

**Region 17**

**Biennial Regional Services Strategic Plan**

**SFY 2017 - 2018**

**February 2, 2016**



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Biennial Regional Services Strategic Plan

SFY 2017-2018

Region 17

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## **Biennial Regional Services Strategic Plan 2017-2018 Overview**

The Indiana Department of Child Services (DCS) was created as a standalone agency in 2005, charged with administering Indiana's child protection services, foster care, adoption and the Title IV-D child support systems throughout the state of Indiana. After the Department was formed, DCS engaged national and local organizations for guidance and support to improve the system that cares for its abused and neglected children. This collaboration marked the beginning of Indiana's practice reform efforts. Over the course of the last 10 years, DCS has launched a number of initiatives to improve the manner in which child welfare is administered in Indiana, including the DCS practice model (Teaming, Engaging, Assessing, Planning and Intervening; TEAPI) and the Safely Home Families First Initiative.

In 2008 State legislation was passed that added the requirement for a Biennial Regional Services Strategic Plan that would be tailored toward the provision of services for children in need of services or delinquent children. The "Biennial Plan" incorporates the "Early Intervention Plan" and the "Child Protection Plan" as well as new requirements under the Biennial Plan. The Early Intervention Plan was a focus on programs and service to prevent child abuse and neglect or to intervene early to prevent families from entering the child welfare or delinquency system. The Child Protection Plan describes the implementation of the plan for the protective services of children. It included the following information: Organization; Staffing; Mode of operations; Financing of the child protection services; and the provisions made for the purchase of services and interagency relations.

The Regional Services Council is the structure responsible for this Biennial plan. The purpose of the Regional Services Council is to: Evaluate and address regional service needs, regional expenditures, and to Serve as a liaison to the community leaders, providers and residents of the region.

The Biennial Plan includes an evaluation of local child welfare service needs and a determination of appropriate delivery mechanisms. Local service providers and community members were represented in the evaluation of local child welfare service needs. A survey was sent to local providers as well as interested community partners. In addition, the regional services council conducted a meeting to take public testimony regarding local service needs and system changes.

The Department of Child Services began the process of analyzing service availability, delivery and perceived effectiveness in the summer of 2015. The planning process to develop the Plan involved a series of activities led by a guided workgroup composed of representatives from the Regional Service Council and others in the community. The activities included a needs assessment survey, public testimony, and review of relevant data. While DCS has several other means with which to determine effectiveness of DCS provided services, such as Federal Child and Family Services Review measures, practice indicator reports, Quality Service Reviews (QSRs) and Quality Assurance Reviews (QARs), this process took that information and looked at it through a contracted service lens. The workgroup considered this information in conjunction with the needs assessment, previous service utilization and public testimony to

determine the appropriate utilization of available services and to identify gaps in service. As a result, the workgroup developed a regional action plan to address service needs and gaps that are specific to the region. In addition, to address known statewide system issues, the Regional Action Plan includes specific action steps to address the following areas:

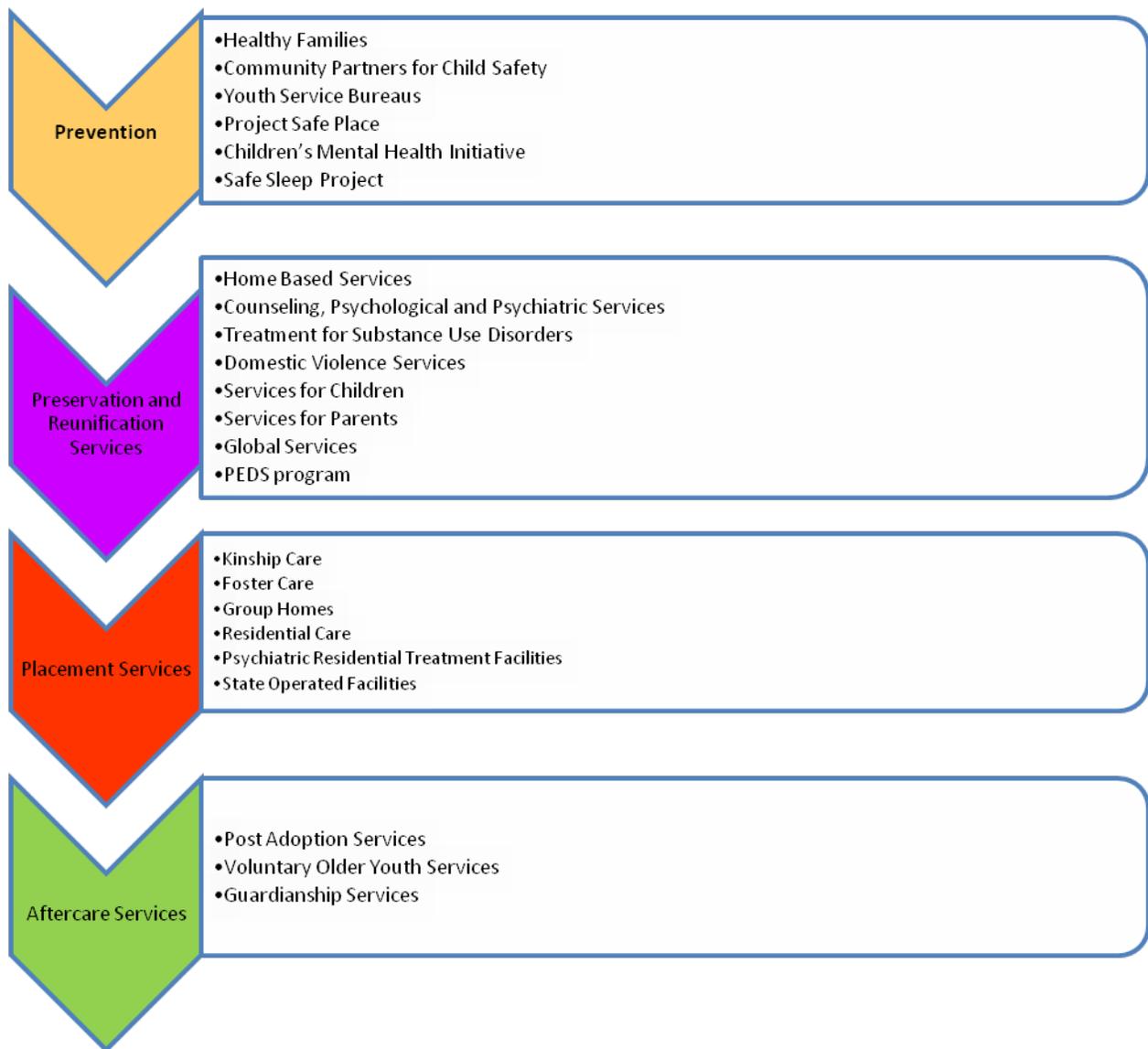
1. Prevention Services
2. Maltreatment After Involvement
3. Permanency for children in care 24+ months
4. Substance Use Disorder Treatment

Biennial Regional Services Strategic Plans were approved by the Regional Service Council and subsequently submitted to the Director of the Department of Child Services on February 2, 2016 for final approval.

#### **IV. Service Array**

The Indiana Department of Child Services provides a full continuum of services statewide.

Those services can be categorized in the following manner:



Prevention Services

### **Kids First Trust Fund**

A member of the National Alliance of Children’s Trusts, Indiana raises funds through license plate sales, filing fee surcharges, and contributions. This fund was created by Indiana statute, is overseen by a Board, and staffed by DCS. Kids First funds primary prevention efforts through the Prevent Child Abuse Indiana (PCAI), Healthy Families Indiana and the Community Partners for Child Safety program.

## **Youth Service Bureau**

Youth Service Bureaus are created by Indiana statute for the purpose of funding delinquency prevention programs through a state-wide network. This fund supports 31 Youth Service Bureaus to provide a range of programs including: Teen Court, Mentoring, Recreation Activities, Skills Training, Counselling, Shelter, School Intervention, and Parent Education.

## **Project Safe Place**

This fund, created by Indiana statute, provides a state-wide network of safe places for children to go to report abuse, neglect, and runaway status. These safe places are public places like convenience stores, police departments, fire departments and other places where children gather. Some emergency shelter is also funded through licensed emergency shelter agencies.

## **Community-Based Child Abuse Prevention**

Federal funds available through the Child Abuse Prevention and Treatment Act (CAPTA) support building a community-based child abuse prevention network through which prevention services can be delivered.

## **Healthy Families Indiana (HFI)**

A combination of federal, state, and local funding provides prevention home visiting services through contract to parents of children zero to three years old. The purpose is to teach parents to bond with and nurture their children. The program also advocates for positive, nurturing, non-violent discipline of children.

## **Community Partners for Child Safety (CPCS)**

The purpose of this service is to develop a child abuse prevention service array that can be delivered in every region of the state. This service builds community resources that promote support to families identified through self-referral or other community agency referral to a service that will connect families to the resources needed to strengthen the family and prevent child abuse and neglect. It is intended, through the delivery of these prevention services, that the need for referral to Child Protective Services will not be necessary. Community resources

include, but are not limited to: schools, social services agencies, local DCS offices, Healthy Families Indiana, Prevent Child Abuse Indiana Chapters, Youth Services Bureaus, Child Advocacy Centers, the faith-based community, local school systems and Twelve Step Programs.

### **Maternal Infant Early Childhood Home Visiting (MIECHV)**

Maternal Infant Early Childhood Home Visiting (MIECHV) grants are designed to: (1) strengthen and improve the programs and activities carried out under Title V of the Social Security Act; (2) improve coordination of services for at-risk communities; and (3) identify and provide comprehensive services to improve outcomes for families who reside in at-risk communities. The Indiana State Department of Health (ISDH) and the Department of Child Services (DCS) are co-leads of this federal grant, collaborate with Indiana University, Goodwill Industries of Central Indiana, Riley Child Development Center, Women, Infants, and Children (WIC), and the Sunny Start Healthy Bodies, Healthy Minds Initiative at the state agency level to achieve MIECHV goals.

The Indiana MIECHV funding supports direct client service through the expansion of two evidenced-based home visiting programs, Healthy Families Indiana (HFI) and Nurse Family Partnerships (NFP), to pair families—particularly low-income, single-parent families—with trained professionals who can provide parenting information, resources and support during a woman’s pregnancy and throughout a child’s first few years of life. These models have been shown to make a real difference in a child’s health, development, and ability to learn and include supports such as health care, developmental services for children, early education, parenting skills, child abuse prevention, and nutrition education or assistance.

### **Children’s Mental Health Initiative**

The Children’s Mental Health Initiative (CMHI) provides service access for children with significant mental health issues who have historically been unable to access high level services. The Children’s Mental Health Initiative specifically focuses on those children and youth who do not qualify for Medicaid services and whose families are struggling to access services due to their inability to pay for the services. The CMHI helps to ensure that children are served in the

most appropriate system and that they do not enter the child welfare system or probation system for the sole purpose of accessing mental health services.

The Children's Mental Health Initiative is collaboration between DCS and the local Access Sites, Community Mental Health Centers and the Division of Mental Health and Addiction. Available services include:

- Rehabilitation Option Services,
- Clinic Based Therapeutic and Diagnostic Services,
- Children's Mental Health Wraparound Services,
- Wraparound Facilitation,
- Habilitation,
- Family Support and Training,
- Respite (overnight respite must be provided by a DCS licensed provider), and
- Placement Services.

Eligibility for the CMHI mirrors that of Medicaid paid services under the Children's Mental Health Wraparound and includes:

- DSM-IV-TR Diagnosis- Youth meets criteria for two (2) or more diagnoses.
- CANS 4, 5, or 6 and DMHA/DCS Project Algorithm must be a 1
- Child or adolescent age 6 through the age of 17
- Youth who are experiencing significant emotional and/or functional impairments that impact their level of functioning at home or in the community (e.g., Seriously Emotionally Disturbed classification)
- Not Medicaid Eligible/Lack funding for service array
- Other children who have been approved by DCS to receive services under the Children's Mental Health Initiative because they are a danger to themselves or others

Note: The Children's Mental Health Initiative is a voluntary service. The caregiver must be engaged in order to access services.

The CMHI started as a pilot project in 2012 and has spread throughout Indiana in 2013 and early 2014. The CMHI and the Family Evaluation process were implemented jointly to improve service access to families without requiring entry into the probation system or the child welfare system in order to access services. As the CMHI service availability expands, the need for Family Evaluations for this target population diminishes.

#### Preservation and Reunification Services

Indiana DCS will continue to provide a full service array throughout the state. Services provided to families will include a variety of services outlined below.

### Home Based Services

- Comprehensive Home Based Services
- Homebuilders
- Home-Based Family Centered Casework Services
- Home-Based Family Centered Therapy Services
- Homemaker/Parent Aid
- Child Parent Psychotherapy

### Counseling, Psychological and Psychiatric Services

- Counseling
- Clinical Interview and Assessment
- Bonding and Attachment Assessment
- Trauma Assessment
- Psychological Testing
- Neuropsychological Testing
- Functional Family Therapy
- Medication Evaluation and Medication Monitoring
- Parent and Family Functioning Assessment

### Treatment for Substance Use Disorder

- Drug Screens
- Substance Use Disorder Assessment
- Detoxification Services-Inpatient
- Detoxification Services-Outpatient
- Outpatient Services
- Intensive Outpatient Treatment
- Residential Services
- Housing with Supportive Services for Addictions
- Sobriety Treatment and Recovery Teams (START)

### Domestic Violence Services

- Batterers Intervention Program
- Victim and Child Services

### Services for Children

- Child Advocacy Center Interview
- Services for Sexually Maladaptive Youth
- Day Treatment
- Day Reporting
- Tutoring
- Transition from Restrictive Placements
- Cross Systems Care Coordination
- Children's Mental Health Wraparound Services
- Services for Truancy
- Older Youth Services
- Therapeutic Services for Autism
- LGBTQ Services

### Services for Parents

- Support Services for Parents of CHINS
- Parent Education
- Father Engagement Services
- Groups for Non-offending Parents
- Apartment Based Family Preservation
- Visitation Supervision

### Global (Concrete) Services

- Special Services and Products
- Travel
- Rent & Utilities
- Special Occasions
- Extracurricular Activities

These services are provided according to service standards found at: <http://www.in.gov/dcs/3159.htm>

Services currently available under the home based service array include:

Home Based Services			
Service Standard	Duration	Intensity	Conditions/Service Summary
<p><b>Homebuilders</b>® (Must call provider referral line first to determine appropriateness of services)</p> <p>(Master's Level or Bachelors with 2 yr experience)</p>	4 – 6 Weeks	Minimum of 40 hours of face to face and additional collateral contacts	<p><b>Placement Prevention:</b> Provision of intensive services to prevent the child's removal from the home, other less intensive services have been utilized or are not appropriate <b>or Reunification:</b> it is an unusually complex situation and less intensive services are not sufficient for reunification to occur.</p> <p>Services are available 24/7</p> <p>Maximum case load of 2-3</p>
<p><b>Home-Based Therapy</b></p> <p>(HBT) (Master's Level)</p>	Up to 6 months	<p>1-8 direct face-to face service hrs/week</p> <p>(intensity of service should decrease over the duration of the referral)</p>	<p>Structured, goal-oriented, time-limited therapy in the natural environment to assist in recovering from physical, sexual, emotional abuse, and neglect, mental illness, personality/behavior disorder, developmental disability, dysfunctional family of origin, and current family dysfunction.</p> <p>Service is available 24/7. Beginning 7/1/11, some providers will have a 1 hour response time for families in crisis.</p> <p>Maximum case load of 12.</p>
<p><b>Home-Based Casework</b></p> <p>(HBC) (Bachelor's Level)</p>	Up to 6 months	<p>direct face-to-face service hours/week</p> <p>(intensity of service should decrease over the duration of the referral)</p>	<p>Home-Based Casework services typically focus on assisting the family with complex needs, such as behavior modification techniques, managing crisis, navigating services systems and assistance with developing short and long term goals.</p> <p>Service is available 24/7. Beginning 7/1/11, some providers will have a 1 hour response time for families in crisis.</p>

Home Based Services			
Service Standard	Duration	Intensity	Conditions/Service Summary
			Maximum case load of 12.
<b>Homemaker/ Parent Aid</b> (HM/PA) (Para-professional)	Up to 6 months	1-8 direct face-to-face service hours/week	Assistance and support to parents who are unable to appropriately fulfill parenting and/or homemaking functions, by assisting the family through advocating, teaching, demonstrating, monitoring, and/or role modeling new, appropriate skills for coping. Some providers have a 1 hour response time for families in crisis.  Maximum case load of 12.
<b>Comprehensive Home Based Services</b>	Up to 6 months	5-8 direct hours with or on behalf of the family	Utilizing an evidence based model to assist families with high need for multiple home based intensive services. Additionally, will provide: supervised visits, transportation, parent education, homemaker/parent aid, and case management. Some evidence based models require a therapist to provide home based clinical services and treatment. These services are provided by one agency.  This is referable through service mapping or the Regional Services Coordinator  Maximum case load of 5-8.

### Comprehensive Home-Based Services

The most recent addition to the home-based service array includes Comprehensive Home-Based Services. Comprehensive Services include an array of home based services provided by a single provider agency. All providers offering services through this standard are required to utilize an Evidence Based Practice (EBP) model in service implementation, which include but is not limited to, Motivational interviewing, Trauma Focused Cognitive Behavioural Therapy and Child Parent Psychotherapy.

In addition, Family Centered Treatment is being supported by DCS as a model of

Comprehensive Home-Based Services. This service provides intensive therapeutic services to families with children at risk of placement or to support the family in transitioning the child from residential placement back to the family. This model also is effective in working with families who have very complex needs. The service works to implement sustainable value change that will improve life functioning and prevent future system involvement.

Services Available Through Comprehensive Home Based Services		
Service Standard	Target Population	Service Summary
FCT – Family Centered Therapy	<ul style="list-style-type: none"> <li>● Families that are resistant to services</li> <li>● Families that have had multiple, unsuccessful attempts at home based services</li> <li>● Traditional services that are unable to successfully meet the underlying need</li> <li>● Families that have experienced family violence</li> <li>● Families that have previous DCS involvement</li> <li>● High risk juveniles who are not responding to typical community based services</li> <li>● Juveniles who have been found to need residential placement or are returning</li> </ul>	<p>This program offers an average of 6 months of evidenced based practice that quickly engages the entire family (family as defined by the family members) through a four phase process. The therapist works intensively with the family to help them understand what their values are and helps motivate them to a sustainable value change that will improve the lives of the whole family.</p>

## Services Available Through Comprehensive Home Based Services

Service Standard	Target Population	Service Summary
	<p>from incarceration or residential placement</p>	
<p>MI – Motivational Interviewing</p>	<ul style="list-style-type: none"> <li>● effective in facilitating many types of behavior change</li> <li>● addictions</li> <li>● non-compliance and running away of teens</li> <li>● discipline practices of parents.</li> </ul>	<p>This program offers direct, client-centered counseling approaches for therapists to help clients/families clarify and resolve their ambivalence about change. Motivational Interviewing identifies strategies for practitioners including related tasks for the clients within each stage of change to minimize and overcome resistance. This model has been shown to be effective in facilitating many types of behavior change including addictions, non-compliance, running away behaviors in teens, and inappropriate discipline practices of parents.</p>
<p>TFCBT – Trauma Focused Cognitive Behavioral Therapy</p>	<ul style="list-style-type: none"> <li>● Children ages 3-18 who have experienced trauma</li> <li>● Children who may be experiencing significant emotional problems</li> <li>● Children with PTSD</li> </ul>	<p>This program offers treatment of youth ages 3-18 who have experienced trauma. The treatment includes child-parent sessions, uses psycho education, parenting skills, stress management, cognitive coping, etc. to enhance future safety. Treatment assists the family in working through trauma in order to prevent future behaviors related to trauma, and a non-offending adult caregiver must be available to participate in services.</p>

## Services Available Through Comprehensive Home Based Services

Service Standard	Target Population	Service Summary
<p>AFCBT – Alternative Family Cognitive Behavioral Therapy</p>	<ul style="list-style-type: none"> <li>● Children diagnosed with behavior problems</li> <li>● Children with Conduct Disorder</li> <li>● Children with Oppositional Defiant Disorder</li> <li>● Families with a history of physical force and conflict</li> </ul>	<p>This program offers treatment to improve relationships between children and parents/caregivers by strengthening healthy parenting practices. In addition, services enhance child coping and social skills, maintains family safety, reduces coercive practices by caregivers and other family members, reduces the use of physical force by caregivers and the child and/ or improves child safety/welfare and family functioning.</p>
<p>ABA – Applied Behavioral Analysis</p>	<ul style="list-style-type: none"> <li>● Children with a diagnosis on the Autism Spectrum</li> </ul>	<p>This program offers treatment for youth with autism diagnosis to improve functional capacity in speech and language, activities of daily living, repetitive behaviors and intensive intervention for development of social and academic skills.</p>
<p>CPP – Child Parent Psychotherapy</p>	<ul style="list-style-type: none"> <li>● Children ages 0-5 who have experienced trauma</li> <li>● Children who have been victims of maltreatment</li> <li>● Children who have witnessed DV</li> <li>● Children with attachment disorders</li> <li>● Toddlers of depressed mothers</li> </ul>	<p>This program offers techniques to support and strengthen the caregiver and child relationship as an avenue for restoring and protecting the child’s mental health, improve child and parent domains, and increase the caregiver's ability to interact in positive ways with the child(ren). This model is based on attachment theory but integrates other behavioral therapies.</p>

Services Available Through Comprehensive Home Based Services		
Service Standard	Target Population	Service Summary
IN-AJSOP	Children with sexually maladaptive behaviors and their families	This program offers treatment to youth who have exhibited inappropriate sexually aggressive behavior. The youth may be reintegrating into the community following out-of-home placement for treatment of sexually maladaptive behaviors. Youth may have sexually maladaptive behaviors and co-occurring mental health, intellectual disabilities or autism spectrum diagnoses. CBT-IN-AJSOP focuses on skill development for youth, family members and members of the community to manage and reduce risk. Youth and families learn specific skills including the identification of distorted thinking, the modification of beliefs, the practice of pro social skills, and the changing of specific behaviors
Intercept	Children of any age with serious emotional and behavioral problems	Treatment is family-centered and includes strength-based interventions, including family therapy using multiple evidence based models (EBM), mental health treatment for caregivers, parenting skills education, educational interventions, and development of positive peer groups.

### Sobriety Treatment and Recovery Teams

Indiana is currently piloting a promising practice program that has shown very positive outcomes with families in Kentucky. The program combines a specially trained Family Case Manager, Family Mentor, and Treatment Coordinator to serve families where there are children under the age of 5 and the parent struggles with a substance use disorder. The Family Mentor is someone who has had history with the child welfare system and is currently in recovery. The program is being piloted in Monroe County. Currently there are three active Family Case Managers, one

Family Mentor and one Treatment Coordinator with the ability to add 2 additional mentors. It is estimated that the full team will be serving approximately 30 families at any given time. Currently DCS is expanding this program into Vigo County.

### **Adolescent Community Reinforcement Approach (ACRA)**

The Department of Mental Health Addictions (DMHA) has trained therapists at two agencies in Indianapolis. This model will be expanded through this inter-department collaboration and ensures that the service is available to adolescents in need. This EBP uses community reinforcers in the form of social capital to support recovery of youth in an outpatient setting. A-CRA is a behavioural intervention that seeks to replace environmental contingencies that have supported alcohol or drug use with pro-social activities and behaviours that support recovery.

This outpatient program targets youth 12 to 18 years old with DSM-IV cannabis, alcohol, and/or other substance use disorders. Therapists choose from among 17 A-CRA procedures that address, for example, problem-solving skills to cope with day-to-day stressors, communication skills, and active participation in pro-social activities with the goal of improving life satisfaction and eliminating alcohol and substance use problems. Role-playing/behavioural rehearsal is a critical component of the skills training used in A-CRA, particularly for the acquisition of better communication and relapse prevention skills. Homework between sessions consists of practicing skills learned during sessions and participating in pro-social leisure activities. The A-CRA is delivered in one-hour sessions with certified therapists.

### **Trauma Assessments, TF-CBT, CPP**

DCS recently expanded the service array to include Trauma Assessments and Bonding and Attachment Assessments. Trauma Assessments will be provided to appropriate children, using at least one standardized clinical measure to identify types and severity of trauma symptoms. Bonding and Attachment Assessments will use the Boris direct observation protocol. These new assessments will provide recommendations for appropriate treatment.

Child Parent Psychotherapy (CPP) and Trauma Focused Cognitive Behavioural Therapy (TF-CBT) are two of the possible models that could be utilized. DCS has trained a cohort of 28 therapists to provide Child Parent Psychotherapy. This first cohort of trained therapists includes

9 teams of 3 therapists from within the CMHC network and one additional DCS clinician. These therapists completed their training in May 2014, but will receive another year of consultation through the Child Trauma Training Institute as they begin to fully implement the model. DCS began offering training to a second cohort of clinicians to ensure service availability for children in need. DCS has trained approximately 300 clinicians throughout the state to provide TF-CBT. These agencies are both CMHC's and community-based providers and will ensure that TF-CBT is available for children and families in need.

### **Parent Child Interaction Therapy**

DMHA has started training therapists at Community Mental Health Centers in Parent Child Interaction Therapy (PCIT), which DCS children and families will access through our collaboration and master contracts with the CMHC's. Additionally, with the DCS Comprehensive Service supporting the usage of evidenced-based models, PCIT will increase in its availability throughout the state.

PCIT is an evidence-based treatment for young children with emotional and behavioural disorders that places emphasis on improving the quality of the parent-child relationship and changing parent-child interaction patterns. Disruptive behaviour is the most common reason for referral of young children for mental health services and can vary from relatively minor infractions such as talking back to significant acts of aggression. The most commonly treated Disruptive Behaviour Disorders may be classified as Oppositional Defiant Disorder (ODD) or Conduct Disorder (CD), depending on the severity of the behaviour and the nature of the presenting problems. The disorders often co-occur with Attention-Deficit Hyperactivity Disorder (ADHD). PCIT uses a unique combination of behavioural therapy, play therapy, and parent training to teach more effective discipline techniques and improve the parent-child relationship. PCIT draws on both attachment and social learning theories to achieve authoritative parenting. The authoritative parenting style has been associated with fewer child behaviour problems than alternative parenting styles.

### **Successful Adulthood: Older Youth Services**

Indiana's Older Youth Services delivery method utilizes the broker of resources model, which is designed to: 1) ensure youth have or establish ongoing connections with caring adults; and 2)

promote youth to develop as productive individuals within their community, by the acquisition and maintenance of gainful employment, the achievement of educational/vocational goals, and the receipt of financial skills training. This model shall also aid in future program development and design for other resources to facilitate the successful transition to adulthood for foster youth.

This model places the provider in the role of connecting youth with services provided in the youth's community or through a natural, unpaid connection to the youth rather than by the contracted provider. Over time, the youth should be able to depend on their social network and individual knowledge in order to accomplish tasks related to living independently.

#### **V. Available Services:**

Region 17 is composed of seven counties in southern Indiana including Crawford, Daviess, Dubois, Martin, Orange, Perry and Spencer. Three of the seven counties border the state of Kentucky, including Crawford, Perry, and Spencer, divided only by the Ohio River. Crawford and Perry counties are mostly rural with no large cities. Crawford is home to Lake Patoka and Perry is home to Hoosier National Forest. The population is around 20,000 per county. Spencer County, also largely rural was home to Abraham Lincoln for 14 years. It is also home to Santa Claus, a town known for its popular theme park. Spencer and Perry Counties are both on Central Time while the rest of the region is on Eastern Standard Time. This can make service delivery more difficult.

Dubois County is more populated than the surrounding counties and is home to the city of Jasper. Services are more abundantly located in Dubois County than in the rest of the region. Davies County is largely rural with no large cities. It is home to many Amish families. The White River flows through Daviess County. Like Daviess, Martin County is mostly rural. It is a small county with a small population. There are no large cities in Martin County. Orange County is also a small rural county. However, Orange County is home to many tourist attractions including the West Baden Hotel in French Lick.

Due to the region being such a large geographic region which is mostly rural with a sparse population, the region also rates below average for the availability of services. There are few contracted DCS prevention and intervention services that are located within the region. Most

service providers are in other adjoining regions including Region 16 & Region 13.

Region 17 developed four biennial workgroups which met for ½ a day each. All four workgroups met at the Dubois DCS office. Traditionally the work groups meet to identify the most critical service needs, the work group discussed the current prevention and intervention services, barriers to accessing services, the DCS practice model, DCS Practice Indicators, the Quality Service Review (QSR) information, the service standards, the Needs Assessment Survey results, and the public testimony. Topics were identified after reviewing the federal measures from the Child and Family Services Review (CFSR). The topics identified are Prevention, Repeat Maltreatment, Permanency, and Substance Use.

Home based services are widely used in this region. All counties note transportation to clinic based services a significant barrier. Few agencies have facilities in the county or region while many clients lack dependable means of transportation. The needs assessment survey, work group discussions, and barriers information note a lack of provider options in all counties with Dubois County having the most options and Crawford indicating the fewest.

The most needed service for the region is evidenced based outpatient substance use disorder treatment for adults. While there are several sober living environments and recovery meetings available within the region, the region lacks outpatient treatment and the current agencies in the region that provide treatment struggle to meet capacity needs.

Accessibility of transportation services has been a historically significant issue for DCS clients, the area does not have many major interstates and travel is done mostly on local State Roads. Public transportation does not exist due to the region consisting of mostly rural areas; this has a negative impact on client's ability to get to needed services. Families either do not have transportation, do not have the money for fuel, or have to travel too long of a distance to be able to access service located out of their county. Due to this, home-based services are the preferred method of service delivery. However, due to the lack of financial resources and the lack of an existing infrastructure, transportation was not seen as an issue that could be addressed within the DCS action plan.

Appendix A shows all contracted services in the region as well as the most frequently used services, expenditures by service, and the projected budget for SFY 2017 and 2018.

## **VI. Needs Assessment Survey**

Each region in the state conducted a needs assessment survey of individuals who have knowledge and experience with child welfare and juvenile probation services. During spring and summer of 2015, the surveys were administered to Family Case Managers (FCMs), service providers, and other community members to measure their perceptions of 26 services in their communities in terms of need, availability, utilization and effectiveness. The intent of the survey was to evaluate local service needs. Results of the survey were used to assist in determining the regional child welfare and juvenile probation service needs, utilization and the appropriate service delivery mechanisms. Results of the surveys are located in Appendix B.

The FCM survey identified the following as the Services with the Highest Availability:

1. Health Care Services
2. Home-Based Case Management
3. Father Engagement
4. Living Skills
5. Comprehensive Home-Based Services

The provider survey identified the following as the Services with the Highest Availability:

1. Domestic Violence Victim/Child
2. Batterers Intervention
3. Motivational Interviewing
4. First Steps
5. Home-Based Services (therapy, case management)

The FCM survey identified the following as the Services with the Lowest Availability:

1. Housing
2. Child Care
3. Employment/ Training Services
4. Motivational Interviewing
5. Child-Parent Psychotherapy

The provider survey identified the following as the Services with the Lowest Availability.

1. Child Parent Psychotherapy

2. Dental Services
3. Employment Training
4. Father Engagement
5. Respite Availability

## **VII. Public Testimony Meeting**

The Public Testimony meetings were advertised on the DCS web page titled “Biennial Plan Public Notices.” The web page included the purpose, dates, times and locations for each of the meetings throughout all 18 DCS Regions. Additionally, the Public Testimony meetings were advertised in each of the local offices and included the purpose, dates, times and locations for each of the meetings throughout all 18 DCS Regions. Email notifications of the public meetings were sent to all contracted providers and other community groups.

The Public Testimony meeting for the Child Protection Plan/Biennial Regional Services Strategic Plan was held on October 2, 2015 at 9:30 a.m. at Dubois County DCS Office, 1045 Wernsing Road, Jasper, IN 47546. A summary of the testimony is provided in Appendix C.

No Public Testimony was provided by those in attendance.

## **VIII. Summary of the Workgroup Activities**

The following meetings were held to discuss the available data. The topics of discussion included:

### **1. Prevention Services**

The prevention workgroup was held on November 13, 2015 at 1:00 p.m. at Dubois County DCS Office. The following persons participated in the work group:

Katie Ranke	Southern Hills Counseling Center
Kris Mathews	Hoosier Uplands Head Start & Early Head Start
Kris Lasher	Crisis Connection, Inc.
Pam Bell	Exceptional Children’s Co-op
Nancy Rennie	DCS Perry County
Christal Moskos	Lincoln Hills Development Corporation

	& Healthy Families
Ashley Manship	DCS
Mendy Berry	DCS
Briley Terrell	DCS
Mike Singleton	Ireland Home-based Services
Lisa Smith	DCS
Dawn Stroud	Samaritan Center

The discussion for the workgroup centered on the data collected, identifying what preventive services were strong in the region and where services experienced challenges. The group identified areas where there are gaps: lack of substance abuse treatment, domestic violence education/treatment, lack of knowledge of protective factors, and lack of System of Care understanding and utilization.

The group identified an action plan that would utilize and build upon their Systems of Care, collaborating amongst the agencies in the different counties. The Systems of Care group will focus on educating their members and respective communities on protective factors and ways to increase and strengthen those within families.

## 2. Maltreatment After Involvement

The Maltreatment After Involvement workgroup was held on November 12, 2015 at 1:00 p.m. at the Dubois County DCS Office. The following persons participated in the work group:

Kathy O'Hanlon	Samaritan Center
Elizabeth Clark	Serenity House
Michael Singleton	Ireland Home-Based Services
Emily Meyer	Dubois County DCS
Keith Patterson	Regional Finance Manager R17 & 16
Lisa Smith	Crawford County DCS
Gary Stath	SHCC- Perry County

Nancy Rennie	Perry County DCS
Megan Stafford	Youth Villages
Amy Smith	Perry County CASA
Chris Clark	Daviess County Purdue Extension Office
Tammy Lampert	SWICACC
Ashley Manship	Dubois DCS

The discussion for the workgroup centered on the data collected and the commonalities among instances of repeat maltreatment. The group identified and discussed treatment as a family unit, lack of communication between providers and DCS, compliance versus change with families. Communication was identified as the top barrier contributing to incidents of repeat maltreatment. The work group identified that FCMs do not put the needed information, related goals and topics to address on referrals giving providers minimal information which may lead to the providers inadequately addressing the family's needs.

**3. Permanency for children in care 24+ months**

The permanency work group was held on November 13, 2015 at 9:00 a.m. in the Dubois DCS Office. Persons listed below participated in the discussion regarding improving permanency outcomes for child in care 24+ months.

Sybil Rodeck	DCS Spencer FCMS
Jessica Richardson	DCS Spencer LOD
Nick Miller	Ireland Home-based Services
Dawn Stroud	Samaritan Center
Melissa Winkler	DCS
Bonita Mattingly	DCS Daviess FCMS
Kathy Anderson	DCS Perry FCMS
Pam Bell	Exceptional Children's Co-op
Jennifer Hamilton	The Villages, Clinical Director
Nathan Verkamp	Circuit Court Judge Dubois
Brenda Stoner	SNAP

The workgroup reviewed the data and discussion was held regarding obstacles and barriers to achieving permanency. The group identified specific areas where improvement is needed:

- a. Increase effective visits with more interaction.
- b. Substance Abuse Relapse, Timeframes and disconnect of services for parents.
- c. Inability to provide services & communicate with incarcerated parents.
- d. Severity of trauma and subsequent behaviors of children, can't find appropriate placements due to shortage of foster families.
- e. Failure to address underlying family needs, under and inappropriate utilization of services and providers.

The group discussed the need to improve continuous Risk, Safety and Needs assessment and understanding to allow for better tracking and adjusting of services to meet the family needs. The group also discussed how to improve the legal process as it related to policies and guidelines.

#### **4. Substance Use Disorder Treatment**

The substance use disorder treatment workgroup was held on November 12, 2015 at 9:00 a.m. at the Dubois County DCS Office. The following persons participated in the work group:

Mendy Berry	Daviess County DCS
Bonita Mattingly	Daviess County DCS
Briley Terrell	Daviess County DCS
Kathy O'Hanlon	Samaritan Center
Elizabeth Clark	Serenity House
Michael Singleton	Ireland Home-Based Services
Emily Meyer	Dubois County DCS
Keith Patterson	Regional Finance Manager R17 & 16
Lisa Smith	Crawford County DCS
Gary Stath	SHCC- Perry County

Nancy Rennie	Perry County DCS
Megan Stafford	Youth Villages
Amy Smith	Perry County CASA
Chris Clark	Davies County Purdue Extension Office
Tammy Lampert	SWICACC

The data collected was reviewed and a lengthy discussion was held around the challenges in the region regarding serving those who struggle with addiction. The group identified specific areas where improvement is needed:

- a. Understanding Treatment Modality.
- b. Availability of Beds & Openings in facilities.
- c. Funding for long term treatment.
- d. In-Patient treatment not addressing underlying issues.
- e. Lack of community education awareness, education and treatment.

The group identified an action plan increasing education on substance use in the schools and within the community by utilizing and expanding upon programs already available.

The data considered are included in Appendix A: Service Array and Appendix D: Additional Regional Data.

## **IX. Regional Action Plan**

### *Overview*

The Regional Action Plan presented in this section is based on all data collected that addressed regional service needs. These data sources assessed the following areas:

- Service availability (through the needs assessment survey)
- Service effectiveness (through the needs assessment survey)
- Public perception of regional child welfare services (through public hearings)
- Quality Service Review Indicators and Stress factors (4 rounds)
- Community Partners for Child Safety prevention services
- Regional services financing
- Regional workgroup determination of service available/accessibility
- Additional input provided by the workgroup

These data sources were considered by regional workgroups to determine service needs that were to be prioritized by a region for the relevant biennium. To address these service needs, regional workgroups formulated action steps which included distinct, measurable outcomes. Action steps also identified the relevant parties to carry out identified tasks, time frames for completion of tasks, and regular monitoring of the progress towards task completion.

<b>Measurable Outcome for Prevention Services:</b>		Improve collaboration, reduce duplication of services, identify and utilize available community partners and programs that address family needs to increase prevention.		
<b>Action Step</b>	<b>Identified Tasks</b>	<b>Responsible Party</b>	<b>Time Frame</b>	<b>Date of Completion</b>
Increase System of Care (SOC) membership, attendance and collaboration.	Identify individuals/agencies to participate.	Katie Ranke (Southern Hills) & Ken Abell (Samaritan Center)	30 days	October 2016
	Establish a mass email list to invite and distribute for attendance.	Katie Ranke & Ken Abell	3 months	January 2017
	Access the need for a Community Outreach Coordinator.	SOC in each county	6 months	March 2017
Increase knowledge of protective factors.	Educate SOC members regarding protective factor.	Dana Welborn (Ireland)	Year	July 2018
	Plan and utilize community events promoting protective factors.	County SOC, Prevent Child Abuse Council & Community Partners	On-going	As available

<b>Measurable Outcome for Maltreatment after Involvement:</b>		Decrease recidivism of maltreatment after involvement by 50% increasing and aligning ongoing communication amongst Child Family Team Meeting members.		
<b>Action Step</b>	<b>Identified Tasks</b>	<b>Responsible Party</b>	<b>Time Frame</b>	<b>Date of Completion</b>

Establish a group email chain for each family at the initial CFTM.	FCMs to ensure confidentiality form is signed and filled out at each CFTM.	FCMs and FCMS	1 months	On-going
	Provider/workers email addresses are provided at each CFTM.	FCMs and FCMS	3 months	On-going
	CFTM notes distributed electronically.	FCMs and FCMS	3 months	On-going
Empower and coach family to identify needs and develop their CFTM.	FCM will utilize the approved tools effectively that are available to properly prep for a CFTM.	FCMS	6 months	Yearly
	Develop training and agenda education on CFTM for providers (steps of CFTM).	Tawana Jackson	1 month	Quarterly
	Providers will ensure that DCS 101 is completed by all employees that is located on DCS website.	Providers/ LOD's speaking to Providers	Year	December 2017
DCS and Providers will improve engagement and alignment through assertiveness.	Collaborate with Youth Villages to develop specialized training for social styles and assertiveness	Latrece Thompson, YV management, LOD's	Year	December 2017

	Model and role play with management staff and FCMS during case staffings.	FCMS and LOD	6 months	July 2017
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<b>Measurable Outcome for Permanency for children in care 24+ months:</b>		Increase permanency for children in care 24+ months by identifying legal barriers and developing strategies to overcome barriers as it relates to policy and statutes.		
<b>Action Step</b>	<b>Identified Tasks</b>	<b>Responsible Party</b>	<b>Time Frame</b>	<b>Date of Completion</b>
Develop a task force to review and revise DCS policy, statutes and practices.	Identify judges, Defense bar, DCS legal representatives, DCS management, juvenile probation officers, adult probation officers, CASA &/ or GAL, House Representative.	LOD's to identify 1 county representative per office (Amy Tempel-Task Force Lead)	3 months	October 2016
	Identify barriers and strategies to streamline the legal process to improve outcomes.	Task Force	9 months	July 2017
	Submit proposal to Central Office to pilot task force recommendations of revised policy, statutes and practices.	Task Force	1 year	October 2017

Team around families to develop concurrent plans prior to dispositional hearing.	Contact Field Peer Practice Consultant (FPPC) to provide refresher training.	Amy Temple & Tawana Jackson (or other FPPC)	6 month	December 2016
	Educate the family & FCM on developing a concurrent plan at the initial disposition hearing.	Tawana Jackson (or other FPPC)	6 months	Semi-annual on-going
	Identify and engage extended family and absent parents quickly by doing a family diagram/Ecomap, genogram and investigator referral.	FCM & Service Providers	30 days	On-going

<b>Measurable Outcome for Substance Use Disorder Treatment:</b>		Increase community education on substance use outreach programs by collaborating with community stakeholders.		
<b>Action Step</b>	<b>Identified Tasks</b>	<b>Responsible Party</b>	<b>Time Frame</b>	<b>Date of Completion</b>
Develop prevention programs in the school and community.	Communicate with local AA/NA groups to help identify those that are successful with recovery to be able to speak at schools	LOD's	Year	December 2017

	and adults programs in their county.			
Increase strengthening families programs through the region.	Create a list of people to contact in each county.	Cris Clark	6 months	December 2016
	Contact Purdue Extension Office to discuss establishing Strengthening Families.	LOD's	9 months	March 2017
	Collaborate with Barb Balloo to establish protocol for program.	Jessica Richardson	Year	December 2017
Increase education and availability of Al-Anon, Narc Anon, Alateen meetings in the community	Speak to Stepping Stones & Old Stone about their program availability and location.	Beth Clark	9 months	July 2017
	Establish a list of meetings that DCS can provide for families.	Melissa Winkler	Year	October 2017
	Email quarterly foster parents with education piece on programs for family support.	Melissa Winkler	Year	October 2017

## **X. Unmet Needs**

The 2015 Needs Assessment Survey identified several needs that will not be addressed with this biennial plan. Many of these obstacles are known to the region and continue to be addressed as barriers through the Regional Service Council as they are able. The unmet needs of the regions are defined as those services listed high in need but low in availability and/or quality. Several unmet needs are due to lack of infrastructure and/or financial limitations of the community. Those services identified in Region 17 are Sex Offender Treatment, Inpatient mental health services for youth, Domestic Violence Perpetrator Treatment, Domestic Violence Victim/Child Treatment, Child Care Assistance, Housing, and Transportation.

## **XI. Child Protection Plan**

**C.**  
**CHILD PROTECTION PLAN**

I. Region 17

A. Name and code of local offices of the Department of Child Services located within the region:

County: Crawford	Code: 13
County: Daviess	Code: 14
County: Dubois	Code: 19
County: Martin	Code: 51
County: Orange	Code: 55
County: Perry	Code: 62
County: Spencer	Code: 74
County:	Code:
County:	Code:

II. Type of Child Protection Plan: Regional Child Protection Plan

III. Planning and Community Involvement: **(Please attach a copy of the notice(s) of the hearings on the county child protection plan.)**

A. Was the notice of the public hearing posted or published at least 48 hours in advance of the hearing (excluding weekends and holidays)?

1. Yes  No  (Please explain)

B. Was the procedure for notice of hearing according to IC 5-14-1.5-5 (attached) followed in detail? (Please check all that apply.)

1.  Public Notice was given by the Local Office Director and Regional Manager
2.  Notice was posted at the building where the hearing occurred and/or at the local offices of the Department of Child Services. (Required procedural element)

C. Give the date(s) and location(s) of the public hearings and attach a copy of the notice posted. October 2, 2015 1045 Wernsing Rd., Jasper, IN

D. Sign-in sheet(s) for the public hearing(s) and a copy of any written testimony presented can be found in the public testimony section of this plan.

IV. **The Staffing and Organization of the Local Child Protection Service**

A. Describe the number of staff and the organization of the local child protection services (CPS) including any specialized unit or use of back-up personnel. **NOTE: The term CPS refers only to the reporting and assessment of child abuse and neglect**

1. 9 Number of Family Case Managers assessing abuse/neglect reports full time.
2. 46 Number of Family Case Managers with dual responsibilities; e.g., 50% CPS assessments and 50% ongoing services or 20% CPS and 80% ongoing services.
3. 1 Number of Family Case Manager Supervisor IVs supervising CPS work only.
4. 6 Number of Family Case Manager Supervisor IVs supervising both CPS work and ongoing services; e.g., 50% CPS and 50% ongoing services.
5. 0 Number of clerical staff with only CPS support responsibilities.
6. 11 Number of clerical staff with other responsibilities in addition to CPS support.
7. Does the Local Office Director serve as line supervisor for CPS?  
Yes  No

B. Describe the manner in which suspected child abuse or neglect reports are received.

1. Is the 24-hour Child Abuse and Neglect Hotline (1-800-800-5556) listed in your local directories with the emergency numbers as required by law?  
Yes  No

2. All calls concerning suspected child abuse and neglect are received through the Indiana Child Abuse and Neglect Hotline at 1-800-800-5556, including all times when the local DCS offices are closed.

C. Describe your current system of screening calls and reporting allegations of child abuse and neglect. (Attach any tools you presently use if helpful.) The Indiana Child Abuse and Neglect Hotline (hereinafter "Hotline") receives all calls, faxes, e-mails, etc. from inside and outside the state regarding the suspected abuse and neglect of children occurring within the state of Indiana. Intake Specialists, most of

whom have been Family Case Managers, gather the information from each caller and provide a verbal recommendation to parents, guardians, and professionals. The Intake Specialist bases that recommendation on current laws, policies, and practices regarding abuse or neglect. The Intake Specialist routes their completed report to a Hotline supervisor for approval via MaGIK. The Hotline supervisor can make edits/changes within the MaGIK system or send the report back to the Intake Specialist for changes. Once approved by the supervisor, all reports with a recommendation of assess or screen out are routed to the local county's queue for final approval. In the county queue, the local county has the ability to agree with or disagree with the Hotline recommendation. If the local county changes the decision, the local county will notify individuals who received a Hotline recommendation of that decision change. If an immediate response to a report is required, the Intake specialist calls the local office via telephone during regular business hours. After hours, the Intake Specialist provides the on call designee essential information needed to immediately initiate the assessment. The written documentation is then forwarded via MaGIK to the local office's county queue. From 4:30-9:30p, Monday-Thursday, the on-call designee is notified via telephone of all 24 hour response time reports. Upon Hotline Supervisor approval, 24 hour response time reports will be routed to the county queue. From 9:30p-7:00a Sunday-Thursday, the Hotline will contact the on-call designee **ONLY** for reports requiring an immediate initiation. From Friday at 4:30 PM to Sunday at 9:30 p.m., the Hotline will contact the on-call designee on all 24 hour reports and Information/Referrals involving open cases. The Hotline will follow weekend processes for contacting on-call on Holidays.

All reports approved to a county queue will be emailed to that county's distribution list by MaGIK. All reports approved from the county queue with a decision of assess will automatically be e-mailed to that county's distribution list by MaGIK. Reports approved by the local office with a decision of screen out, can be changed after closure to assess.

D. Describe the procedure for assessing suspected child abuse or neglect reports:

1. Please indicate when abuse assessments will be initiated.

a. Within 24 hours of complaint receipt. See Chapter 4, Section 38 of the Child Welfare Manual (Initiation Times for Assessment).

Yes  No

b. Immediately, if the child is in imminent danger of serious bodily harm.

Yes  No

2. Please indicate who will assess abuse complaints received during and after working hours. (Check all that apply)

- a.  CPS
- b.  CPS and/or Law Enforcement Agency (LEA)
- c.  LEA only

3. Please indicate when neglect assessments will be initiated. See Chapter 4, Section 38 of the Child Welfare Manual (Initiation Times for Assessment).

a. Immediately, if the safety or well-being of the child appears to be endangered.

Yes  No

b. Within a reasonably prompt time (5 calendar days).

Yes  No

4. Please indicate who will assess neglect complaints received during and after working hours. (Check all that apply)

- a.  CPS only
- b.  CPS and/or LEA
- c.  LEA only

E. Describe the manner in which unsubstantiated child abuse or neglect reports are maintained. Refer to Indiana Child Welfare Manual Chapter 2 Section 13, Expungement of Records.

Please indicate if you have received and are following the "Record Retention Guidelines."

Yes  No

F. Describe the policy and procedure you follow when receiving complaints of institutional child abuse/neglect from the Hotline. State assessments: Please describe procedures for reporting allegations in state institutions and facilities. Refer to Indiana Child Welfare Manual Chapter 4, Section 30 Institutional Assessments:

1. **Statewide Assessments:** The Indiana Department of Child Services Hotline receives and processes reports of possible Child Abuse and/or Neglect (CA/N) that occurred in an institution setting located within the state. Licensed residential placement providers are mandated reporters and are required to report CA/N incidents and allegations. The Hotline staff will determine if the incident/allegation rises to the level of legal sufficiency to warrant further assessment and provide their recommendation to the Institutional Child Protection Services unit (ICPS). If the CA/N report is screened in for further assessment, the ICPS unit will assess allegations of abuse and neglect in group homes, residential treatment centers, emergency shelter care centers, day cares, schools, correctional facilities, etc. Allegations involving a foster home will be assessed by the local DCS office staff where the alleged incident occurred. The ICPS Director will assign the new report to the ICPS assessor in the respective Super Region for follow up. There are currently ten (10) ICPS Family Case Managers based in local DCS offices throughout the state. The ICPS unit handles the 24 hour and 5 day response times. In cases where immediate attention is warranted, ICPS staff works in tandem with the Hotline and DCS local offices to ensure one hour response times are achieved and child safety is established. All reports are forwarded to the appropriate licensing/governing bodies at the time of report and again at completion for further review. Reports that are screened out, are forwarded to the appropriate licensing people when applicable.
2. **Institutional Abuse or Neglect:** Institutional Child Protection Services (ICPS) for the Department of Child Services assesses allegations of abuse or neglect regarding children in an Institutional setting, when the alleged perpetrator is responsible for the children's care and safety. Reports are received through the statewide hotline and assessments are initiated within the assigned timeframes (1 hour, 24 hour or 5 day) to determine the safety of the child. Upon completion of the assessment, ICPS will make a determination of the allegations to be either unsubstantiated or substantiated. Further services, referrals, safety plans may take place during and at the conclusion of the assessment to continue to ensure child's safety and reduce future risk. ICPS assessments are completed by the ICPS unit, consisting of Family Case Managers stationed throughout the state. The Institutional Child Protection Service (ICPS) Unit will conduct an assessment of a report of Child Abuse and/or Neglect (CA/N) if the allegations state the incident of CA/N occurred while the child was in the care of one of the following:
  - a. Residential Facility (i.e. DCS licensed Child Caring Institutions, Group Homes and Private Secure Facilities);
  - b. School;
  - c. Hospital;
  - d. Juvenile Correction Facility;
  - e. Adult Correctional Facility that houses juvenile offenders;

- f. Bureau of Developmental Disabilities (BDDS) Certified Group Home;
- g. Licensed Child Care Home or Center;
- h. Unlicensed Registered Child Care Ministry; or
- i. Unlicensed Child Care Home or Center (see Related Information).

ICPS will NOT conduct assessments involving:

- a. Licensed Foster Homes through DCS
- b. Licensed Foster Homes through a private agency
- c. Fatality or near-fatality assessments regardless of allegations or where said allegations took place.
- d. Abandoned infants (IC 31-9-2-0.5, as amended):

**Please describe procedures for taking custody of an “abandoned infant,” for purposes of IC 31-34-21-5.6, (Abandoned Infant Protocols should be renewed at this time and can be incorporated here to satisfy this item.)**

#### **Emergency Placement of Abandoned Infants**

The DCS Local Office FCM who needs to place an abandoned infant in substitute care will initially place the child in emergency foster care when the team set out below cannot convene prior to the child’s need for substitute care.

**Note:** This placement should be emergency shelter care only and should not be considered a long-term placement for the child.

In order to determine the final recommendation of placement for the child, the DCS Local Office FCM will convene a multi-disciplinary team comprised of the following team members:

1. CASA or GAL;
2. DCS Local Office Director or designee;
3. Regional Manager;
4. Supervisor;
5. SNAP worker (if appropriate); and
6. Licensing FCM.

The team will make a recommendation for placement, documenting the best interests of the child and the reasoning used in determining the most appropriate placement for the child. This recommendation and report on the interests served with this decision shall first be submitted to the Local Office Director (LOD), then to the juvenile court for review.

- G. **Describe the inter-agency relations and protocols in existence regarding the provision of child protection service. Describe protocols outlining information sharing between DCS, law enforcement and prosecutors.**

See Attached Protocols

- H. **Describe the procedures that you follow upon receiving and referring child abuse or neglect reports to another county or state where family resides or where abuse or neglect occurs. (Refer to Indiana Child Welfare Policy Manual Chapter 3, Section 1 and Chapter 4, Section 35).**

The Hotline will refer an abuse/neglect report for assessment to the local office where the incident occurred. If it is determined that the incident occurred in another county or additional county to where the Hotline sent the assessment, the local office shall communicate and/or coordinate that information.

If a caller reveals an incident occurred out of state, the Hotline staff will provide the caller with contact information regarding the state where the allegation occurred and recommend the local office to email or fax a copy of any report taken to that agency. If the report presents concerns of a child in imminent danger, the Hotline may reach out to the appropriate state agency directly.

If the Hotline receives a call from another state referencing abuse and/or neglect that allegedly occurred in Indiana, Hotline staff will determine if the report meets legal sufficiency to assign for assessment, determine where the incident occurred, and route the report with a recommendation to the local office's county queue.

If the Hotline receives a call from another state seeking home study or placement study, that information is documented as an Information and Referral and provided to the local office. The local office shall determine whether or not they will respond to the request. The Hotline will also refer the report to the ICPC unit via email.

If the Indiana Child Abuse and Neglect Hotline receives a call from another state requesting a service request to check on children that were placed in Indiana by the calling state, the Hotline will notify the local office to complete a safety check on the placed children via a service request and will notify ICPC staff if it appears the placement was illegal.

**Describe special circumstances warranting an inter-county investigation (Refer to Indiana Child Welfare Policy Manual Chapter 3, Section 11)**

When a DCS local office receives allegations of CA/N that may pose a conflict of interest due to relationships between subjects of the report and local office staff, the local office may transfer the report to another county or region for assessment.

I. **Describe the manner in which the confidentiality of records is preserved (Refer to Indiana Child Welfare Policy Manual Chapter 2, Section 6)**

The Indiana Department of Child Services (DCS) will hold confidential all information gained during reports of Child Abuse and/or Neglect (CA/N), CA/N assessments, and ongoing case management.

DCS abides by Indiana law and shares confidential information with only those persons entitled by law to receive it.

DCS shall comply with any request to conduct CA/N history checks received from another state's child welfare agency, as long as the records have not been expunged, when:

1. The check is being conducted for the purpose of placing a child in a foster or adoptive home;
2. The check is being conducted in conjunction with a C/AN assessment; and
3. The requesting state agency has care, custody and control of the child and the request is to check Child Protection Services (CPS) history of an individual who has a prior relationship with the child.

DCS will advise individuals who make calls reporting CA/N, parents, guardian, or custodian and perpetrators of their rights regarding access to confidential CA/N information.

DCS will make available for public review and inspection all statewide assessments, reports of findings, and program improvement plans developed as a result of a full or partial Child and Family Services Review (CFSR) after approval of the Chief Legal Counsel.

DCS will provide unidentifiable CA/N information of a general nature to persons engaged in research. The DCS Central Office shall provide such information upon written request.

DCS Central Office will submit all public records requests for substantiated fatality or near fatality records to the juvenile court in the county where the child died or the near fatality occurred for redaction and release to the requestor.

All records sent from DCS shall be labeled or stamped "CONFIDENTIAL" at the top of each record. Any envelope containing records shall also be labeled "CONFIDENTIAL".

DCS will protect the confidentiality of all information gained from non-offending parents in families experiencing domestic violence. Prior to releasing any information (i.e. during court proceedings where disclosure of certain information is

mandatory), the non-offending parent will be notified so they may plan for their safety and the safety of the child(ren).

**J. Describe the follow-up provided relative to specific Assessments (See Chapter 4, Section 21 of the Indiana Child Welfare Policy Manual):**

The Indiana Department of Child Services (DCS) will provide a summary of the information contained in the Assessment Report to the administrator of the following facilities if such a facility reported the Child Abuse and/or Neglect (CA/N) allegations:

1. Hospitals;
2. Community mental health centers;
3. Managed care providers;
4. Referring physicians, dentists;
5. Licensed psychologists;
6. Schools;
7. Child caring institution licensed under IC 31-27;
8. Group home licensed under IC 31-27 or IC 12-28-4;
9. Secure private facility; and
10. Child placing agency as defined in IC 31-9-2-17.5.

DCS will provide this summary 30 days after receipt of the Preliminary Report of Alleged Child Abuse or Neglect (SF 114/CW0310) (CA/N intake report).

**K. Describe GAL/CASA appointments in each county.**

Describe how guardian ad litem or court appointed special advocates are appointed in your county? Judge will appoint at the initial hearing

What percentages of CHINS cases are able to have advocates assigned? 78%

**L. Describe the procedure for Administrative Review for Child Abuse or Neglect Substantiation in DCS (See IC 31-33-26, 465 IAC 3 and the Indiana Child Welfare Policy Manual, Chapter 2, Section 2).**

For any report substantiated by DCS after October 15, 2006, DCS will send or hand deliver written notification of the DCS decision to substantiate child abuse or neglect allegations to every person identified as a perpetrator. The notice will include the opportunity to request administrative review of the decision.

DCS Administrative Review is a process by which an individual identified as a perpetrator, who has had allegations of child abuse and/or neglect substantiated on or

after October 15, 2006, has the opportunity to have a review of the assessment done by an Indiana Department of Child Services (DCS) employee not previously involved in the case. The alleged perpetrator can present information for the Administrative Review with his or her request to unsubstantiate the allegations.

A request for Administrative Review must be submitted by the individual identified as a perpetrator and **received** by the DCS local office that conducted the assessment or the DCS Institutional Child Protection Services (ICPS) within **fifteen (15) calendar days** from the date that the Notice of Child Abuse and/or Neglect Assessment Outcome and Right to Administrative Review (State Form 54317) was hand delivered to the alleged perpetrator. If the Notice is mailed, an additional three (3) days is added to the deadline.

**Note:** If the request for an Administrative Review deadline is on a day that the DCS local office is closed, the deadline is extended to the next business day.

DCS requires that the Administrative Review be conducted by one of the following:

1. The DCS Local Office Director in the county responsible for the assessment;
2. The DCS Local Office Deputy Director in the county responsible for the assessment;
3. The DCS Local Office Division Manager in the county responsible for the assessment; or
4. The Regional Manager in the region responsible for the assessment.

If the DCS Local Office Director, Deputy Director, Division Manager or Regional Manager was the person who approved the initial Assessment of Child Abuse or Neglect (SF113/CW0311) determination, or was otherwise involved in the assessment, preparation of the report, or has a conflict of interest, he or she will not conduct the Administrative Review. The Administrative Review will be conducted by a different DCS Local Office Director, Deputy Director, Division Manager or Regional Manager.

The individual identified by DCS to conduct the Administrative Review may at his or her discretion and subject to the time limits stated herein, refer the request to the community Child Protection Team (CPT) review and make a recommendation.

DCS will require that the Administrative Review decision is made by the appropriate DCS Local Office Director, Regional Manager, Local Office Deputy Director or Division Manager. Community CPT's are prohibited from making the decision.

The objectives of an Administrative Review are to:

1. Provide an internal review of the assessment by DCS at the request of the perpetrator; to determine whether or not the assessment provides a preponderance of evidence to support the conclusion to substantiate the allegation(s);

2. Provide an opportunity for the alleged perpetrator to submit documentation (not testimony) regarding the allegation(s) substantiated to challenge the substantiation;
3. Comply with due process requirements that mandate DCS to offer a person identified as a perpetrator the opportunity to challenge allegations classified as substantiated. An Administrative Review is one step in the DCS administrative process.

If a Court's finding(s) support the substantiation, DCS **will not conduct** an Administrative Review, the person will remain on the Child Protection Index (CPI) and any request for Administrative Review will be denied. Findings of this type can be found in a Child in Need of Services (CHINS) or criminal/juvenile delinquency case orders.

1. A court in a Child in Need of Services (CHINS) case may determine that the report of child abuse and/or neglect is properly substantiated, child abuse and/or neglect occurred or a person was a perpetrator of child abuse and/or neglect. The determinations made by the court are binding.
2. A criminal (or juvenile delinquency) case may result in a conviction of the person identified as an alleged perpetrator in the report (or a true finding in a juvenile delinquency case). If the facts that provided a necessary element for the conviction also provided the basis for the substantiation, the conviction supports the substantiation and is binding.

If a CHINS Court orders a finding that the alleged child abuse or neglect identified in the report did not occur; or the person named as a perpetrator in a report of suspected child abuse or neglect was not a perpetrator of the alleged child abuse or neglect, DCS **will not conduct** an Administrative Review. The finding of the court is binding and the report will be unsubstantiated consistent with the court's finding. The DCS local office will notify the alleged perpetrator of the assessment conclusion, whether or not an Administrative Review occurs based on the court's finding. Upon notification, the individual identified as a perpetrator will have the opportunity to request reconsideration of a denial in writing within 15 days of the denial (including an additional three days if the denial is sent by mail) and provide any basis he/she may have to support the basis for alleging an error in the decision to deny administrative review.

The individual identified by DCS to conduct the Administrative Review may deny the Administrative Review, uphold the classification of the allegation(s) as substantiated, reverse the allegations classified as substantiated or return the report for further assessment so that additional information can be obtained. An Informal Adjustment does not justify a denial of an Administrative Review. The

individual identified by DCS to conduct the Administrative Review may not stay the administrative review process.

**Note:** For those Administrative Reviews that were stayed before the effective date of this policy, the administrative review process must be concluded in accordance with

the stay letter provided to the perpetrator. If no deadline was provided by DCS, see Notice of to Reactivate Administrative Review or Appeal Request (Chapter 2 Notification Tool- Section M).

DCS will complete the Administrative Review and will notify the DCS local office of the decision so that appropriate action can be taken consistent with the decision. The individual identified by DCS to conduct the Administrative Review will also notify the individual identified as a perpetrator in writing of the outcome within **fifteen (15) calendar days** from the DCS local office receipt of the individual's request for administrative review.

The DCS LOD or designee will maintain in the assessment case file a record of:

1. The date of the Administrative Review;
2. The person who conducted the Administrative Review;
3. The Administrative Review decision; and
4. The copy of the review decision letter. See Practice Guidance.

This procedure does not apply to child abuse and/or neglect (CA/N) substantiated assessments involving child care workers, licensed resource parents or DCS employees. DCS will notify a DCS employee substantiated for child abuse or neglect that an automatic administrative review will be conducted after substantiation has been approved. The review will be conducted by a team of DCS staff members as designated by DCS Policy. DCS will notify a child care worker or a licensed foster parent, in writing, of the date, time and place of a face to face meeting with the DCS staff member who conducts the administrative review before the DCS determination to substantiate is approved. These administrative reviews are conducted automatically, without any request for review from the individual identified as a perpetrator. While these individuals are invited to attend their administrative review, the administrative review will occur regardless of the attendance of the individual identified as a perpetrator. DCS will require that the administrative review occur prior to supervisory approval of the assessment finding. A written review decision will be mailed or hand delivered to the individual identified as a perpetrator. Following the review, the DCS staff member will notify the person of the review decision. The written review decision will include procedures that the person must follow to request an administrative appeal hearing before an Administrative Law Judge. (Refer to the Indiana Child Welfare Manual, Chapter 2, Sections 3 and 4.)

**Are you automatically holding an Administrative Review on all Child Care Workers, foster parents substantiated for child abuse and/or neglect prior to substantiation?**

Yes

No

**Does your region schedule administrative reviews for child care workers and foster parents in accordance with DCS Policy?**

Yes

No

The Indiana Department of Child Services (DCS) recognizes the right of the alleged perpetrator to request an Administrative Appeal Hearing if substantiated allegations of Child Abuse and/or Neglect (CA/N) are upheld in the DCS Administrative Review or when an administrative review is denied. The process outlined herein will apply to all assessments that substantiate CA/N against a named individual identified as a perpetrator on or after October 15, 2006. (Refer to the Indiana Child Welfare Manual, Chapter 2, Section 5.)

If the substantiated assessment is against a minor perpetrator, the request for an Administrative Appeal Hearing must be made by the child's parent, guardian, custodian, attorney, Guardian ad Litem (GAL), or Court Appointed Special Advocate (CASA).

DCS requires that all requests for Administrative Appeal Hearing by an individual identified as a perpetrator utilize the Request for an Administrative Appeal Hearing for Child Abuse or Neglect Substantiation (54776) and that the request be received by DCS Hearings and Appeals within **thirty (30) calendar days** (if request hand delivered) or **thirty-three (33) calendar days** (if request mailed) from the date identified on the Notice of Right to Administrative Appeal of Child Abuse/Neglect Determination (State Form 55148).

**Note:** If the request for an Administrative Appeal is received on a day that the DCS Hearings and Appeals is closed, the next business day is considered the receipt date. If the request deadline is on a day that DCS Hearings and Appeals is closed, the deadline is extended to the next business day.

If the substantiated assessment is against a DCS employee or a child care worker as defined in DCS policies Chapter 2, Section 3 Child Care Worker Assessment Review (CCWAR) Process and Chapter 2, Section 4 Assessment and Review of DCS Staff Alleged Perpetrators, the Administrative Appeal Hearing will be scheduled to be heard within twenty (20) calendar days of the date the request is received by Hearings and Appeals, unless the perpetrator (appellant) waives the time limit in writing as outlined in 465 IAC 3-3-9.

At the hearing, the DCS local office representative will:

1. Review assessment documentation prior to the hearing; and
2. Bring supporting documentation to be entered as evidence and witnesses to the hearing. Exhibits should be appropriately redacted to eliminate all Social Security numbers, identification of the report source, and any other information necessary for redaction.

V. **Community Child Protection Team (CPT)**

A. Have confidentiality forms been signed by all team members?

County	Yes	No
Crawford	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Daviess	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Dubois	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Martin	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Orange	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Perry	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Spencer	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

B. How often are CPT meetings scheduled at the present time? Include the date of the last meeting.

County	Weekly	Monthly	Telephone	As necessary, but at least	Date of last meeting
Crawford	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/14/2015
Daviess	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/17/2015
Dubois	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/18/2015
Martin	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11/19/2015
Orange	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/09/2015
Perry	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/03/2015
Spencer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12/15/2015
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

C. How many meetings were held in:

County	SFY 2014	SFY 2015
Crawford	9	12
Daviess	9	9
Dubois	12	12
Martin	12	11
Orange	12	12
Perry	12	11
Spencer	12	12

D. Are emergency CPT meetings held?

Yes

No

If yes, how many:

a. in SFY 2014? 0

b. in SFY 2015? 0

E. What was the average attendance for the CPT meetings?

1. in SFY 2014? 10

2. in SFY 2015? 11

F. What was the number of reports reviewed by the CPT:

1. in SFY 2014? 1218

2. in SFY 2015? 2159

G. What was the number of complaints reviewed by the CPT:

1. in SFY 2014? 0

2. in SFY 2015? 0

H. Please list **names, addresses, and telephone numbers of CPT members** (Refer to I.C. 31-33-3) and **note the name of the coordinator by adding \*\* next to their name:**

1. Director of local DCS or director's designee see attachment for each county
- 2-3 Two (2) designees of juvenile court judge see attachment for each county
4. County prosecutor or prosecutor's designee see attachment for each county
5. County sheriff or sheriff's designee see attachment for each county
6. The chief law enforcement officer of the largest LEA in the county or designees see attachment for each county
7. **Either** president of county executive or president's designee **or** executive of consolidated city or executive's designee see attachment for each county
8. Director of CASA or GAL program or director's designee (\*See note after #13.) see attachment for each county

**The following members are to be appointed by the county director:**

9. **Either** public school superintendent or superintendent's designee **or** director of local special education cooperative or director's designee see attachment for each county
- 10-11. Two (2) persons, each of whom is a physician or nurse experienced in pediatric or family practice see attachment for each county
- 12-13. One (2) citizens of the community see attachment for each county

**\*Note:** If your county does not yet have a CASA or GAL program, add another citizen of the community to make your number of team members total 13 as specified by I.C. 31-33-3-1 Director of local CPS or director's designee. (Refer to Child Welfare Manual, Chapter 1, Section 1.)

VI. Regional Child Protection Service Data Sheet

A. List the cost of the following services for CPS only: **(Please do not include items which were purchased with Title IV-B or other federal monies.)**

1.	List items purchased for the Child Protection Team and costs	<b>2014</b> 0	<b>2015</b> 0
2.	Child Advocacy Center/Other Interviewing Costs		0

- B. Please provide the annual salary for the following positions and total the salaries for each of the classifications listed below: (Please include all staff with dual responsibilities and estimate and indicate percentage of salary for CPS time only. For example, if a Family Case Manager works 40% CPS and 60% ongoing child welfare services, use 40% of the salary, the CPS portion. Also, if the Local Director acts as line supervisor for CPS, include the proper percentage of salary on the line for Family Case Manager Supervisors. (**Attach a separate sheet showing your computations.**)

Average Salaries to be used in calculations

Job Classification	SFY 2014		SFY 2015	
	Average Salary	Fringe	Average Salary	Fringe
Family Case Manager	\$ 38,031.61	Salary X (1.2375)+ \$12,446	\$ 38,184.72	Salary X (1.2375)+ \$12,446
Family Case Manager Supervisor	\$ 49,418.15	Salary X (1.2375)+ \$12,446	\$ 46,784.28	Salary X (1.2375)+ \$12,446
Clerical Support	\$ 24,620.93	Salary X (1.2375)+ \$12,446	\$ 24,061.15	Salary X (1.2375)+ \$12,446
Local Office Director	\$ 62,052.12	Salary X (1.2375)+ \$12,446	\$ 62,922.62	Salary X (1.2375)+ \$12,446

		<b>2014</b>	<b>2015</b>
1	Family Case Managers IIs	\$ 1,160,447.20	\$1,908,723.60
2	FCM Supervisors (or Local Director)	\$ 388,710.90	\$ 261,169.18
3	Clerical Support Staff	\$ 154,491.84	\$ 185,775.36
	<b>Total Cost of Salaries</b>	<b>\$1,703,649.90</b>	<b>\$2,355,668.10</b>
<b>C.</b>	<b>Grand Total of VI (Total Cost of Services In A, plus Total Cost of Salaries in B</b>	<b>\$1,703,649.90</b>	<b>\$2,355,668.10</b>

**CERTIFICATION**

I certify and attest that the local Child Protection Service Plan of Region 17 is in compliance with IC 31-33-4-1; and copies of the plan have been distributed in conformity with same.

  
Signature of Regional Manager

Susan Lesko  
Regional Manager's Name

1/8/15  
Date

	A	B	C	D	E
1	<b>Region 17 CPT members by county</b>				
2					
3	<b>County</b>	<b>Name</b>	<b>Telephone</b>	<b>Address</b>	<b>Position</b>
4	Crawford	Lisa Smith **	812-338-2701	304 Indiana, English, IN	LOD /Designee
5		James Grizzel	812-338-3033	P.O. Box 198, English, IN	Designee of Juvenile Judge
6					Designee of Juvenile Judge
7		Nicholas Haverstock	812-338-3522	P.O. Box 213, English, IN	Prosecutor/designee
8		Debbie Young	812-338-2802	P.O. Box 220, English,	Sheriff/designee
9		Ray Saylor	812-633-2045	212 Hancock St. Milltown, IN	LEA
10					County Designee
11		Betty Parke	812-338-2695	P.O. Box 54, English, IN	CASA
12		Cami Wiseman	812-633-4385	518 Speed Rd., Milltown, IN	School designee
13		Teresa Faulkner	812-338-2750	P.O. Box 400, English, IN	Physician/nurse
14					Physician/nurse
15		Tonya Lynch	812-338-3271	717 E. St. Rd 64, English, IN	Citizen
16					Citizen
17					
18	Daviess	Melinda Berry **	812-254-0024	4 N.E. 21st St., Washington, IN	LOD /Designee
19		Beth O'Brian	812-254-8663	200 E. Walnut, Washington, IN	Designee of Juvenile Judge
20		Diane Snyder	812-254-8665	415 W. Walnut, Washington, IN	Designee of Juvenile Judge
21		Donita Farr	812-254-8673	200 E. Walnut, Washington, IN	Prosecutor/designee
22		Gary Allison	812-254-1060	101 N.E. 4th St., Washington	Sheriff/designee
23		Gary Allison	812-254-1060	101 N.E. 4th St., Washington	LEA
24		Tony Wichman	812-254-1760	1440 Brett Cabel Rd, Washingt	County Designee
25		Shelby McDannald	812-254-8652	200 E. Walnut, Washington, IN	CASA
26		Mary Rodimel	812-254-1530	9 W. Main St., Washington, IN	School designee
27		Jo Ann Meece	812-254-3860	608 E. Walnut St. Washington	Physician/nurse
28		Debbie Hill	812-254-2760	1314 E. Walnut St. Washington	Physician/nurse
29		Cindy Barber	812-254-1060	101 N.E. 4th St., Washington	Citizen
30		Patty Klem	812-482-1555	P.O. Box 903, Jasper, IN	Citizen
31		Misty English	812-254-8652	200 E. Walnut, Washington, IN	CASA
32		Brenda Butcher	812-254-3968	326 E.450 S. Washington, IN	School designee
33					
34	Dubois	Amy Tempel	812-482-2585	1045 Wernsing Rd., Jasper, IN	LOD /Designee
35		Kathy Hopf	812-481-7000	Courthouse, Jasper, IN	Designee of Juvenile Judge
36		Andrew Long	812-481-7075	Courthouse, Jasper, IN	Designee of Juvenile Judge
37		Anthony Quinn	812-482-5725	602 Main St. Jasper, IN	Prosecutor/designee
38		Donald Lampert	812-482-3522	255 Brucke Strasse, Jasper, IN	Sheriff/designee
39		Trevor Helmer	812-482-1441	2209 Newton St., Jasper, IN	LEA
40		Lawrence Vollmer	812-482-7991	7985 W. 150 N., Jasper, IN	County Designee
41		Deena Hubler	812-639-0143	Courthouse, Jasper, IN	CASA
42		Pam Bell **	812-482-6661	1520 St. Charles, Jasper, IN	School designee
43		Lynn Maitlen		1187 S Saint Charles, Jasper, IN	Physician/nurse
44		Susan Martin	812-630-6838	8636 S. Gun Club Rd, Ferdinand	Physician/nurse
45		Kris Lasher	812-482-1555	P.O. Box 903, Jasper, IN	Citizen
46		Doris East	812-482-5614	1325 W. 15th St., Jasper, IN	Citizen



Michael R. Pence, Governor  
Mary Beth Bonaventura, Director

Indiana Department of Child Services  
Room E306<sup>2</sup>-MS47  
302 W. Washington Street  
Indianapolis, Indiana 46204-2738

317-234-KIDS  
FAX: 317-234-4497  
www.in.gov/dcs

Child Support Hotline: 800-840-8757  
Child Abuse and Neglect Hotline: 800-800-5556

**PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS  
REGARDING ABANDONED INFANTS  
INDIANA DEPARTMENT OF CHILD SERVICES**

The following protocol has been established between the Indiana Department of Child Services (DCS) and Emergency Medical Service Providers (EMS). Emergency Medical Service Providers include Law Enforcement Agencies, Fire Station Employees, and Hospital Emergency Room Staff/Doctors or Nurses.

**Emergency Medical Services Providers Responsibilities**

1. An EMS provider shall, without a court order, take custody of a child who is, or who appears to be, not more than thirty (30) days of age if:
  - (1) The child is voluntarily left with the provider by the child's parent, guardian, or custodian; and
  - (2) The parent, guardian, or custodian does not express an intent to return for the child.
2. The EMS provider shall perform any act necessary to protect the child's physical health or safety.
3. Immediately after an EMS provider takes custody of an abandoned infant, the provider shall notify the Indiana Department of Child Services Child Abuse and Neglect Hotline at 1-800-800-5556.

**Department of Child Services Responsibilities**

1. The Indiana Department of Child Services Child Abuse and Neglect Hotline will transition the intake to the appropriate local county DCS office. The local county DCS office shall assume the care, control, and custody of the child immediately after receiving notice from the EMS provider of the abandoned infant. The person designated by DCS shall be responsible for taking custody of the child from the EMS provider at the provider's location and delivering the child to an emergency placement caregiver selected by DCS.
2. DCS shall contact the Indiana Clearinghouse within 48 hours.

\*Indiana Missing Children Clearinghouse

100 North Senate Avenue  
Third Floor



*Protecting our children, families and future*

Indianapolis, IN 46204-2259  
(317)232-8310/ (800) 831-8953 (nationwide)  
FAX: (317) 233-3057  
[www.state.in.us/isp](http://www.state.in.us/isp)

Indiana Clearinghouse for Missing Children and Missing Endangered Adults

3. Conduct a diligent search Affidavit of Diligent Inquiry (ADI)(SEARCH100801ADI) to locate either of the child's parents or other family members.
4. Ensure that a CHINS petition is filed and includes a request for the court to make findings of Best Interest/Contrary to the Welfare, Reasonable Efforts to prevent placement, and Placement and Care responsibility to DCS;
5. Works with the DCS Local Office Attorney to complete and file all documents necessary for court proceedings; and
6. Ensure a placement staffing occurs within five days of taking custody of the child.

This protocol is effective as of the date of the last signature below (the "Effective Date").

  
\_\_\_\_\_  
Local Office Director, Indiana Department of Child Services

12.7.15  
Date

  
\_\_\_\_\_  
Sheriff/County Sheriff's Department

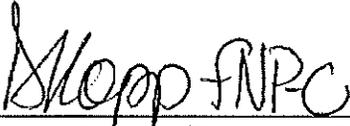
12/07/2015  
Date

  
\_\_\_\_\_  
Chief/Local Police Department

12-7-2015  
Date

  
\_\_\_\_\_  
Chief/Local Fire Department

12-7-2015  
Date

  
\_\_\_\_\_  
Doctor or Director/Emergency Room Services

12-7-15  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
Assessment of Safe Haven and Abandoned Infants, Version 3



*Protecting our children, families and future*



Michael R. Pence, Governor  
Mary Beth Bonaventura, Director

**Indiana Department of Child Services**  
Room E306 – MS47  
302 W. Washington Street  
Indianapolis, Indiana 46204-2738

317-234-KIDS  
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[www.in.gov/dcs](http://www.in.gov/dcs)

**Child Support Hotline: 800-840-8757**  
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2. DCS shall contact the Indiana Clearinghouse within 48 hours.

\*Indiana Missing Children Clearinghouse  
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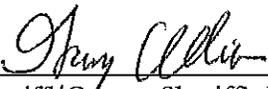
Indiana Clearinghouse for Missing Children and Missing Endangered Adults

3. Conduct a diligent search Affidavit of Diligent Inquiry (ADI)(SEARCH100801ADI) to locate either of the child's parents or other family members.
4. Ensure that a CHINS petition is filed and includes a request for the court to make findings of Best Interest/Contrary to the Welfare, Reasonable Efforts to prevent placement, and Placement and Care responsibility to DCS;
5. Works with the DCS Local Office Attorney to complete and file all documents necessary for court proceedings; and
6. Ensure a placement staffing occurs within five days of taking custody of the child.

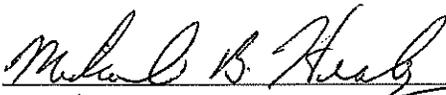
This protocol is effective as of the date of the last signature below (the "Effective Date").

  
\_\_\_\_\_  
Local Office Director, Indiana Department of Child Services

12-9-15  
Date

  
\_\_\_\_\_  
Sheriff/County Sheriff's Department

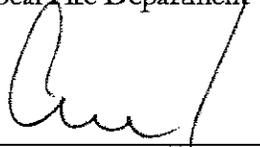
12-17-15  
Date

  
\_\_\_\_\_  
Chief/Local Police Department

12-15-15  
Date

  
\_\_\_\_\_  
Chief/Local Fire Department

12-14-15  
Date

  
\_\_\_\_\_  
Doctor or Director/Emergency Room Services

21 Dec 2015  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
Assessment of Safe Haven and Abandoned Infants, Version 3



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317-234-KIDS  
FAX: 317-234-4497

[www.in.gov/dcs](http://www.in.gov/dcs)

**Child Support Hotline: 800-840-8757**  
**Child Abuse and Neglect Hotline: 800-800-5556**

**PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS  
REGARDING ABANDONED INFANTS  
INDIANA DEPARTMENT OF CHILD SERVICES**

The following protocol has been established between the Indiana Department of Child Services (DCS) and Emergency Medical Service Providers (EMS). Emergency Medical Service Providers include Law Enforcement Agencies, Fire Station Employees, and Hospital Emergency Room Staff/Doctors or Nurses.

**Emergency Medical Services Providers Responsibilities**

1. An EMS provider shall, without a court order, take custody of a child who is, or who appears to be, not more than thirty (30) days of age if:
  - (1) The child is voluntarily left with the provider by the child's parent, guardian, or custodian; and
  - (2) The parent, guardian, or custodian does not express an intent to return for the child.
2. The EMS provider shall perform any act necessary to protect the child's physical health or safety.
3. Immediately after an EMS provider takes custody of an abandoned infant, the provider shall notify the Indiana Department of Child Services Child Abuse and Neglect Hotline at 1-800-800-5556.

**Department of Child Services Responsibilities**

1. The Indiana Department of Child Services Child Abuse and Neglect Hotline will transition the intake to the appropriate local county DCS office. The local county DCS office shall assume the care, control, and custody of the child immediately after receiving notice from the EMS provider of the abandoned infant. The person designated by DCS shall be responsible for taking custody of the child from the EMS provider at the provider's location and delivering the child to an emergency placement caregiver selected by DCS.
2. DCS shall contact the Indiana Clearinghouse within 48 hours.

\*Indiana Missing Children Clearinghouse

100 North Senate Avenue  
Third Floor



*Protecting our children, families and future*

Indianapolis, IN 46204-2259  
(317)232-8310/ (800) 831-8953 (nationwide)  
FAX: (317) 233-3057  
[www.state.in.us/isp](http://www.state.in.us/isp)

Indiana Clearinghouse for Missing Children and Missing Endangered Adults

3. Conduct a diligent search Affidavit of Diligent Inquiry (ADI)(SEARCH100801ADI) to locate either of the child's parents or other family members.
4. Ensure that a CHINS petition is filed and includes a request for the court to make findings of Best Interest/Contrary to the Welfare, Reasonable Efforts to prevent placement, and Placement and Care responsibility to DCS;
5. Works with the DCS Local Office Attorney to complete and file all documents necessary for court proceedings; and
6. Ensure a placement staffing occurs within five days of taking custody of the child.

This protocol is effective as of the date of the last signature below (the "Effective Date").

Amy Tempel  
Local Office Director, Indiana Department of Child Services

12-14-15  
Date

\_\_\_\_\_  
Sheriff/County Sheriff's Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief/Local Police Department

\_\_\_\_\_  
Date

Ray H... JASPER FIRE DEPT  
Chief/Local Fire Department

12-22-15  
Date

\_\_\_\_\_  
Doctor or Director/Emergency Room Services

\_\_\_\_\_  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
Assessment of Safe Haven and Abandoned Infants, Version 3



*Protecting our children, families and future*

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Indiana Clearinghouse for Missing Children and Missing Endangered Adults

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Amy Tempel  
Local Office Director, Indiana Department of Child Services

12-14-15  
Date

\_\_\_\_\_  
Sheriff/County Sheriff's Department

\_\_\_\_\_  
Date

JM Burt  
Chief/Local Police Department

12-17-2015  
Date

\_\_\_\_\_  
Chief/Local Fire Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Doctor or Director/Emergency Room Services

\_\_\_\_\_  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
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Amy Tempel  
Local Office Director, Indiana Department of Child Services

12-14-15  
Date

[Signature]  
Sheriff/County Sheriff's Department

12-17-15  
Date

\_\_\_\_\_  
Chief/Local Police Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief/Local Fire Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Doctor or Director/Emergency Room Services

\_\_\_\_\_  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
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Amy Tempel  
Local Office Director, Indiana Department of Child Services

12-14-15  
Date

\_\_\_\_\_  
Sheriff/County Sheriff's Department

\_\_\_\_\_  
Date

C. Paul  
Chief/Local Police Department

12-17-15  
Date

\_\_\_\_\_  
Chief/Local Fire Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Doctor or Director/Emergency Room Services

\_\_\_\_\_  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
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Indiana Clearinghouse for Missing Children and Missing Endangered Adults

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This protocol is effective as of the date of the last signature below (the "Effective Date").

*Amy Tempel*  
Local Office Director, Indiana Department of Child Services

12-14-15  
Date

\_\_\_\_\_  
Sheriff/County Sheriff's Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief/Local Police Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chief/Local Fire Department

\_\_\_\_\_  
Date

*[Signature]*  
Doctor or Director, Emergency Room Services

12/18/15  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
Assessment of Safe Haven and Abandoned Infants, Version 3



*Protecting our children, families and future*



Michael R. Pence, Governor  
 Mary Beth Bonaventura, Director  
**Indiana Department of Child Services**  
 Room E306 - MS47  
 302 W. Washington Street  
 Indianapolis, Indiana 46204-2738  
 317-234-KIDS  
 FAX: 317-234-4497  
 www.in.gov/dcs

**Child Support Hotline: 800-840-8757**  
**Child Abuse and Neglect Hotline: 800-800-5556**

**PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS  
 REGARDING ABANDONED INFANTS  
 INDIANA DEPARTMENT OF CHILD SERVICES**

The following protocol has been established between the Indiana Department of Child Services (DCS) and Emergency Medical Service Providers (EMSS). Emergency Medical Service Providers include Law Enforcement Agencies, Fire Station Employees, and Hospital Emergency Room Staff/Doctors or Nurses.

**Emergency Medical Services Providers Responsibilities**

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2. The EMS provider shall perform any act necessary to protect the child's physical health or safety.
3. Immediately after an EMS provider takes custody of an abandoned infant, the provider shall notify the Indiana Department of Child Services Child Abuse and Neglect Hotline at 1-800-800-5556.

**Department of Child Services Responsibilities**

1. The Indiana Department of Child Services Child Abuse and Neglect Hotline will transition the intake to the appropriate local county DCS office. The local county DCS office shall assume the care, control, and custody of the child immediately after receiving notice from the EMS provider of the abandoned infant. The person designated by DCS shall be responsible for taking custody of the child from the EMS provider at the provider's location and delivering the child to an emergency placement caregiver selected by DCS.
2. DCS shall contact the Indiana Clearinghouse within 48 hours.

\*Indiana Missing Children Clearinghouse  
 100 North Senate Avenue  
 Third Floor



*Protecting our children, families and future*





Michael R. Pence, Governor  
Mary Beth Bonaventura, Director

**Indiana Department of Child Services**

Room E306<sup>2</sup>-MS47  
302 W. Washington Street  
Indianapolis, Indiana 46204-2738

317-234-KIDS  
FAX: 317-234-4497

[www.in.gov/dcs](http://www.in.gov/dcs)

**Child Support Hotline: 800-840-8757**  
**Child Abuse and Neglect Hotline: 800-800-5556**

**PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS  
REGARDING ABANDONED INFANTS  
INDIANA DEPARTMENT OF CHILD SERVICES**

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\*Indiana Missing Children Clearinghouse

100 North Senate Avenue  
Third Floor



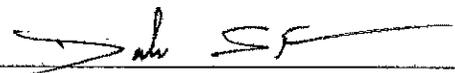
*Protecting our children, families and future*

Indianapolis, IN 46204-2259  
(317)232-8310/ (800) 831-8953 (nationwide)  
FAX: (317) 233-3057  
[www.state.in.us/isp](http://www.state.in.us/isp)

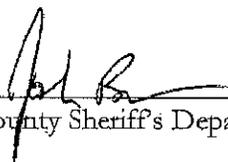
Indiana Clearinghouse for Missing Children and Missing Endangered Adults

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4. Ensure that a CHINS petition is filed and includes a request for the court to make findings of Best Interest/Contrary to the Welfare, Reasonable Efforts to prevent placement, and Placement and Care responsibility to DCS;
5. Works with the DCS Local Office Attorney to complete and file all documents necessary for court proceedings; and
6. Ensure a placement staffing occurs within five days of taking custody of the child.

This protocol is effective as of the date of the last signature below (the "Effective Date").

  
\_\_\_\_\_  
Local Office Director, Indiana Department of Child Services

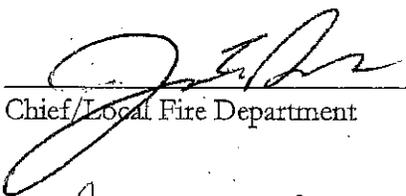
12.7.15  
Date

  
\_\_\_\_\_  
Sheriff/County Sheriff's Department

12-08-2015  
Date

  
\_\_\_\_\_  
Chief/Local Police Department

12-11-2015  
Date

  
\_\_\_\_\_  
Chief/Local Fire Department

12-08-2015  
Date

  
\_\_\_\_\_  
Doctor or Director/Emergency Room Services

12-10-2015  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
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*Protecting our children, families and future*



Michael R. Pence, Governor  
Mary Beth Bonaventura, Director

Indiana Department of Child Services  
Room E306 – M547  
302 W. Washington Street  
Indianapolis, Indiana 46204-2738

317-234-KIDS  
FAX: 317-234-4497

[www.in.gov/dcs](http://www.in.gov/dcs)

Child Support Hotline: 800-840-8757  
Child Abuse and Neglect Hotline: 800-800-5556

## PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS REGARDING ABANDONED INFANTS INDIANA DEPARTMENT OF CHILD SERVICES

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### Department of Child Services Responsibilities

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\*Indiana Missing Children Clearinghouse

100 North Senate Avenue  
Third Floor

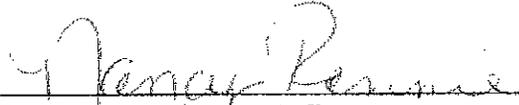


Indianapolis, IN 46204-2259  
(317)232-8310/ (800) 831-8953 (nationwide)  
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[www.state.in.us/isp](http://www.state.in.us/isp)

Indiana Clearinghouse for Missing Children and Missing Endangered Adults

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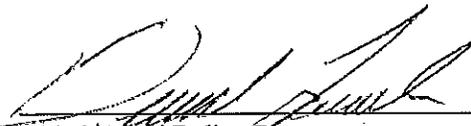
This protocol is effective as of the date of the last signature below (the "Effective Date").

  
\_\_\_\_\_  
Local Office Director, Indiana Department of Child Services

12/28/15  
Date

  
\_\_\_\_\_  
Sheriff/County Sheriff's Department

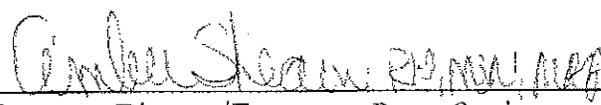
12/31/15  
Date

  
\_\_\_\_\_  
Chief/Local Police Department

12/31/2015  
Date

  
\_\_\_\_\_  
Chief/Local Fire Department

1-4-16  
Date

  
\_\_\_\_\_  
Doctor or Director/Emergency Room Services

1/4/16  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
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Michael R. Pence, Governor  
Mary Beth Bonaventura, Director

**Indiana Department of Child Services**  
Room E306 – MS47  
302 W. Washington Street  
Indianapolis, Indiana 46204-2738

317-234-KIDS  
FAX: 317-234-4497

[www.in.gov/dcs](http://www.in.gov/dcs)

**Child Support Hotline: 800-840-8757**  
**Child Abuse and Neglect Hotline: 800-800-5556**

**PROTOCOL WITH EMERGENCY MEDICAL SERVICE PROVIDERS  
REGARDING ABANDONED INFANTS  
INDIANA DEPARTMENT OF CHILD SERVICES**

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100 North Senate Avenue  
Third Floor



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This protocol is effective as of the date of the last signature below (the "Effective Date").

Jessica Richardson  
Local Office Director, Indiana Department of Child Services

1-8-16  
Date

[Signature]  
Sheriff/County Sheriff's Department

1-8-16  
Date

[Signature]  
Chief/Local Police Department

1/8/16  
Date

\_\_\_\_\_  
Chief/Local Fire Department

\_\_\_\_\_  
Date

\_\_\_\_\_  
Doctor or Director/Emergency Room Services

\_\_\_\_\_  
Date

\*\*Sources: IC 31-34-2.5 – Emergency Custody of Certain Abandoned Children  
Indiana Department of Child Services Child Welfare Manual, Chapter 4, Section 34:  
Assessment of Safe Haven and Abandoned Infants, Version 3



*Protecting our children, families and future*

	A	B	C	D	E
47	County	Name	Telephone	Address	Position
48	Martin	Susan Ford **	812-247-2871	609 Ravine St. Shoals, IN	LOD /Designee
49		Lisa Brittan	812-247-3652	129 Main St. Shoals, IN	Designee of Juvenile Judge
50		Melissa Lottes	812-247-3652	129 Main St. Shoals, IN	Designee of Juvenile Judge
51		Mike Steiner	812-247-3500	316 Elm St., Shoals, IN	Prosecutor/designee
52		Anthony Dant	812-247-3726	318 Capital Ave. Shoals, IN	Sheriff/designee
53		Kelly Rayhill	812-295-2246	401 JFK Ave., Loogootee, IN	LEA
54					County Designee
55		Sandra Bowman	812-247-3652	129 Main St. Shoals, IN	CASA
56		Lacey Wade	812-295-2595	201 Brooks Ave., Loogootee, IN	School designee
57		Dr. Poirier	812-295-2812	105 Cooper St., Loogootee, IN	Physician/nurse
58		Candace Roush	812-247-2060	11741 Ironton Rd., Shoals, IN	School designee
59		Stephanie McAtee		Loogootee, IN	Citizen
60		Elizabeth Christmas	812-295-2595	201 Brooks Ave., Loogootee, IN	Citizen
61					
62	Orange	Crystal Noble ✈	812-723-3616	889 N. Gospel St., Paoli, IN	LOD /Designee
63		Denny Followell	812-653-5623	491 W. Slaton Dr., Paoli, IN	Designee of Juvenile Judge
64					Designee of Juvenile Judge
65		Kelly Menton	812-723-2649	1 E. Court St., Paoli, IN	Prosecutor/designee
66		Denis Lanham	812-723-2417	205 E. Main St. #5, Paoli, IN	Sheriff/designee
67					LEA
68		Thomas Lamb	812-723-7200	P.O. Box 227, Paoli, IN	County Designee
69					CASA
70		Jan Vanemon	812-723-3537	301 Elm St., Paoli, IN	School designee
71					Physician/nurse
72					Physician/nurse
73		Sarah Whiteman	812-723-4987	676 N. Lynd Rd., Paoli, IN	Citizen
74					Citizen
75					
76	Perry	Nancy Rennie **	812-547-7055	316 E. Hwy 66, Tell City, IN	LOD /Designee
77		Brandi Glenn	812-547-8456	2219 Payne St., Tell City, IN	Designee of Juvenile Judge
78		Traci Fischer	812-547-9775	2211 Herrman St., Tell City, IN	Designee of Juvenile Judge
79		Jason Hoch	812-547-2750	601 Main St. Tell City, IN	Prosecutor/designee
80		Alan Malone	812-547-2441	2211 Herrman St., Tell City, IN	Sheriff/designee
81		Derrick Lawalin	812-547-7068	707 Mozart St., Tell City, IN	LEA
82					County Designee
83		Amy Smith	812-547-7048	2219 Payne St., Tell City, IN	CASA
84		Myra Harris			School designee
85		Sara Gehlhausen	812-547-2746	125 S. 8th St. Cannelton, IN	Physician/nurse
86					Physician/nurse
87		Allen Krueger	812-843-5069	11685 Bandon Rd., Branchville	Citizen
88					Citizen
89					
90					
91					
92					

	A	B	C	D	E
93	<b>County</b>	<b>Name</b>	<b>Telephone</b>	<b>Address</b>	<b>Position</b>
94	Spencer	Jessica Richardson **	812-649-9111	882 Sycamore St. Rockport, IN	LOD /Designee
95		Jan Cochenour	912-649-6026	P.O. Box 152, Rockport, IN	Designee of Juvenile Judge
96		Maralee Ruark	912-649-6026	P.O. Box 152, Rockport, IN	Designee of Juvenile Judge
97		Dan Wilkinson	812-649-6038	P.O. Box 255, Rockport, I N	Prosecutor/designee
98		Kelli Reinke	812-686-1170	120 N. Second St., Rockport, IN	Sheriff/designee
99		Rob Gardner	812-568-3022	2209 Newton St., Jasper, IN	LEA
100		Jim Seiler	812-686-3102	2467 N. Orchard Rd, Rockport	County Designee
101		Tina Gehlhausen	812-649-4488	P.O. Box 152, Rockport, IN	CASA
102		Patsy Harpenau	812-359-4401	5084 W. Eureka Rd. Rockport	School designee
103		Dr. Stan Tretter	812-937-7140	4 W. Vine St., Rockport, IN	Physician/nurse
104		Debbie Fischer	812-362-8200	12255 E. St Rd 62, St. Meinrad,	Physician/nurse
105		Julie Fischer	812-482-1555	P.O. Box 405, Rockport, IN	Citizen
106		Kathy Wilmes	812-937-2400	3644 E. Co Rd 1600N, Rockport	Citizen

## Region 17 Employee Calculations for 2014

- **Full Time Assessors**
  - $10 \times (100\%) \times (38,031.61 \times 1.2375 + 12,446) = \$595,101.17$
  
- **Part Time Assessors**
  - $19 \times (50\%) \times (38,031.61 \times 1.2375 + 12,446) = \$565,346.10$
  
- **Full Time Supervisors**
  - $1 \times (100\%) \times (49,418.15 \times 1.2375 + 12,446) = \$73,600.96$
  
- **Part Time Supervisors/LODs**
  - $1 \times (25\%) \times (49,418.15 \times 1.2375 + 12,446) = \$18,400.24$
  - $2 \times (50\%) \times (49,418.15 \times 1.2375 + 12,446) = \$73,620.96$
  - $5 \times (50\%) \times (62,052.12 \times 1.2375 + 12,446) = \$223,088.74$
  - **Total** **\$315,109.94**
  
- **Part Time Clerical**
  - $9 \times (40\%) \times (24,620.93 \times 1.2375 + 12,446) = \$154,491.84$

**Total for 2014**

**\$1,703,649.90**

## Region 17 Employee Salary Calculations 2015

- **Full Time Assessors**
  - $9 \times (100) \times (38,142.72 \times 1.2375 + 12,446) = \$536,828.54$
  
- **50% Assessors**
  - $46 \times (50\%) \times (38,142.72 \times 1.2375 + 12,446) = \$1,371,895.10$
  
- **50% Supervisors/LOD**
  - $1 \text{ (sup)} \times (50\%) \times (46,784.28 \times 1.2375 + 12,446) = \$35,170.77$
  - $5 \text{ (LOD)} \times (50\%) \times (62,992.62 \times 1.2375 + 12,446) = \$225,998.41$
  - **Total =** **\$261,169.18**
  
- **Clerical Support**
  - $11 \times (40\%) \times (24,061.15 \times 1.2375 + 12,446) = \$185,775.36$
  
- **2015 Total = \$2,355,668.10**