 23% of the state's estimated long-term homeless, at a cost of \$12 million per year. For this project to succeed, longer term funding options beyond 2 years, including strategies for maximizing the leverage of federal and other state funding streams must be explored.</p> <p>Key components of this proposal will likely include:</p> <ul style="list-style-type: none"> <li>•A single service model</li> <li>•A single eligibility determination, assessment and service planning process</li> <li>•Services that "follow the household" so that households are not disrupted by moves to other metro counties</li> <li>•Whenever feasible, the same services provider will stay involved with a household that moves within the metro area</li> <li>•Service providers will be trained and services monitored to ensure common standards and outcomes</li> <li>•Use of a shared information system to assist in assessment, referral and outcome tracking.</li> </ul>

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
	Washington County			In addition to helping families and individuals desperately in need of housing and services, this proposal is a clear response to Governor Pawlenty's goal to end long-term homelessness in the state of Minnesota. As a project of regional significance, this model could serve as an example of how counties can work together to meet the needs of people experiencing long-term homelessness.
County Statewide	Association of Minnesota Counties			
	MACSSA	<p>It would be helpful for DHS to further clarify its longer-range goals relative to PORS. Several key outstanding issues relate to the ultimate goal of this endeavor: Is the Department seeking a single (or several) best practices models for regional service delivery that could be applied statewide? Is DHS willing to support a variety of successful initiatives in the long run? Does the Department view PORS as having the potential for long-range application, or is this project more of a pilot programs model?</p> <p>Another important</p>	<p>MACSSA hesitates to respond to this question from a statewide perspective. In this RFI response, counties have made the case that local areas know best the critical needs of a particular area, and are keenly aware of areas in which performance improvement are needed. In this line of reasoning, a statewide response to Question #18 could defeat the perceived purpose of regionalization, at least as outlined in this RFI response.</p> <p>However, this RFI invites creative thinking relating to approaches to service delivery. In this spirit, MACSSA would like to suggest an alternate model for PORS than the one outlined in the bulk of this response. Certain issues do appear to have statewide or nearly statewide implications. In these cases PORS funds or a portion thereof could be made available on a statewide basis to groups of counties for a specified purpose.</p> <p>For example, a portion of PORS funds could be made available for counties</p>	MACSSA will not be responding to this question. This question may be addressed by other responders. See response to Question #18 for further information.

Contact Type	Organization Name	5. Should there be additional goals for the projects?	18. What critical needs should be addressed by these projects?	19. What types of projects are significant for Minnesota at this time?
		<p>issue relating to goals involves "process versus product". The potential for efficiencies through the use of regional collaboration is an attractive concept. However, creating an additional organizational layer (a regional one as well as the existing county administration) might actually have just the opposite effect. Counties would welcome clarity from DHS regarding whether it views process (i.e., structural/ organizational change) per se as the goal, or whether the product (i.e., improved consumer outcomes) is of chief importance.</p>	<p>statewide for use in addressing the impact of the methamphetamine epidemic on the child protection system. A regional group of counties could then organize to apply for these funds and show how they would be used to combat meth use in a particular area. An alternative statewide project might make a portion of PORS funds available to groups of counties who wish to implement best practices relating to concurrent permanency planning. A regional group of counties could propose how it would use PORS funds to improve on this core service by sharing resources within a defined geographic area. These are just two examples of possible projects with statewide implications. Counties would be very willing to share additional ideas for projects with a statewide focus if requested.</p>	
County Supervisor	Otter Tail County Human Services		<p>A.Abuse and Neglect Prevention. B.Development of Community Supports. C.Responding to Methamphetamine use.</p>	<ol style="list-style-type: none"> <li>1. Provide increased support to the Family Services Collaborative of the Northwest, which would put it at the level of services prior to budget reductions.</li> <li>2. Development of parent mentor and kinship resources to support families and children experiencing abuse, neglect or mental health issues.</li> <li>3. Development of regional crisis nursery's or shelter care programs for families dealing with crisis.</li> <li>4. Effective treatment of Methamphetamine addicted parents utilizing chemical dependency treatment, parent mentors, Family Group Decision Making, Support Groups and Supportive Housing.</li> </ol>

What critical needs should be		additional goals for the projects?	addressed by these projects?	Contact Organization	5. Should there be	18.
Type	Name			19. What types of projects are significant for Minnesota at this time?		
Tribe	Grand Portage Band of Chippewa	Additional goals would be to serve the communities that not served or a underserved. See Response to Question #1.	Refer to the first question.	One of the most significant areas of concern for American Indians in Minnesota at this time relates to the disproportionate number of our children that are being removed from their families and permanently placed in another family - often lost to their extended family and to their tribes. In addition, the lack of culturally specific care and services available for American Indian children and families, is a concern to American Indians. Coupled with that concern is our need to ensure that our families are living a healthy lifestyle, so that the perceived need for removal is abolished. The letter, spirit and intent of the federal ICWA and the state Minnesota Indian Family Preservation Act are not being followed. The model suggested above - one that is global in approach and tribally specific, is one path seeking to keep American Indian families together; to help American Indian families return to a healthier lifestyle and reduce the number of out of home placements and reduce the number of children lost to their extended families and tribes, as well as reduce the overall monies spent on maintaining children in the child welfare system.		
	Mille Lacs Band of Ojibwe	Projects should be aimed at reducing Indian out-of-home placement disparities, service disparities and to facilitate collaboration and cooperation with tribal and county placement agencies.	The tension between tribes and counties is very high—much of it based on the costs of foster care as a result of tribal court orders.	State of Minnesota has a vested interest to eliminate health disparities, Indian children represent the highest percentage of children in need of out-of-home placement.		

# Other Comments

## Organization Name

## Comments

Washington County

Washington County supports the response provided by MACSSA and is engaged in the housing initiative with the seven metropolitan counties.

Association of Minnesota  
Counties

We are writing on behalf of the Association of Minnesota Counties (AMC) in response to the Request for Information (RFI) regarding the Department of Human Services' (DHS) proposed Projects of Regional Significance (PORS). We understand that you will receive a detailed from the Minnesota Association of County Social Service Administrators (MACSSA) as well. This response is intended to reinforce the points made in that letter as well as to add AMC's comments from a county governance perspective. AMC's intent is to offer a more global perspective rather than responding to each question in the RFI.

The statutory language clearly directs the Commissioner to study whether and how to develop projects of regional significance. It is less clear what the projects are designed to accomplish. Are they intended to provide the same services as those previously provided by counties and other organizations, but in a more efficient manner? Or are they intended to foster experimentation with new models of service delivery, and perhaps a different set of services, intended to achieve agreed-upon goals for children and families? Responses to the RFI questions regarding number of projects, definition of region, time frame, and other elements depend on the answer to this question.

In a recent meeting between DHS, MACSSA, and AMC, staff formed the impression that the projects are intended to improve outcomes for children and families by stimulating more effective working relationships across county lines and by focusing "farther upstream." AMC applauds the goal, as we are having similar discussions within our organization. However, we believe that the large reduction to county funds when the CSSA funds were consolidated into CCSA has made it very difficult for counties to continue basic core human services. As MACSSA has noted in its response to the RFI, adequate funding for core CSSA services is critical to the success of PORS. We respectfully request that DHS consider reserving a portion of these funds to distribute on a county-by-county basis to restore at least some of the earlier reductions. This would enable counties to coordinate more effectively within their own governance structure. For example, programs aimed at housing and homelessness require effective working relationships between human services, public health, planning and zoning, and other county departments. Issues arising from methamphetamine use should be addressed both on a county worker level and an intergovernmental level, both across single county departments and across county lines. Use of these funds could be coordinated with the Projects of Regional Significance in order to achieve optimal synergy from the funds.

AMC believes that counties should be encouraged to partner with community organizations to deliver services under this proposal and fully anticipates that this will happen naturally. We would like to see projects throughout the entire state, but believe that the counties or groups of counties themselves should select the geographic "regions," as they are better aware of existing service delivery patterns and working relationships. The method of distributing funds should depend on the types of services delivered. Grant funds better lend themselves to community development efforts, while fee-for-services or capitated methods fit better with services designed to meet one-to-one needs of individuals and families. Finally, we encourage the Department to look at this as an ongoing commitment of funding, recognizing that you are unable to officially commit beyond







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