

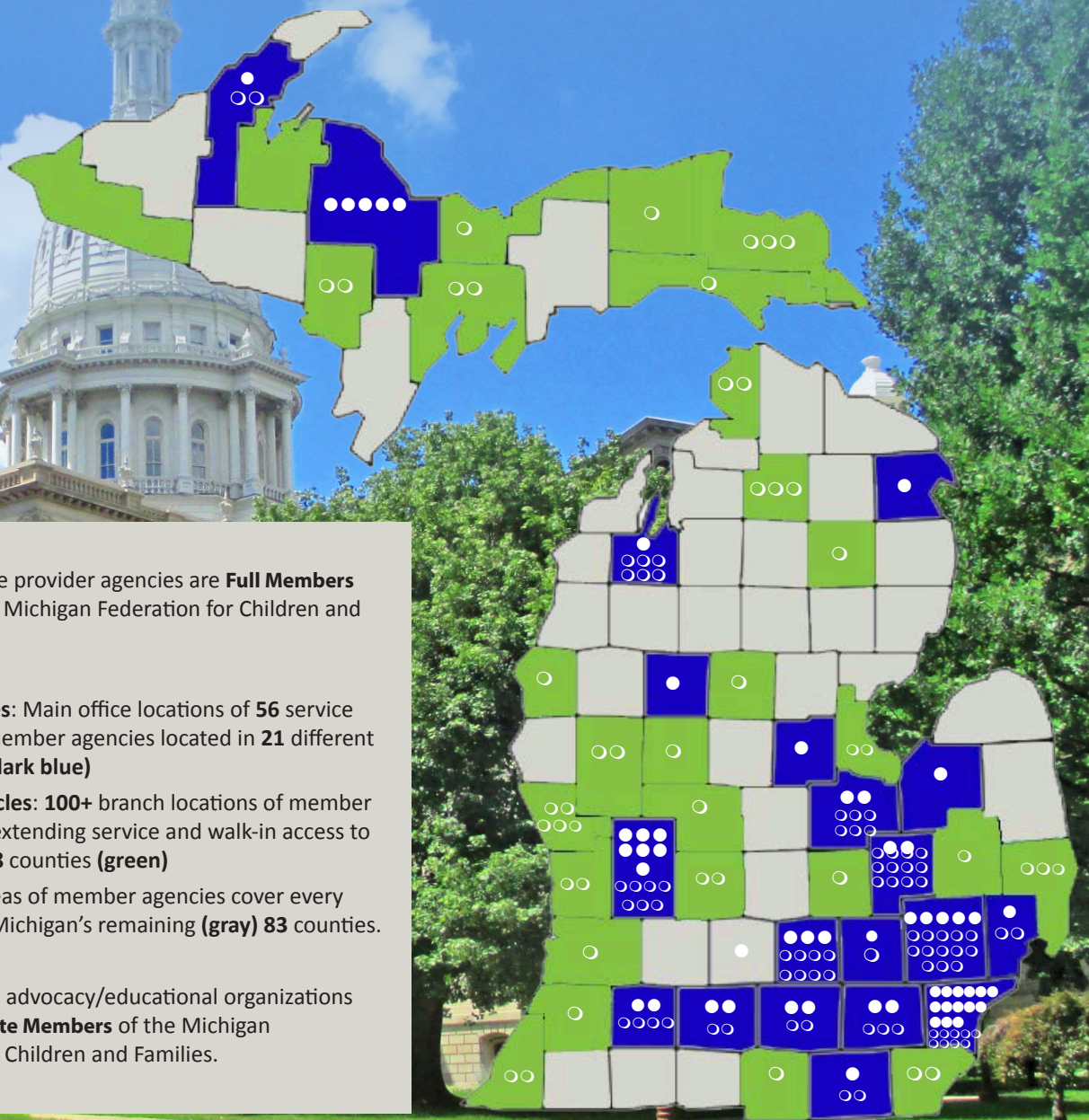
Advocate. Collaborate. Make a difference.



Michigan Federation for Children and Families

Member Guide

October 2023



56 service provider agencies are **Full Members** of the Michigan Federation for Children and Families.

MAP KEY:

- **Solid circles:** Main office locations of 56 service provider member agencies located in 21 different counties (**dark blue**)
- **Hollow circles:** 100+ branch locations of member agencies, extending service and walk-in access to **another 28 counties (green)**
- Service areas of member agencies cover every corner of Michigan's remaining (**gray**) 83 counties.

4 statewide advocacy/educational organizations are **Affiliate Members** of the Michigan Federation for Children and Families.

Advocate. Collaborate. Make a difference.



The **mission** of the Michigan Federation for Children and Families is to influence public policy and practice in support of the highest quality services to children and families.

The Michigan Federation for Children and Families **envisions** communities where all children, youth and families thrive.

Core values provide focus, drive decisions and are embraced by all member agencies:

All children deserve excellence in service and our best efforts to ensure they grow up in strong families and supportive communities.

Strategic advocacy is critical to assuring sound public policy and sufficient resources for quality services.

Partnerships and collaboration are essential to providing effective services and achieving **successful outcomes**.

Equity, diversity, and inclusiveness are vital elements in the full continuum of human services.

—Adopted by the Federation Board on March 27, 2019

Advocate. Collaborate. Make a difference.



Member benefits

Advocacy

For over 50 years, the Michigan Federation for Children and Families has provided a **COLLECTIVE AND EXPERT VOICE** for its members in order to influence federal, state, and local public policy decisions both legislatively and administratively. The Federation develops its annual **ADVOCACY AND POLICY PRIORITIES** based upon input from you and your member colleagues.

The Federation's **EDUCATION AND ADVOCACY** efforts are essential tools focused on achieving the best outcomes for children and families through the services delivered by the private, nonprofit human services network. Many of these efforts are supported by **POSITION PAPERS** developed with member input and guidance, providing real-world experience and perspective to issues of critical importance.

When the Michigan Legislature and U.S. Congress are in session, the Federation issues to member executives **TIMELY COVERAGE** of proposed and pending legislation and policies of importance to Federation membership.

The Federation establishes and maintains strong **RELATIONSHIPS** with elected officials and their staff and encourages member agencies do the same at the local level. The Federation encourages and guides its members to interact energetically with government agencies to become more effective advocates for the children and families you serve.

The Federation is honored to work on your behalf with the highly respected lobbying firm **PUBLIC AFFAIRS ASSOCIATES (PAA)**. PAA is comprehensive, focused, and effective in its approach to direct advocacy, public policy development, and issues management.

In addition to numerous appointments with key legislators throughout the year, the Federation hosts in conjunction with its lobby firm, an **ANNUAL EXECUTIVE LEGISLATIVE AND ADVOCACY DAY AT THE CAPITOL**, where teams of members visit with key legislators to raise awareness of the Federation's Advocacy and Policy Priorities and budget priorities.



The Federation closely monitors the **STATE BUDGET**, advocating throughout the annual appropriations process for the resources necessary for member organizations to carry out your missions of serving children, youth, and families.

The Federation analyzes and monitors **LEGISLATION** on the state and federal levels that impacts the human service delivery system and ensures member agencies have a voice in public policy development and implementation.

The Federation subscribes to **MUSTER**, a digital advocacy software program empowering members to easily connect with federal and state elected officials to educate, advocate, and influence public policy. Using Muster, the Federation issues **ACTION ALERTS** to members, designed for fast and powerful targeted communications.

GET TO KNOW YOUR MICHIGAN LEGISLATORS:

Senator: <http://www.senate.michigan.gov/fysbyaddress.html>

Representative: <http://house.michigan.gov/mhrpublic/frmFindaRep.aspx>



Networking and communication

MEMBER INTEREST NETWORKS (MINs) function as a benefit for employees of member agencies. MINs are established for various **ADMINISTRATIVE & AGENCY OPERATIONS** and **PROGRAM AND SERVICE AREAS** most common among member agencies.

Federation members receive a great deal of important information on a regular basis, including **TIMELY COVERAGE** of federal and state legislative and policy-focused activities, state executive and judicial happenings, Federation activities and events, conference and training announcements, and links to reports and resources.

FREE STATEWIDE ALERTS TO COLLEAGUES regarding special placement needs for youth are issued via the MIN list serves.

A sophisticated **MEMBERS-ONLY WEB PORTAL** allows for fast and easy registration for meetings and events, facilitates invoicing for events and membership dues, and archives with easy access all member communications and a multitude of resources for member agencies.

Topic-specific **STATEWIDE DATA COLLECTION** is facilitated to develop position papers and inform advocacy strategies. In addition, the biennial **COMPENSATION SURVEY** is conducted, collecting and reporting thousands of actual hourly wages across 79 job categories within 50 agencies statewide, plus extensive employee benefits and staff retention/turnover rates.

Professional development

PROFESSIONAL DEVELOPMENT OPPORTUNITIES on topics, skills, and issues important to members are offered via several established events throughout the year. When appropriate, Social Work Continuing Education Credits are offered. Member agencies receive discounted rates for all events, including:

- Residential Treatment Conference
- Family Preservation Conference
- Human Resources Training Seminar
- Senior Management Conference

PROTECTIVE FACTORS TRAINING AND SUPPORT is offered free of charge to Michigan child welfare and family preservation professionals throughout the year, supported by grant funding. Trainers have been certified by the Children's Trust Fund Alliance to deliver the training, "Bringing the Protective Factors Framework to Life in Your Work."

MFCF Legal Trust Fund

Established October 1, 2018, the **MFCF LEGAL TRUST FUND** offers expertise regarding legal challenges encountered by private provider agencies.



Discounts on COA accreditation fees, CWLA member dues



In place since 2007, member agencies receive a **25% DISCOUNT OFF COUNCIL ON ACCREDITATION FEES**—both new and renewals—via the Federation's membership in NOSAC, the National Organization of State Associations for Children. *Be sure your COA application includes the fact that your agency is a member of the Michigan Federation for Children and Families!* As an example, in 2019, four agencies saw savings of \$2,729, \$3,867, \$4,747, and \$20,581. **Over a five-year period, members saved a total of nearly \$150,000 in COA fees!**



Since 2012, member agencies of the Federation in good standing receive **10% OFF CWLA DUES** because the Federation is a member of the Child Welfare League of America and the National Organization of State Associations for Children.

Corporate resources

Corporate Sponsors support the mission of the Federation and its member agencies through annual contributions to the Federation, informational resources to assist with agency operations, and additional support of conferences and events throughout the year.

A Federation Corporate Sponsor since 2003, **BHS INSURANCE** offers a complimentary **audit and analysis of your employee handbook with recommendations (\$3,000 value)** for agencies joining the Federation and for current members who are clients of BHS (certain rules apply).

A Federation Corporate Sponsor since 2014, **CG FINANCIAL SERVICES** offers multiple benefits to member agencies, including a **complimentary fee and investment analysis (\$2,500 value)** of your organization's retirement plan and a **10% discount on retirement plan fiduciary services** for new clients that are Federation member agencies.

A Federation Corporate Sponsor since 2019, **GALLAGHER** offers complimentary **reviews of employee handbooks and risk management policies as well as forensic contract reviews.**

Promotion

- Direct link to your agency's website on www.michfed.org
- Free posting of agency job openings on www.michfed.org
- Promotion of your agency's events and training workshops, including direct links on www.michfed.org
- Opportunities for sponsorship and exhibiting at all conferences

Member interest networks



MEMBER INTEREST NETWORKS (MINS) function as a benefit for employees of Michigan Federation for Children and Families member agencies. MINS are established for various **ADMINISTRATIVE & AGENCY OPERATIONS** and **PROGRAM AND SERVICE AREAS** most common among member agencies. Here's how they work:

- Federation staff maintain participant lists for each MIN, including contact information for **EMAIL LIST SERVES**.
- Most MINS hold **MEETINGS** 3x per year via Zoom or at the Federation office in Lansing. MIN members are notified via the list serves of the date, time, and location, all of which are posted in the members-only web portal.
- MIN list serves are used to **COMMUNICATE** breaking news, updates, and pertinent announcements.
- MIN list serves are avenues for **SHARING RESOURCES** and **TROUBLESHOOTING CHALLENGES** that arise during daily operations, channeled through the assigned Federation staff contact.

ADMINISTRATIVE & AGENCY OPERATIONS MINS

Common purpose of each MIN:

Identify issues and concerns, find solutions and share resources that enable effective agency operations.

Federation staff contact:

Director of Administration & Operations ROSE HOMA, rose@michfed.org

<p>BUSINESS MANAGERS AND FINANCE DIRECTORS MIN chair: Kathy Regan, Vista Maria, kregan@vistamaria.org</p>	<p>Focus: Agency business and financial operations. Key topics: Contractual payments processes both external and internal; insurance and risk management best practices; benefits plans administration. Federation Corporate Sponsor support: BHS Insurance, CG Financial Services, CompanyMileage, Enterprise Fleet Management, Gallagher</p>
<p>HUMAN RESOURCES MIN co-chairs: Kenya Martin, Judson Center, Kenya_Martin@judsoncenter.org Melissa Mehalko, Family & Children Services, melissa.mehalko@fcsources.org Coordinates:</p> <ul style="list-style-type: none"> • Annual Spring Human Resources Training Seminar • Biennial Compensation Data Survey and Report 	<p>Focus: Employer requirements and responsibilities related to human resources. Key topics: Recruitment and retention of qualified, high-performing employees; hiring practices, compliance with federal, state and local employment-related laws, regulations, contracts and policies; workforce trends; human resource information systems and data metrics. Federation Corporate Sponsor support: BHS Insurance, CG Financial Services, Gallagher</p>
<p>PERFORMANCE AND QUALITY MANAGEMENT MIN co-chairs: Janelle Beimers, Bethany Christian Services, jbeimers@bethany.org Nathan Roggenbaum, Bethany Christian Services, nroggenbaum@bethany.org</p>	<p>Focus: Policies and processes involved in performance and quality management. Key topics: Compliance with contracts, governing policies, accreditation; best practices in quality evaluation, management and improvement; accessing key information within MiSACWIS and CCWIS. Works closely with: MDHHS Federal Compliance Division of Continuous Quality Improvement.</p>
<p>PUBLIC RELATIONS/MARKETING/DEVELOPMENT Contact list is maintained for purpose of sharing information and troubleshooting member challenges.</p>	<p>Focus: Media communications, donor marketing, and funding/grant opportunities.</p>
<p>STAFF TRAINING AND PROFESSIONAL DEVELOPMENT Contact list is maintained for purpose of distributing announcements regarding training and professional development opportunities.</p>	<p>Focus: Needs and resources for staff training and professional development.</p>



PROGRAM & SERVICE AREA MINS

Common purpose of each MIN:

Identify issues and concerns, find solutions and share resources that enable effective service delivery.

Federation staff contact:

Director of Policy & Research ELIZABETH HENDERSON, elizabeth@michfed.org

<p>ADOPTION MIN co-chairs: Joy Engelsman, D.A. Blodgett-St. John's, jengelsman@dabsj.org Rachel Sykes, Legacy Adoption Service, rsyke@lasadoption.org</p>	<p>Focus: Timely permanency for children and families through adoption. Key topics: Policies, regulations, and legislation impacting adoption; best practices and strategies for effective adoption programs; post-adoption support services for families; and appropriate contracts and reimbursement rates. Works closely with: MDHHS Adoption Program Office, Adoption and Guardianship Assistance Office, and Michigan Children's Institute.</p>
<p>BEHAVIORAL HEALTH & CLINICAL SERVICES MIN co-chairs: Kim Hinton, The Guidance Center, khinton@iamtgc.net Diane Marquess, Family and Children Services, dianem@fcsOURCE.org</p>	<p>Focus: Delivery of and access to behavioral health services for children, adolescents, and families, while supporting and stabilizing the workforce. Key topics: Statewide behavioral health initiatives, Medicaid rates, integration of physical and behavioral health care, system collaboration, addressing administrative burdens, and advancing strategies to support the workforce. Works closely with: MDHHS Bureau of Children's Health Policy and Supports and the Community Mental Health Association of Michigan.</p>
<p>FOSTER CARE & YOUTH MIN co-chairs: Leticia Pittman, Catholic Charities West Michigan, lpittman@ccwestmi.org Jennifer Stevens, Samaritas, jstev@samaritas.org</p>	<p>Focus: Statewide foster care program for youth, with attention to youth ages 14+ in foster care, independent living, Young Adult Voluntary Foster Care, and homeless-runaway youth programs. Key topics: Policies, regulations, and legislation impacting foster care; state child welfare initiatives; best practices and strategies for effective foster care programs; delivery, accessibility, implementation of training for caseworkers and caregivers; and appropriate contracts and reimbursement rates. Also: independent living, employment, and education resources and best practices for working with older youth as they prepare to transition to successful adulthood. Works closely with: MDHHS Foster Care Program Office; Child Safety and Program Compliance Office; Child Welfare Policy and Legislation Office; Federal Compliance Division; and the Comprehensive Child Welfare System CCWIS/MiSACWIS Office.</p>
<p>LICENSING MIN chair: Chris Hulett, Bethany Christian Services, chulett@bethany.org</p>	<p>Focus: Licensure of foster families and assessment of adoptive families. Key topics: Policies, regulations and legislation impacting licensure of child placing agencies and child caring institutions; best practices and strategies for successful and timely foster family licensing, including assessing and licensing relatives; and implementation of CCWIS and the Michigan Foster Care Portal. Works closely with: MDHHS Division of Child Welfare Licensing (DCWL) and the Comprehensive Child Welfare Information System (CCWIS/MiSACWIS) Office.</p>



PROGRAM & SERVICE AREA MINS

Common purpose of each MIN:

Identify issues and concerns, find solutions and share resources that enable effective service delivery.

Federation staff contact:

Associate Executive Director KADI PROUT, kadi@michfed.org

<p>FAMILY PRESERVATION MIN co-chairs: Jason Sroufe, Wellspring Lutheran Services, JSroufe@wellspringlutheran.com Jennifer Williams, Samaritas, jwill@samaritas.org</p>	<p>Focus: Provision of in-home, strength-based services that are delivered to increase safety and stability to families and prevent out-of-home placement of children. These services include statewide family preservation models such as Families First of Michigan, Families Together Building Solutions, and the Family Reunification Program, as well as other home-based prevention/preservation services.</p> <p>Key topics: Policies, regulation and legislation impacting family preservation services; best practices in working with families to remain at home with effective services in place; advocacy related to contract unit rates, utilization, bidding and staffing.</p> <p>Works closely with: MDHHS Family Preservation and Reunification Services Unit.</p>
<p>RESIDENTIAL TREATMENT AND JUVENILE JUSTICE MIN chair: Marie Tolen, Wellspring Lutheran Services, MTolen@wellspringlutheran.com</p>	<p>Focus: Residential treatment services for abused/neglected and juvenile justice youth.</p> <p>Key topics: Policies, regulations, and legislation impacting residential treatment; trauma-informed care; best practices in crisis management; measuring outcomes of residential treatment interventions; innovative service delivery; and appropriate contracts and reimbursement rates.</p> <p>Works closely with: MDHHS Division of Child Welfare Licensing (DCWL), Foster Care Program Office, Systems Transformation project lead, Child Welfare Medical Unit and Medical Liaison.</p>
<p>EQUITY, DIVERSITY, AND INCLUSION (EDI) MIN co-chairs: Tony Shepherd, Family & Children Services, tony.shepherd@fcsOURCE.org Trisha Sverns, West Michigan Partnership for Children, tsverns@wmpc.care</p>	<p>Focus: Supporting agencies in advancing equity, diversity, and inclusion in the workplace; partnering with others to become antiracist organizations; advocating for systems-level change that promotes a more equitable child welfare system.</p> <p>Key topics: Introducing EDI into the organization; training resources such as implicit bias, cultural sensitivity, antiracism; increase workplace diversity and creating inclusive spaces for all; racial disproportionality and disparities in the child welfare system; affirming LGBTQ+ youth in care.</p> <p>Works closely with: Federation’s Race Equity Data Workgroup; Public-Private Partnership on Race Equity; county.</p>
<p>RACE EQUITY DATA WORKGROUP Chair: Leonica Erwin, Wellspring Lutheran Services, lerwin@wellspringlutheran.com</p> <p>Participating members:</p> <ul style="list-style-type: none"> • Bethany Christian Services • Catholic Charities West Michigan • D.A. Blodgett-St. John’s • Family & Children Services • Hands Across the Water • Judson Center • Samaritas • Wellspring Lutheran Services • West Michigan Partnership for Children • MDHHS 	<p>Focus: Formed in response to the chronic prevalence of racial disproportionality and inequities in Michigan’s out-of-home placement system. This workgroup uses a 2Generation family-focused, data-driven approach to understand the experiences of families on the front-end of the system and to understand to what extent those factors contribute to racial disproportionality in the child welfare system.</p> <p>Key topics: Collecting, analyzing, and using data to inform child welfare professionals and stakeholders, the group promotes strategies that shape policy and practice solutions that effectively keep families intact, enhance their well-being, and promote more equitable outcomes.</p> <p>Works closely with: MDHHS Family Preservation and Reunification Program Office, MDHHS Children’s Protective Services & Redesign Unit. Supported by The Kresge Foundation</p>



Advocate. Collaborate. Make a difference.



MFCF Legal Trust Fund

Established October 1, 2018, the **MFCF LEGAL TRUST FUND (LTF)** offers professional expertise regarding legal challenges encountered by community-based organizations.

For each Federation full member agency executives:

- Each year, **LTF TRAINING** is provided by Attorney Dick Hillary of the Miller Johnson law firm.
- Each LTF training is also **LIVE-STREAMED** via Zoom. The recording, slides and other resources are available for future use on the LTF tab within your MemberClicks Members Only Web Portal.
- **TWO 15-MINUTE CONSULTATION CALLS** with Attorney Dick Hillary are included in LTF dues per fiscal year (October 1 through September 30).
- An **APPLICATION FOR AID** is available to request financial assistance to address a legal matter of statewide significance to community-based organizations.

Miller Johnson Attorney Dick Hillary is renowned for his **vast experience and success** in representing clients in the human services arena—both organizations and individuals.

Any agency executive faced with any **challenges of a legal nature** is encouraged to take advantage of the MFCF LTF resources and expertise. Common topics:

- **Subpoenas:** records, depositions, court appearances
- **Reporting obligations:** abuse/neglect, self-reporting, licensed professionals, vulnerable adults
- **Law enforcement:** requests, warrants
- **Confidentiality and requests for information**
- **Corrective Action Plans:** form, content, language
- **Licensing/CPS/Recipient Rights investigations:** requests, interviews, when to involve counsel
- **Security breaches:** HIPAA violations, *Mental Health Code* violations
- **Duty to warn third parties of threatened harm**
- **Dealing with disruptive family members**

YOU CAN ACCESS the following Legal Trust Fund training recordings and materials on the Federation MemberClicks Member Portal:

■ **March 2023 Training:**

Court Appearances and Depositions: Do's, Don'ts and Best Practices

■ **November 2022 Training:**

Impact of the New Central Registry Law Updates Effective 11/1/22

■ **April 2022 Training:**

Show Me the Data: An Evidence-based Approach to Cyber-risk Management for Nonprofits

■ **September 2021 Training:**

Duty to Warn and Dealing with Disruptive Family Members; Threats and Concerns About Violence, How to Address These Issues

■ **June 2021 Training:**

Child Welfare Laws: Investigations Refresher and Year in Review

■ **September 2020 Training:**

Sharpening Your Understanding of the Intersection of Child Welfare Contracts, Policies, Laws & Your Rights

■ **March 2020 Training:**

Central Registry Hearings: Case Study

SUBPOENA RESPONSE PLAN FLOW CHARTS:

- Have You Been Properly Served?
- What Does the Subpoena Command You to Do?

■ **November 2019 Training:**

How to Respond to a Subpoena, Deposition Notices & Interacting with Law Enforcement

■ **September 2019 Training:**

Keeping Kids Safe: Knowing You & Your Agency's Mandated Reporter Responsibilities

■ **June 2019 Training:**

Handling a Recipient Rights Investigation: The Basics

■ **March 2019 Training:**

Responding to Investigations: Best Practices

"Having access to a consultation with Dick Hillary through the Federation Legal Trust Fund was incredibly comforting during a time of uncertainty for our agency. Dick responded promptly to my inquiry, gave logical direction and **clearly understood the issues specific to our line of work** that needed to be considered in making critical decisions. His counsel was invaluable, and I would not hesitate to reach out again when the need arises."

—Katie Page Sander, Executive Director
Hands Across The Water

"Dick Hillary is **truly an advocate for nonprofit agencies and their leaders**. I utilized my phone consultation with Dick; he went above and beyond. He not only spent extra time in discussing the issues, he also connected me with another individual who could be of assistance and sent multiple emails to me that contained pertinent information to further alleviate the issue. I highly recommend taking time to utilize your consultation with Dick on an annual basis."

—Maria Lessnau, Executive Director
Christ Child House



Membership Standards

All applicants and renewing FULL and AFFILIATE members shall meet the following criteria:

1. Subscribe to the purposes of the Federation as defined in the Articles of Incorporation, bylaws and policies adopted by the Federation board of directors.
2. Agree to participate in the work of the Federation through membership meetings, committee and/or regional activities and data collection efforts.
3. Pay membership dues to the Federation based upon the rate and schedule for payment established by the board of directors from time to time. Any exceptions to timely payment must be in accordance with board-approved policy.
4. Be a private, nonprofit corporation.
5. Have both the financial resources and systems of fiscal accountability necessary to carry out its programs and services, demonstrating clearly a nonprofit, charitable status and reflect such status annually in an audit report.
6. Have a written statement of the agency's mission.

In addition, all applicants and renewing FULL members shall meet the following criteria:

7. Upon application for membership, must have provided services for two years, unless otherwise approved by the Federation board of directors.

8. If the agency's functioning within the state requires licensure by the state, must hold a valid current license.
9. Be governed by an elected citizens-type board of directors or reflect citizen involvement in policy decisions through an advisory council or committee.
10. Consistent with the Federation's policy strongly recommending that member agencies be accredited by a national standards-setting body, if the agency is accredited by a national standards-setting body, or a service program within the agency is accredited, the agency must provide its accreditation certificate to the Federation at application time and as renewed or achieved.
11. Have a defined professional, administrative and organizational structure, which provides for clarity of function, accountability of staff and protection of client rights.
12. Have written personnel policies which insure sufficient and qualified staff, employed on an equitable basis and reflective of clients' cultural diversity.
13. Have written policies promoting cultural competence in the workplace and training for such; outlining a process to move toward and maintain cultural diversity awareness, appreciation, sensitivity and action and methods of incorporating cultural sensitivity into everyday agency life.

—Amended by the Federation Board on March 14, 2018



Dues Policies

FULL member dues formula

Commencing October 1, 2023, and until further action of the Board, the annual Federation full member dues shall be based on an amount equal to:

Each full member’s total agency expenditures [to include unrestricted operating expenditures, restricted fund(s) expenditures and depreciation expense; and to exclude capital asset acquisition expenditures] as reported in each agency’s annual audit for the most recently-completed fiscal year, multiplied by .00314, with varied caps based on an agency’s total annual audited expenditures.

Agency total expenditures	Dues rate	Dues ranges
up to \$400,000	.00314	\$1,255
\$400,001–\$500,000	.00314	\$1,256 - \$1,570
\$500,001–\$1,000,000	.00314	\$1,570 - \$3,140
\$1,000,001–\$2,000,000	.00314	\$3,140 - \$6,280
\$2,000,001–\$3,000,000	.00314	\$6,280 - \$9,420
\$3,000,001–\$4,000,000	.00314	\$9,420 - \$12,560
\$4,000,001–\$5,000,000	.00314	\$12,560 - \$15,700
\$5,000,001–\$7,500,000	.00314	\$15,700 - \$16,334
\$7,500,001–\$10,000,000		capped at \$16,962
\$10,000,001–\$12,500,000		capped at \$17,591
\$12,500,001–\$15,000,000		capped at \$18,218
\$15,000,001–\$17,500,000		capped at \$18,846
\$17,500,001–\$20,000,000		capped at \$19,474
\$20,000,001–\$25,000,000		capped at \$20,103
\$25,000,001–\$30,000,000		capped at \$20,732
\$30,000,001–\$35,000,000		capped at \$21,359
\$35,000,001–\$40,000,000		capped at \$22,617
\$40,000,001–\$45,000,000		capped at \$23,873
\$45,000,001–\$50,000,000		capped at \$25,128
\$50,000,001–\$55,000,000		capped at \$26,385
\$55,000,001–\$60,000,000		capped at \$27,642
\$60,000,001–\$65,000,000		capped at \$28,898
\$65,000,001–\$70,000,000		capped at \$30,155
Over \$70,000,000		capped at \$31,411

Minimum dues \$1,255 per year • Maximum dues \$31,411 per year

In each fiscal year subsequent to October 1, 2021 – September 30, 2022, the FULL MEMBER DUES FORMULA will automatically increase by a minimum of one percent.

If a full member applicant had left membership owing dues, that applicant must have paid minimally its dues arrearage equal to one-third of its annual dues prior to reinstatement as a member.

—Amended by the Federation Board on September 14, 2022

AFFILIATE member dues formula

Until further action of the Board, the annual Federation affiliate member dues shall be based on an amount equal to:

Each affiliate member’s total current-year budgeted expenditures, multiplied by .0015.

Examples of dues assessments:

Agency budget size	Dues rate	Dues
\$ up to \$333,333	0.0015	\$500
\$400,000	0.0015	\$600
\$500,000	0.0015	\$750
\$600,000	0.0015	\$900
\$750,000	0.0015	\$1,000

Minimum dues \$500; maximum dues \$1,000.

Corporate and foundation sponsorships

Until further action of the Board, the annual Federation corporate and foundation sponsorships shall be \$1,500.

Annual sponsorships may be undesignated or may be designated as underwriting—in full or in part—specific Federation projects or publications.

—Amended by the Federation Board in June 2019

MFCF Legal Trust Fund membership assessment

As per the MFCF-Legal Trust Fund Operating Rules and Procedures:

- With the start of the fiscal year of October 1, 2018, each member agency will receive an invoice for the individual agency’s annual contribution to the Legal Trust Fund. This rate is calculated as a 10% assessment of the annual Full Member Dues Formula per current policy. For fiscal year 2023, the assessment rate is lowered to 5%.
- Continuing membership fees may be adjusted annually to maintain an annual working balance as deemed necessary by the LTF Board of Trustees and/or the MFCF Board of Directors.

Membership dues payment

The Board of Directors of the Michigan Federation for Children and Families has endorsed the following policies regarding member dues:

1. Membership begins upon initial dues payment and approval of the member application and, once begun, is continuous unless terminated, in writing, by either party.
2. Dues are not subject to waiver, except as allowed through application of the Federation's policy on member dues adjustment.
3. Payment is due within the first 15 days of each quarter for full members. Affiliate member dues are payable once annually on or before their annual renewal date.
4. If the submission of a completed dues computation form by a full member is more than 30 days overdue, dues shall be presumed at 110% of the previous year and billed accordingly until corrective documentation is received.
5. A reminder notice will be sent to a full member whose quarterly payment is not made within 30 days of the first day of the quarter. Such notice shall include the Federation's policy on member dues payment.
6. If a full member's quarterly dues payment is unpaid 90 days following the due date, the full member will be sent a notice that unless payment is made within 120 days of the due date, membership shall be terminated and the full member shall be required to pay one-third (four months' dues) of its annual dues prior to reinstatement as a member. Any exception allowing an agency to retain membership while owing more than four months' annual dues can be made only by executive committee action. The executive committee is authorized to permit a delayed-payment plan for outstanding dues so long as the agency returning to membership makes timely dues payments for their re-established membership.

—Amended by the Federation Board on March 14, 2018

Full member dues adjustment

It is the policy of the Federation to encourage retention of members. Therefore, the Executive Committee of the Board may reduce dues for a full member agency due to a significant loss of income, which translates to significantly-reduced operating expenses, when all of the following five (5) conditions apply:

1. The full member makes a written request for a reduction in dues.
2. The loss of income is outside the control of the full member.
3. It is anticipated that the lost income will not be restored in the next 12 months.
4. The requested reduction in current year annual dues, if approved, is greater than \$1,000 or 25% of the full member's current year annual dues assessment.
5. The full member states that it is unable to meet current financial obligations, including dues, and submits a board-adopted budget showing a corresponding reduction in anticipated operating expenses.

The effective date for the approved reduction shall be the next quarterly due date unless the full member requests a later effective date. All obligations for past-due dues shall remain in effect and may be subject to an approved repayment agreement. The decision of the Executive Committee shall be reported to the Board as information.

—Amended by the Federation Board on September 14, 2002



Articles of Incorporation

Article I

The name by which this Corporation is to be known in law is Michigan Federation for Children and Families.

Article II

The purpose or purposes for which the Corporation is organized are:

To improve services to children and families throughout Michigan and the nation by such means as (a) encouraging closer partnership, dialogue and coordination among private and public service providers, (b) working for an equitable distribution of funds to develop and expand child and family services, (c) developing and promoting appropriate standards for child and family care in private and public agencies, (d) informing legislative bodies, governmental departments, the judiciary and private organizations about child and family needs, (e) conducting educational and informational activities and (f) raising funds needed to support the organization's work.

The Corporation is organized exclusively for charitable, religious, educational and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code or corresponding section of any future federal tax code.

Article III

The Corporation is organized on a non-stock basis. The amount of assets, classified as to real and personal property, which it possesses (as determined at April 30, 2003) is as follows:

Real property \$242.47
Personal property \$0.00

The general terms of financing of the Corporation are as follows: dues, grants, contributions, income from activities. The Corporation is organized on a membership basis.

Article IV

The address of the registered office of the Corporation is: 309 North Washington Square, Suite 011, Lansing, MI 48933-1222. The name of the resident agent is William E. Long.

Article V

Section 1. Nonprofit operation.

No part of the earnings of the Corporation shall inure to the benefit of or be distributable to its members, trustees, officers or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its purposes. No substantial part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, except as may be elected under provisions of the Internal Revenue Code, and the Corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political

campaign or behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on by a Corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code or corresponding section of any future federal tax code.

Section 2. Dissolution.

Upon the dissolution of the Corporation, any remaining unencumbered assets shall be distributed by the Corporation to any nonprofit organization or organizations exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of by the Corporation shall be so disposed of by the Circuit Court or any other court of the State of Michigan that has jurisdiction in the place where the principal office of the Corporation is then located.

Section 3. Action without a meeting.

In addition to any other means of decision making permitted by law, any action that may be taken at a meeting of the members may be taken without a meeting if a written consent stating the action is signed by the number of members that would be required to approve the action at a meeting attended by all members entitled to vote.

Section 4. Directors' and officers' liability.

The personal liability of volunteer directors and officers of the Corporation is eliminated to the fullest extent permitted by the provisions of Section 209(c) and (d) of the Michigan Nonprofit Corporation Act, as amended and supplemented. To the fullest extent permitted by law, the Corporation assumes all liability to any person other than the Corporation or its members for all acts or omissions of a volunteer director or officer incurred in the good faith performance of duties as a director or officer occurring on or after the date this Article is adopted by the Corporation. If the Michigan Nonprofit Corporation Act is amended after adoption of this Article to authorize corporate action further eliminating or limiting the personal liability of volunteer directors and officers, then the liability of a director or officer of the Corporation shall be eliminated or limited to the fullest extent permitted by the Michigan Nonprofit Corporation Act as so amended. Any repeal or modification of this Article shall not adversely affect any right or protection of a volunteer director or officer of the Corporation pursuant to this Article existing at the time of any acts or omissions occurring before the effective date of the repeal or modification.

Section 5. Nondiscrimination.

The Corporation shall not discriminate against any person on the basis of age, race, color, sex, religion, physical handicap, national origin or any other basis provided in federal, state or local law, regarding any service performed by or for the Corporation.

—Revised September 26, 2003

Bylaws

In these bylaws, Michigan Federation for Children and Families is hereinafter sometimes referred to as "Federation."

Section 1. Membership

1.1. Eligibility. Membership is open to private, nonprofit child and family service agencies, associations, and organizations that subscribe to the purposes of the Federation as defined in Article II of the Articles of Incorporation and that meet one of the following two criteria:

1.1.1. Full membership is open to private nonprofit child and family service agencies, statewide or regional agencies responsible for coordination and/or provision of services of private nonprofit child and family service agencies and agencies operated as subdivisions or branches of a national, regional, or statewide administered child and family service agency in Michigan.

1.1.2. Affiliate membership is open to statewide, regional and local private nonprofit associations, educational institutions and organizations that are organized to promote public and private nonprofit policies and services that benefit children and families, whose members are not otherwise eligible for full membership in the Federation.

1.2. Members. Members must meet the membership standards and pay the dues established by the board of directors. Membership shall commence with the member's initial payment of dues and shall be continuous unless terminated as provided in Section 1.3.

1.3. Termination. Membership is ended by a written notice by either party, failure to pay required dues, or removal by a two-thirds vote of the board of directors whenever, in the board's judgment, areas of noncompliance with the membership standards have not been resolved by the member and the best interests of the Federation will be served by removal.

Section 2. Membership Meetings

2.1. Representation and Voting. A full or affiliate member shall be represented by its chief administrator, except that the chief administrator may authorize a senior administrator as the member's representative if such authorization delegates full responsibility for representing the member and if such delegation is submitted in writing by the chief administrator. Each full and affiliate member representative shall have one vote upon all questions presented to the membership for action. No proxy voting is permitted.

2.2. Annual Membership Meeting. The annual membership meeting shall be held within 60 days before the end of each fiscal year, at a time and place fixed by the board of directors. Notice shall be communicated in writing or electronically at least 30 days but not more than 60 days before the meeting to the last known address of each person on the Federation's membership rolls as of the date the notice is sent. Items to be considered at the annual meeting shall be limited to those approved by the board of directors, including election of board members, receipt of a board-approved budget for the new fiscal year and receipt of a report on the previous year's activities and projected activities for the new fiscal year.

2.3. Special Meetings. Special meetings of the membership may be called by the president when, in the judgment of the executive committee, the urgency of corporate business demands action by the membership. Items to be considered at special membership meetings shall be limited to those approved by the executive committee or board and contained in written or electronic notice to the membership at least forty-eight (48) hours prior to such meeting time.

2.3.1. Provider Network Activities. Provider networks may be organized by geography or service sectors. Each provider network

may develop and implement activities consistent with the purposes of the Federation as defined in Article II of the Articles of Incorporation. Activities may include, but are not limited to, meetings for information and program coordination, activities with local public bodies and boards, state and federal legislative activity, training, education, cost and program coordination and public relations. Activities may include the active participation of member agency boards and staffs. All formal endorsements and/or positions of the Federation must be approved by the Federation board.

2.4. Quorum, Voting and Procedures. One-third (1/3) of the membership of the Federation representing full and affiliate members shall constitute a quorum for the transaction of business at a membership meeting, and a simple majority of those present will constitute an affirmative vote; except as provided in Section 9.1. A decision may be made in a meeting in which some or all member representatives participate by a conference telephone or similar communications equipment by which all persons participating in the meeting may hear each other, provided that all participants are advised of the use of communications equipment and the names of the participants in the conference are divulged to all participants; such participation constitutes presence in person at the meeting. Votes of member representatives on the conference telephone or similar communications equipment shall be taken by roll-call. In addition, any action required to be taken at a meeting of the membership may be taken without a meeting via electronic communication (e-mail, fax, internet survey software, etc.). Responses to the electronic communication must constitute a quorum, and a simple majority of those responses will constitute an affirmative vote.

Section 3. Board of Directors

3.1. Composition, Selection and Terms. The affairs and property of the Federation shall be managed by a board of directors (hereafter "board"), all of whom are member representatives. Total membership on the board shall be no fewer than twelve (12) and shall not exceed twenty-four (24) except as permitted in sections 4.3 and 5.1 of these Bylaws. The board shall be constituted as follows:

3.1.1. Directors. Two groups of directors shall be elected as follows:

3.1.1.1. Full Members. No fewer than two-thirds of directors, serving staggered three-year terms, shall represent full members. At each annual meeting, the membership shall elect approximately one-third of the directors representing full members. No director representing full members shall serve more than two (2) terms in succession, excluding service for less than one-half of an unexpired term; a member shall be eligible for reelection as a director representing full members following a one-year absence from the board of directors.

3.1.1.2. Affiliate Members. No more than four (4) directors, serving staggered three-year terms, shall represent affiliate members. At each annual meeting, the membership may elect approximately one-third of the directors representing affiliate members.

3.2. Nominating Committee. Directors shall be elected at an annual meeting from a slate of nominees proposed by the nominating committee, which shall function as follows:

3.2.1. Composition. The committee shall consist of five (5) to seven (7) member representatives appointed by the president and confirmed by the board. A majority of nominating committee members shall be representatives of full members. A simple majority of members of the committee will constitute an affirmative vote.

3.2.2. Powers and Duties. At least thirty (30) days before each annual membership meeting, the committee shall submit a slate of

nominees to fill vacancies on the board. In preparing this slate, the committee shall consider the present and proposed composition of the board, including the factors of leadership, gender, ethnicity, geography, program specialization and additional qualities the committee believes will contribute to the effectiveness of the board. At the first meeting of the board following each annual membership meeting and as vacancies occur, the committee shall recommend to the board a slate of officers and non-officer members of the executive committee.

3.3. Removal of Directors and Filling of Vacancies. A director may be removed from the board by the board of directors whenever, in its judgment, the best interests of the Federation will be served thereby. A director who is absent from three (3) consecutive meetings of the board or from more than one-half (1/2) of the meetings in a calendar year may be contacted by the board president regarding attendance and the matter may be brought to the attention of the board at its next meeting. Removal from the board for any reason shall require two-thirds (2/3) of the quorum present. The nominating committee may recommend nominees to fill board vacancies, and the board of directors may elect a director to complete an unexpired term.

3.4. Board Powers and Duties. Subject to any limits in the Articles of Incorporation and these Bylaws, the board shall exercise all powers of the Federation allowed under Section 261(1) of 1982 Public Act 162 as amended (MCL 450.2261(1)), including but not limited to the following powers:

3.4.1. Executing Contracts, Conveyances, etc. The board of directors shall have full power and authority to designate the officers and/or agents who shall execute any contract, conveyance or other instrument on behalf of this Federation. When the execution of such contracts, conveyances, or other instruments has been authorized without specification of the executing officers, the president, vice-president, secretary, or treasurer may execute them in the name of and on behalf of this Federation.

3.4.2. Executive Director. The board of directors shall have the power to employ and discharge an executive director who, subject to the direction of the board, shall be charged with the responsibility for the conduct of the business of the Federation and shall perform such duties as the board shall direct.

3.4.3. Annual Budget. The board of directors shall have the power to approve the annual budget of the Federation.

3.5. Meetings. The Board shall hold regular meetings at least four (4) times per year, at times and places it determines. Special meetings may be called by the president or executive committee. Items to be considered at special board meetings shall be limited to those approved by the executive committee and contained in the written or electronic notice to the board at least forty-eight (48) hours prior to such meeting time.

3.6. Quorum, Voting and Procedures. Except as otherwise provided in these bylaws, all decisions of the board shall be made at a meeting attended by a quorum. A quorum shall consist of one-third (1/3) of the directors then in office. Each director shall have one vote on questions before the board, and no director may cast a vote by proxy. A decision may be made in a meeting in which some or all directors participate by a conference telephone or similar communications equipment by which all persons participating in the meeting may hear each other, provided that all participants are advised of the use of communications equipment and the names of the participants in the conference are divulged to all participants; such participation constitutes presence in person at the meeting. Votes of member representatives on the

conference telephone or similar communications equipment shall be taken by roll-call. In addition, any action required to be taken at a meeting of the board may be taken without a meeting via electronic communication (e-mail, fax, internet survey software, etc.). Responses to the electronic communication must constitute a quorum, and a simple majority of those responses will constitute an affirmative vote. No director shall vote on a matter that could create a personal conflict of interest unless the nature of the possible conflict has been disclosed to the board and the other members present, by a majority vote, permit the member to vote. Except as otherwise provided in these bylaws, procedural matters shall be determined in accordance with the current edition of Robert's Rules of Order.

3.7. Special Committees. Special committees may be appointed by the president with the concurrence of the board for such special purposes as circumstances warrant. A special committee shall limit its activities to the accomplishment of the purpose for which created and shall not have power to act, except as is specifically conferred upon it by the board. Upon completion of the duties for which the committee was appointed, the committee shall stand discharged.

Section 4. Officers

4.1. Officers and Selection. The officers of the Federation shall consist of a president, a president-elect, a vice-president, a secretary, a treasurer and the immediate past president. They shall be chosen by the board from the board membership. At the first meeting of the board following the annual meeting in even-numbered years, the president-elect, vice-president and treasurer shall be elected; and at the first meeting of the board following the annual meeting in odd-numbered years, the secretary shall be elected.

4.2. Terms. The president, vice-president, secretary and treasurer shall serve terms of two years. The president-elect shall serve in that office for no more than three (3) years and shall become president when the preceding president leaves that office. The immediate past president shall serve a term of two years or until a succeeding president leaves the presidency and becomes the immediate past president. No officer shall hold the same office for more than two (2) consecutive two-year terms, excluding service for less than one-half (1/2) of an unexpired term; an officer shall be eligible for reelection to that same office following a one-year absence from that office.

4.3. Director Status of Officers. An officer whose term as a director expires during the term in office shall be a voting director until the expiration of the term in that office.

4.4. Vacancies. A vacancy in any office may be filled by a director nominated by the nominating committee and elected by the board to serve the remainder of the unexpired term, except that if the office of president becomes vacant, the president-elect shall complete the unexpired term and then serve a full two-year term. If no past president is serving as a director and available to serve in the office of immediate past president, that office shall remain vacant until a president leaves office and is available to serve as immediate past president.

4.5. Removal. An officer may be removed from office for any reason by a two-thirds (2/3) vote of the board.

4.6. Delegation of Authority. If an officer is absent or unable to carry out the duties of office, the board may delegate the powers and duties of that office to any other officer or director for a specified period of time.

4.7 Duties of Officers.

4.7.1. President. The president shall preside at all meetings of the membership, the board and the executive committee. The president shall be a voting ex-officio member of each committee, except the nominating committee, and shall perform such other duties as these Bylaws or the board may prescribe.

4.7.2. President-Elect. The president-elect shall perform such duties as the president or the board may assign. During any period of absence or disability of the president, the president-elect shall perform the duties and exercise the powers of the president.

4.7.3. Vice-President. The vice-president shall perform such duties as the president or the board may assign. During any period of absence or disability of the president and the president-elect, the vice-president shall perform the duties and exercise the powers of the president.

4.7.4. Secretary. The secretary shall attend membership, board and executive committee meetings and shall keep, or cause to be kept, accurate minutes of the proceedings of these meetings. The secretary shall ensure that timely notice of meetings is provided to those entitled to receive them, shall have custody of the records (except the financial records) and shall perform such other duties as these Bylaws or the board may prescribe.

4.7.5. Treasurer. The treasurer shall oversee all funds, shall see that accurate books of account are maintained, shall ensure compliance with government tax, reporting and other requirements and shall provide the Board with financial reports and statements as needed.

Section 5. Executive Committee

5.1. Composition and Selection. The officers and two additional non-officer executive committee members elected for two-year terms by the board from the board membership at the first meeting following the annual meeting, or at any other time when needed to fill a vacancy, shall constitute an executive committee. Non-officer members of the executive committee shall be eligible to serve for no more than two (2) consecutive two-year terms, excluding service in less than one-half (1/2) of an unexpired term; a non-officer executive committee member shall be eligible for reelection to a non-officer position following a one-year absence from that position. A non-officer executive committee member whose term as a director expires during the term on the executive committee shall be a voting director until the expiration of the term on the executive committee.

5.2. General powers and limitations. In emergency situations or during intervals between meetings of the board and, subject to such limitations as may be imposed by law, the Articles of Incorporation or these Bylaws, the executive committee shall have and may exercise all the authority of the board of directors in the management of the Federation, except that no action shall be taken which shall conflict with the expressed policies of the board. Actions taken by the executive committee on behalf of the board shall be reported to the board at its next regular meeting.

5.3. Quorum and Voting. Four (4) members shall constitute a quorum of the executive committee, and action on any issue shall require a majority vote of the quorum present. A decision may be made in a meeting in which some or all executive committee members participate by a conference telephone or similar communications equipment by which all persons participating in the meeting may hear each other, provided that all participants are advised of the use of communications equipment and the names of the participants in the conference are divulged to all participants; such participation constitutes presence in person at the meeting. Votes of member representatives on the conference telephone or similar communications equipment shall

be taken by roll-call. In addition, any action required to be taken at a meeting of the executive committee may be taken without a meeting via electronic communication (e-mail, fax, internet survey software, etc.). Responses to the electronic communication must constitute a quorum, and a simple majority of those responses will constitute an affirmative vote. No executive committee member may cast a vote by proxy. No executive committee member shall vote on a matter that could create a personal conflict of interest unless the nature of the possible conflict has been disclosed to the executive committee and the other members present, by a majority vote, permit the member to vote.

Section 6. Finances and Records

6.1. Acceptance of Funds. Grants, donations, bequests and other funds and property may be accepted from any source in conformity with policies adopted by the board.

6.2. Books and Records. The Federation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its board and committees having any of the authority of the board. All books and records of the Federation may be inspected by any member or its agents or attorney, for any proper purpose, at any reasonable time.

6.3. Payments to Directors and Officers. There shall be no compensation for serving as an officer or director, but officers and directors may be compensated for other services to the Federation and reimbursed for expenses incurred on its behalf.

6.4. Fiscal Year. The financial records and reports of the Federation shall be based on a fiscal year established by resolution of the board.

Section 7. Indemnification

7.1. Indemnification. To the extent permitted by law, the Federation shall pay or reimburse expenses and liabilities incurred by its officers, directors and employees as a result of actual or threatened legal or administrative proceedings related to their service to the Federation, provided they acted in good faith in the matters giving rise to the proceedings, reasonably believed their actions to be in the best interests of the Federation and did not knowingly violate the law and further provided they have given prompt notice of the matters to the Federation and have given it the opportunity to provide legal counsel and to participate in resolution of the matters. Expenses and liabilities include, but are not limited to, costs of legal counsel reasonably incurred or imposed as a result of actual or threatened proceedings, judgments and fines and settlements reasonably entered into, regardless of whether the officer, director, or employee is still serving the Federation in that capacity at the time the expenses or liabilities are incurred.

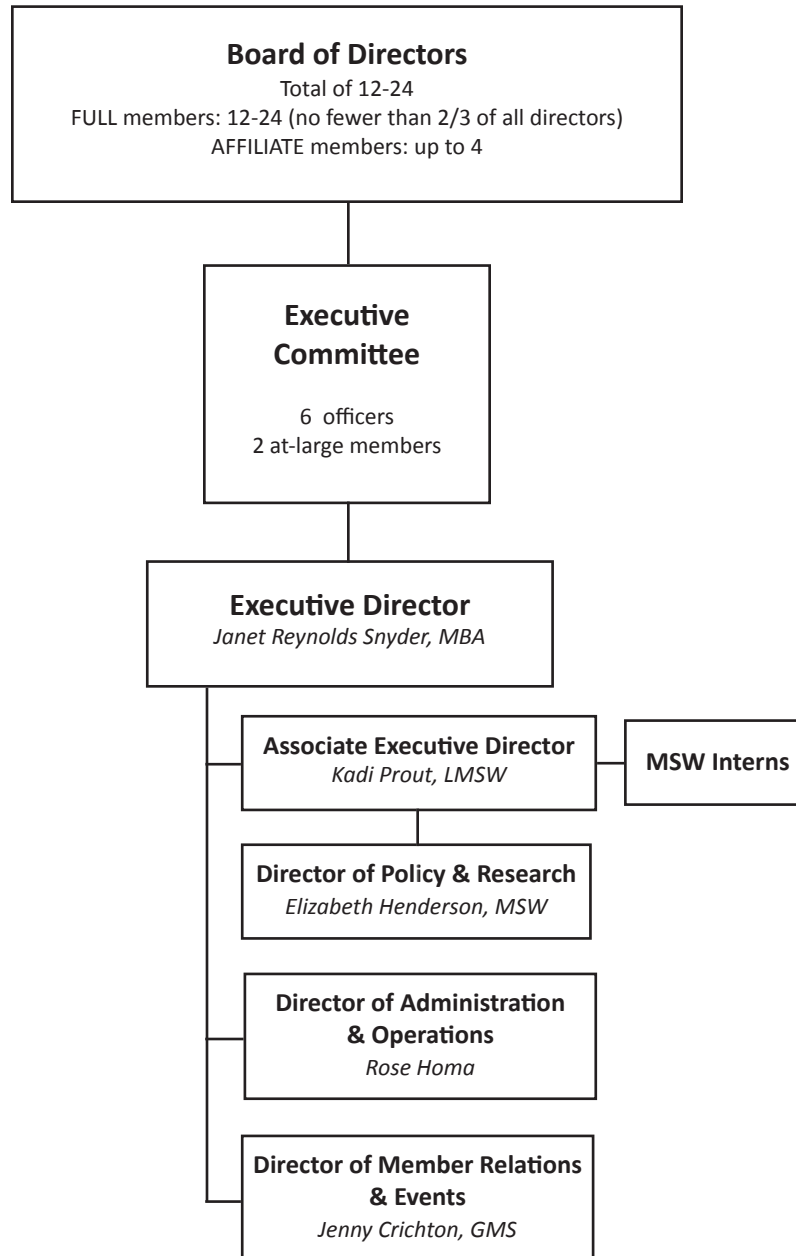
Section 8. Amendment of Articles of Incorporation or Bylaws

8.1. Amendment. The power to make, alter, or repeal all or any part of the Articles of Incorporation or these Bylaws shall be vested in the full and affiliate members of the Federation. Any change in the Articles of Incorporation or these Bylaws requires the affirmative vote of either: (1) A simple majority of the combined full and affiliate member representatives, including a simple majority of the full member representatives, or (2) a two-thirds (2/3) majority of the full member representatives. Any proposal to amend, alter, add to or repeal the Articles of Incorporation or the Bylaws shall not be acted upon unless included in the written or electronic notice sent at least thirty (30) days prior to the meeting date or specified ballot deadline. Voting may be by those authorized representatives present and/or by ballot sent to all full and affiliate member representatives.

—Amended by the Membership in April 2018



Organizational Chart



Updated March 2021

The Michigan Federation for Children and Families is especially grateful for the financial support of its **Corporate Sponsors:**



Advocate. Collaborate. Make a difference.



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