

NCP Employment Program

I. Executive Summary

Pursuant to the requirements of Sections 1115 of the Social Security Act [42 U.S.C. 1315], the Michigan Office of Child Support (OCS) is requesting a waiver of compliance with Section 454 [42 U.S.C. 654] and Section 455 [42 U.S.C. 655] in order to permit the activities and the reimbursement of costs associated with a Non-Custodial Parent (NCP) employment program which would not otherwise be included as a permissible activity or expenditure under the Act or previously authorized based on the state's approved Title IV-D plan. Specifically, we ask for waivers to: (1) Allow for a pilot program to operate in specific jurisdictions by waiving state-wideness or any other state plan requirements; (2) Allow for use of federal funds for employment and other services not otherwise allowable under current IV-D rules.

OCS is making this waiver request in order to develop, implement, and evaluate a program that provides occupational training, employment assistance, and other services to NCPs in the child support system as part of a pilot program which will eventually go statewide. Two-thirds of child support collections come from wage withholding, but a quarter of all NCPs have no or limited earnings.¹ Parents with sporadic and/or low-wage employment often fall behind in their child support payments, and are unable to connect to services in the community to assist them in increasing their employment skills for higher-paying, stable jobs. The proposed pilot program will target NCPs who owe child support, have limited earnings, and are not currently paying their orders in full. The goal of the program, which will operate Branch, Calhoun, Kalamazoo and St. Joseph counties, is to increase reliable child support payments among NCPs by preparing them to work in higher-paying, in-demand jobs with opportunities for career advancement.

The Michigan Department of Labor and Economic Opportunity (LEO) will be supplying \$500,000 in new funds for the two years of the pilot to pay the state share of the costs of the pilot activities. In addition to responsive child support practices offered by the four pilot counties, OCS will carry out the core services in collaboration with partner organizations that specialize in providing occupational skills training and sector-focused employment services.

The 1115 waiver request addresses \$2.9 million over three years. Michigan is putting in \$1 million and plans to draw down \$1.9 million. The budget is a two-year budget, but the project is a 3-year project to allow for evaluation. The precise timing of implementation and expenditures will depend on the timeline for review of this application and approval of the Terms and Conditions by OCSE. Assuming approval of the Terms and Conditions by Q1 of FY 2021 (i.e.,

¹ U.S. Department of Health and Human Services, Office of Child Support Enforcement. 2012. "Improving Child Support Outcomes through Employment Programs," Child Support Fact Sheet Series Number 11. Web site: https://www.acf.hhs.gov/sites/default/files/ocse/improving_outcomes_through_employment_programs.pdf

December 31, 2020), OCS will complete planning activities, solidify partnerships, and pilot processes for enrollment and service coordination and delivery for a small group of participants before the end of Q2 of FY 2021 (i.e. before March 31, 2021).

II. Introduction and Background

Nationwide, more than one-third of all children under 18 years of age — about 24 million children — live in single-parent families, a vast majority headed by single mothers. Child support is a critical source of income for custodial parents and their children. Despite vast improvements in collecting and distributing child support from NCPs (like automatic deductions from paychecks), more than half of the children owed child support in Michigan received less than 70% of the amount. Approximately 1 in 5 children didn't receive any child support.²

Child support receipt is also associated with improvements to child well-being,³ better cognitive development among young children,⁴ and better academic achievement among older children.⁵

While the child support program works well for those parents who have steady incomes through regular employment or other means, it has been less effective for the NCPs who have a limited ability to pay child support because of their limited earnings. These parents' — most of whom are fathers — sporadic employment patterns and low wages are attributable, at least in part, to broad shifts in the U.S. economy that have dramatically reduced the availability of well-paying jobs for workers without post-secondary education or training.⁶

The pilot program will primarily focus on the following activities:

² Guevara Warren, Alicia S. 2019 *Kids Count in Michigan Data Book: What It's Like to Be a Kid in Michigan*. Lansing, Michigan: Michigan League for Public Policy.

³ Sorensen, E., & Zibman, C. (2000). *To what extent do children benefit from child support?* Assessing the New Federalism, Discussion Paper, 99-11. Washington, DC: The Urban Institute.

⁴ Argys Laura M., Peters H. Elizabeth, Brooks-Gunn Jeanne, Smith JR. 1998. *The Impact of Child Support on Cognitive Outcomes of Young Children*. Demography, 35(2), 159-173.

⁵ Knox, Virginia. 1996. *The Effects of Child Support Payments on Developmental Outcomes for Elementary School-age Children*. Journal of Human Resources, 31(4), 816-840;

Graham, J.W., A. H. Beller, and Pedro Hernandez. 1994. "The Effects of Child Support on Educational Attainment," in I. Garfinkel, S. McLanahan, and P. Robins (Eds.), *Child Support and Child Well-Being* (pp.317-354);

Knox, Virginia and Mary Joe Bane. 1994. *Child Support and Schooling*. In I. Garfinkel, S. McLanahan, and P. Robins (Eds.), *Child Support and Child Well-Being* (pp. 285-316).

⁶ Autor, David. 2010. *U.S. Labor Market Challenges over the Longer Term*. MIT Department of Economics and NBER. Web site: <http://econ-www.mit.edu/files/6341>

- Occupational skills training to connect parents to the skills and training that will make them eligible for higher paying jobs in their local labor market.
- Sector-focused employment services that will help parents obtain a job, keep employment and potentially advance in their field, through job development and retention services.
- Support services to ease engagement and remove barriers to participation, namely responsive child support practices.

Prior Experience with Services for Noncustodial Parents

OCS, Branch, Calhoun, Kalamazoo, and St. Joseph County FOCs share experience providing services for NCPs, including:

- **The Michigan Prisoner Re-Entry Initiative** connects recently released prisoners to the FOC to assist with ensuring right sized orders, understanding rights as non-custodial parents/parenting time, and getting parents on track to pay support.
- **The Welfare-to-Work Non-custodial Parent Program (NCPP)** permitted the utilization of TANF funds on a non-custodial parent program, providing welfare-to-work services for non-custodial parents of children eligible for TANF program assistance. NCPP was a program that worked closely with unemployed and underemployed payers to help connect with Michigan Works!⁷ and other employment resources. This included funds for bussing, education, and other needs for the payer to help ease gainful employment.
- The **Michigan Works! NCP program** was geared toward helping payers of child support obtain employment. The program ran from 2001 until September 2009. The FOC offices worked closely with an employment counselor to make referrals as soon as they became aware of a payer's unemployed status, or received a court ordered referral. This program provided unique paid training opportunities along with free uniforms, bus tokens and sometimes vehicles for payers. After the program dissolved in 2009, the FOC offices continued to keep their partnership with the local Michigan Works! office by making referrals for anyone who was receiving food stamps. This informal process was not as robust and did not provide as many opportunities for payers. Because it is now informal, there is no official referral system or measurement of success/failure. In July 2001, strict participant parameters made even informal referrals impossible.
- The **SMILE Program** is in response to a need expressed by parents, the courts, family law attorneys, and community mental health professionals. SMILE, which stands for Start Making it Livable for Everyone, helps parents to recognize that the well-being of

⁷ Michigan Works! supplies services and support to Michigan's workforce development system. Michigan Works! members can access prompt, relevant professional development opportunities and ensure high-quality programs for all customers.

their children in a post-divorce environment largely depends on their own attitudes and behaviors toward each other. The SMILE program, designed as a tool to help parents deal with their children in the context of divorce, provides information about how parents can better define and attend to their children's emotions and needs. It also gives parents tools to develop closer relationships with their children. The program promotes parental cooperation by stressing the importance of co-parenting for children's well-being. It supplies specific behavioral guidelines so parents can relate to each other more positively. Each parent in a domestic relations action is required by the Branch County, Calhoun County and St. Joseph County Circuit Court to attend the SMILE Program. Attendance must be documented to the Court prior to approving a final judgment. The SMILE program is held at least once every other month in the evening or during the day.

- **The EDGE program** was a partnership between Goodwill Industries and community organizations in Calhoun County. It connected individuals living at 200 percent of the poverty level to education, work experience and certification to gain guaranteed employment. The Calhoun County FOC began serving as a referral partner to the program in 2013.
- Calhoun County FOC was one of two sites for the **Families Forward Demonstration (FFD) Project**. This was a grant-based voluntary employment program for non-custodial parents. The intention is to use lessons learned from FFD to optimize the proposed employment project.
- Calhoun County FOC also collaborated last year with the Michigan Department of Corrections to hold a one time “**Warrant Recall Event**” that allowed community members with open child support warrants to discuss their case and arrange with the court to resolve their warrant. Michigan Works! staff attended this event as well. The event was phenomenally successful and garnered quite a bit of community support.

III. Project Goals and Objectives

The pilot will provide OCS with the opportunity to implement a child support-led model that provides a comprehensive set of services that have previously been associated with successful outcomes in rigorous evaluations. The pilot will look to achieve these goals with the following services:

Services	Key goals
Occupational skills training	NCPs will get skills and a credential to qualify for a skilled occupation that has promising outlook in the local labor market and can lead to advancement pathways in the future.

Sector-focused employment services, including career counseling, job placement, and retention services	NCPs will receive customized employment services that will help them obtain and retain a higher-wage job and possibly advance in an in-demand industry. NCPs' personal barriers to program participation may also be addressed, if necessary, to ease their participation in the training program. Michigan will reference the Flexibility, Efficiency, and Modernization final rule to stretch its budget as far as possible.
Responsive child support practices	Decisions about enforcement and child support orders will be considered in the context of the pilot program so that NCPs can make reliable child support payments based on their income, reducing debt accumulation.

IV. Waivers Requested

Pursuant to the requirements of Section 1115 [42 U.S.C. 1315] of the Social Security Act, OCS is requesting a waiver of compliance with Section 454 [42 U.S.C. 654] and Section 455 [42 U.S.C. 655] in order to permit the activities and the reimbursement of costs associated with a noncustodial parent employment program pilot, which would not otherwise be included as a permissible activity or expenditure under the Act or previously authorized based on the State's approved Title IV-D plan. Specifically, we request waivers for the following:

- 1. Allow the pilot program to operate in specific jurisdictions within a state by waiving state wideness requirement.**

The pilot program will assess services that are not currently offered by OCS, including demand-driven occupational training and employment services. Drawing on the lessons from OCSE-sponsored Child Support Noncustodial Parent Demonstration (CSPED) and Building Assets for Fathers and Families (BAFF) demonstration, the pilot project will serve a small but substantial sample because the services require considerable staffing, time, and budget commitments. In Michigan, the experience of launching and assessing such a program in Branch, Calhoun, Kalamazoo and St. Joseph counties can inform future efforts to improve employment and child support outcomes statewide.

- 2. Allow for use of federal funds for employment and other services not otherwise allowable.**

Some of the services proposed through non-custodial parent employment program will be eligible for IV-D funding under current rules, including certain activities related to case

management. However, the core of the pilot program is occupational training that allows NCPs to qualify for higher-paying jobs, which will require waivers to use federal funds. Other employment services like job search assistance and placement and retention activities will also require a waiver.

V. Geographic Location

OCS has selected Branch, Calhoun, Kalamazoo, and St. Joseph counties as the pilot sites. For several years, the FOC offices in all four counties have expressed an ardent desire to help noncustodial parents obtain services that can improve their ability to meet their child support obligation. All four counties have large enough populations to meet the needs of the project and have resources available to supply the necessary services. In Michigan, the experience of launching and evaluating such a program in these four counties can inform future efforts to improve employment and child support outcomes statewide.

The Michigan Department of Labor and Economic Opportunity (LEO) has contracted with Michigan Works! to supply services to these four counties. Michigan Works! Southwest is building local prosperity one excellent job at a time. They build connections between job seekers looking to grow their careers and employers seeking quality candidates with the job skills needed. They look at the big picture, watching employment trends and collaborating with community partners to make sure connections are made between employers, educators, trainers, and employees.

They are plugged into the specific opportunities in each of the four counties that will be involved in the pilot. As local community members, they have a deep understanding of existing and growing industries, training and education opportunities, and the status of the local workforce. They integrate services across agencies and programs for maximum impact.

Branch County has \$38,730 median earnings which is the smallest median earnings of the four pilot counties. The 2010 United States Census⁸ shows Branch County had a 2010 population of 45,248. This decrease of -539 people from the 2000 United States Census is a -1.2% decrease during the decade. In 2010 there were 16,419 households and 11,350 families in the county. The population density was 89.4 per square mile. There were 20,841 housing units at an average density of 41.2 per square mile. The racial and ethnic makeup of the county was 90.9% White, 3.0% Black or African American, 0.4% Native American, 0.4% Asian, 4.0% Hispanic or Latino, 0.1% from other races, and 1.2% from two or more races. From 2016 to 2017, employment in Branch County grew at a rate of 1.12%, from 18,700 employees to 18,900 employees. The most

⁸ "U.S. Census website". US Census Bureau. Retrieved April 30, 2020.

common job groups, by number of people living in Branch County are Production Occupations (2,795 people), Office & Administrative Support Occupations (2,501 people), and Sales & Related Occupations (1,666 people)⁹.

St Joseph County has \$39,117 median earnings. The 2010 census shows St. Joseph County had a 2010 population of 61,295. This decrease of -1,127 people from the 2000 United States Census is a -1.8% population change in that decade. In 2010 there were 23,244 households and 16,275 families in the county. The population density was 122.4 per square mile. There were 27,778 housing units at an average density of 55.5 per square mile. The racial and ethnic makeup of the county was 88.0% White, 2.5% Black or African American, 0.4% Native American, 0.7% Asian, 6.6% Hispanic or Latino, 0.1% from other races, and 1.8% from two or more races. From 2016 to 2017, employment in St. Joseph County grew at a rate of 2.36%, from 27,000 employees to 27,600 employees. The most common job groups, by number of people living in St. Joseph County are Production Occupations (6,597 people), Office & Administrative Support Occupations (2,978 people), and Management Occupations (2,184 people)¹⁰.

The median household income of a Calhoun County resident is \$43,199 a year. The 2010 United States Census¹¹ shows Calhoun County had a 2010 population of 136,146. This is a decrease of -1,839 people from the 2000 United States Census. Overall, the county had a -1.3% growth rate during this ten-year period. In 2010 there were 54,016 households and 35,220 families in the county. The population density was 192.8 per square mile. There were 61,042 housing units at an average density of 86.4 per square mile. The racial and ethnic makeup of the county was 79.8% White, 10.7% Black or African American, 0.5% Native American, 1.6% Asian, 4.5% Hispanic or Latino, 0.1% from other races, and 2.7% from two or more races. From 2016 to 2017, employment in Calhoun County grew at a rate of 0.397%, from 57,900 employees to 58,200 employees. The most common job groups, by number of people living in Calhoun County are Production Occupations (8,980 people), Office & Administrative Support Occupations (6,758 people), and Sales & Related Occupations (5,665 people)¹².

The county with the highest median earnings of the pilot group is Kalamazoo County with earnings of \$46,142. As of the 2000 United States Census,¹³ there were 238,603 people, 93,479 households, and 57,956 families living in the county. The population density was 425 people per

⁹ Data from the Census Bureau ACS 5-year Estimate

¹⁰ Data from the Census Bureau ACS 5-year Estimate

¹¹ "U.S. Census website". United States Census Bureau. Retrieved April 30, 2020.

¹² Data from the Census Bureau ACS 5-year Estimate

¹³ "U.S. Census website". United States Census Bureau. Retrieved April 30, 2020.

square mile. There were 99,250 housing units at an average density of 177 per square mile. The racial makeup of the county was 84.57% White, 9.73% Black or African American, 0.41% Native American, 1.83% Asian, 0.03% Pacific Islander, 1.27% from other races, and 2.15% from two or more races. 2.64% of the population were Hispanic or Latino of any race. 18.3% were of German, 11.5% Dutch, 10.3% English, 8.4% Irish and 7.2% American ancestry according to Census 2000. 93.7% spoke English and 2.8% Spanish as their first language. From 2017 to 2018, employment in Kalamazoo County grew at a rate of 0.623%, from 133,000 employees to 134,000 employees. The most common job groups, by number of people living in Kalamazoo County are Office & Administrative Support Occupations (14,715 people), Management Occupations (12,549 people), and Sales & Related Occupations (12,221 people)¹⁴.

VI. Duration of the Project

OCS expects to draw federal financial participation for service delivery, and evaluation.

This pilot employment program for unemployed and underemployed child support obligors in Branch, Calhoun, Kalamazoo, and St. Joseph counties will begin in January 2021. The pilot program will be in place for two years, with a possibility to expand to other counties at the end of the first year if proven successful. The evaluation period for year one will begin in year two and will extend into a third year, ending in January 2024.

Target Population and Estimated Number of Families Served

An estimated 280 participants will be enrolled in the pilot project annually (70 per county). Although there will be differences in targeting and recruitment between the four counties, child support payors who are enrolled will receive the same workforce development services. The target population will be any unemployed or underemployed NCP who lives in one of the four pilot counties and has a child support case in one of the four pilot counties. Potential candidates who are awaiting sentencing on a criminal case will not be enrolled until after their sentencing hearing, to decide if they will be available. Potential candidates with self-disclosed barriers that include substance abuse or mental health issues will be required to obtain treatment for those issues before enrolling.

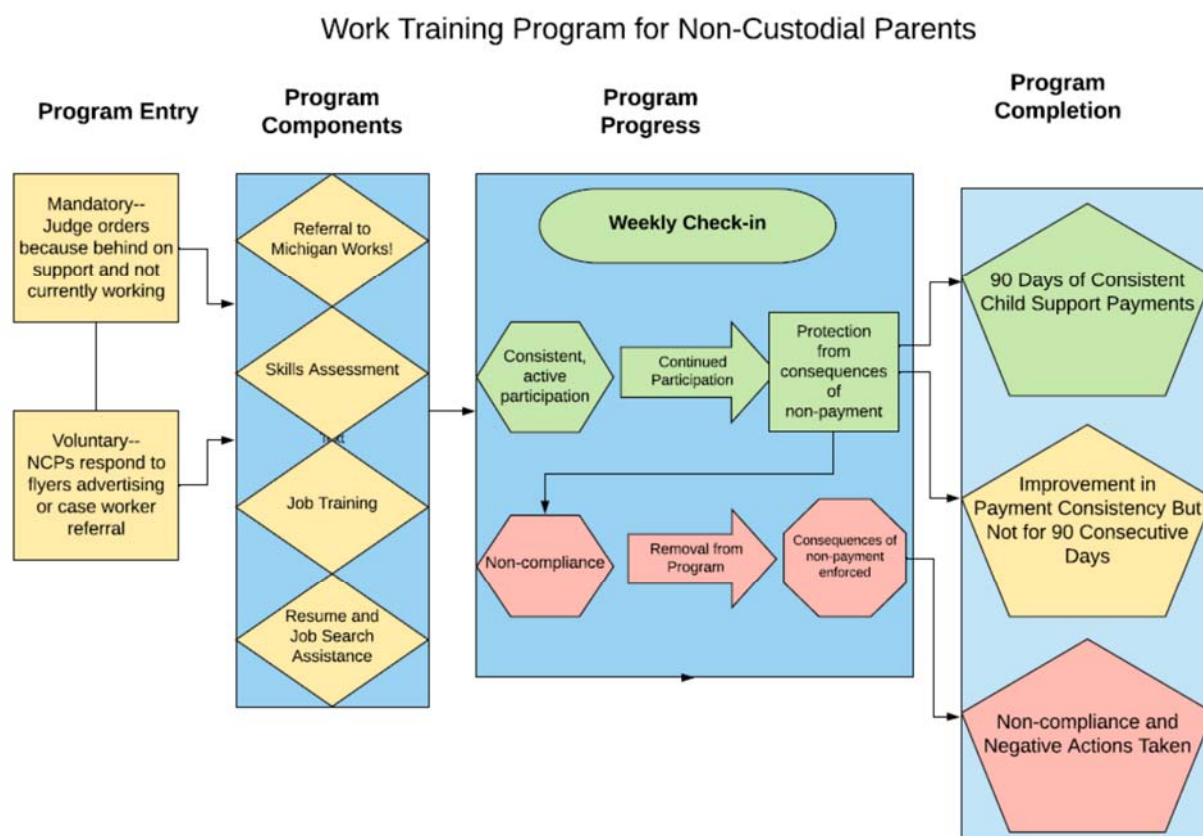
The pilot will be an innovative approach to target eligible child support payors in a low-cost way. The four pilot counties will target those child support payors who are most likely to otherwise have enforcement actions taken against them. However, instead of implementing enforcement actions, they will have the potential to be referred to workforce specialists. Participation by the child support payor may be voluntary or court ordered.

¹⁴ Data from the Census Bureau ACS 1-year Estimate

VII. Project Description

The program model includes both voluntary and mandatory, court-ordered participation in workforce development services with the threat of enforcement activities such as jail time for non-participation for the child support payor. The evaluation will be designed to examine the effects of the pilot on child support collections and other forms of support, workforce development participation, earning and employment, unemployment claims, and TANF and other benefits received by the associated custodial parent.

The figure below shows how participants will move through the program:



Once participants enter the program, either through mandatory court ordered participation or voluntary enrollment, they are referred to Michigan Works! At the Michigan Works! program participants will receive a skills assessment and offered a menu of job and training help. Participants can choose what level of aid they wish to receive. Participants might only ask for resume and job search aid, others may seek help with completing their GED, others may ask for extended job training. Participants check in once a week and if they are engaged in the job readiness or training program that they have selected; they are complying. As long as a participant is actively participating, they are sheltered from negative consequences of non-

payment of child support, regardless of the mode in which they have entered the program, however, it is likely that the mandatory participants are at risk of facing harsher penalties if they do not comply since they have already been referred to court for non-payment.

Participants can exit the program in one of three ways which can best be described as a continuum of success. The most successful participants will be measured as having at least 90 days of continuous consistent child support payments. Other participants may have completed training or job search activities but are still not paying child support consistently over a period of 90 days or more. Lastly, some participants may have dropped out of the program having not completed their chosen program of job help and faced negative consequences of non-payment support such as jail.

Expected effects of the pilot are summarized in Table 1. The pilot program is expected to lead to increased and more consistent child support collections, increased employment, reduced unemployment claims, and reduced reliance on TANF or other benefits by the associated custodial parents.

Table 1. Research Questions and Expected Effects

Research Question	Expected Effect
Q1. Payment of child support	+
Q2. Consistent payment of child support	+
Q3. Workforce development participation by child support payor.	+
Q4. Employment and earnings of child support payor.	+
Q5. Unemployment claims by child support payor.	-
Q6. Use of TANF or other benefits by custodial parent.	-

OCS and Labor and Economic Opportunity (LEO) joined forces to develop this pilot project, which will establish links among IV-D offices responsible for child support issues and local Michigan Works! to provide employment services. It serves child support payors in the enforcement phase of the child support cases, during which collections are checked and enforced by the Friend of the Court offices in each county. Communication between the collaborating agencies is integral to the success of the pilot program.

VIII. Evaluation Plan

In order to obtain an objective outside assessment of the pilot, OCS will utilize its Performance Evaluation and Analysis unit to study the implementation of the pilot program and to conduct an analysis of the program impacts on key outcome measures. In addition to figuring out what proportion of participants meet the highest level of success, complete child support payments for 90 consecutive days, the evaluators will address two primary outcomes of interest from the child support program point of view:

1. Does the program lead to increased child support payments by child support payors?
2. Does the program lead to more consistent payment of child support over time?

It will also address two primary outcomes from the workforce program point of view:

3. Does the program lead to increased workforce development participation by child support payors?
4. Does the program lead to increased employment rates and earnings levels by child support payors?

Added research questions concerning secondary outcomes of interest are as follows:

5. Does the program for child support payors lead to decreased TANF participation, or participation in other public aid programs such as SNAP, for the associated custodial parents and their children?
6. What percentage of participants actively engaged in workforce development activities? Was the participation rate different for voluntary versus court ordered participants?

Other exploratory questions which will be examined in the evaluation are:

7. What percentage of participants obtained full-time jobs? Part-time jobs? Subsidized jobs? What percentage remained employed for 12 months?
8. Do the benefits of the program outweigh the costs associated with implementation?

These questions will be evaluated by using a quasi-experimental, pre and post intervention design with separate comparison groups for both mandatory and voluntary participant groups. The comparison group will consist of similarly situated child support payors in the same geographical areas who are not taking part in the pilot program. Since we expect 280 participants across 4 sites, with two different modes of entry into the program, we are mindful that small impacts might be hard to detect. Because of this, we will implement the program as identically as possible across all four sites to help limit variation between locations.

The evaluation will rely on administrative data from child support, social welfare, job training and employment systems as well as relevant case file information. Methods of analysis will include regression and/or ANOVA models, as well as cross-tabulations with comparisons of means and proportions and cost estimation methods.

OCS expects the pilot program to lead to increased and more consistent child support collections increased employment, reduced unemployment claims, and reduced reliance on TANF or other benefits by the associated custodial parents. It is important to recognize that this impact evaluation will not measure the impact of workforce development participation per se. Instead the impact of the pilot will capture the effect of voluntary participation or being ordered into the program, together with the corresponding threat of enforcement actions, such as jail time, for noncompliance. Thus, it is expected that not all child support payors ordered into the program will take part in the pilot activities, and in fact, some part will end up having enforcement actions

taken. Additionally, voluntary participants may also stop taking part in pilot activities and end up having enforcement actions taken.

Post-program outcomes will be checked for a minimum of nine months for all measures, and for one year for child support collections and unemployment claims.

The outcomes analyses will be designed to examine research questions related to the extent to which those taking part in the pilot are engaged in the program:

- Does the pilot lead to increased workforce development participation by child support payors?

It should be noted that due to a lag in reporting of Unemployment Insurance earnings, these outcomes will address three fewer months of follow-up than do the monthly child support measures. Therefore, these earnings outcomes will be only three to six months post program follow-up for participants.

IX. Project Management and Staffing Plan

Primary contacts for waiver

- Julie Vandenboom, OCS Re-Engineering Specialist
- Kimberly Kerns, OCS Administrative Assistant

Pilot Staffing

On a daily level, each Friend of the Court office will have at least one staff person who is familiar with the details of program operation. This person has the authority to meet with partners to address systemic problems and make decisions in individual cases. The staff members have been named as Vicki Joza (Kalamazoo County), Helen Miles (Calhoun County), Megan Reynolds (Calhoun County), Julie Wirtz (St. Joseph County), Allison Perry (St. Joseph County), Amy McFarland (Branch County), Allison Foster (Branch County) and Lona Julien (Branch County). Friend of the Court staff are committed to and experienced with working with hard-to-serve populations that face multiple challenges to employment and varying levels of motivation.

In each county enforcement officers and workforce development staff will work with child support payors who need aid in preparing for, finding, and maintaining employment.

Michigan Works! staff will supply employment services to child support payors to assist the unemployed or underemployed child support payor in obtaining and retaining employment. Although individual staff have yet to be named, employment services will include

- Assessment
- Registration in Michigan Works!

- Case management
- Job referrals
- Support services
- Specialized training
- Skills development
- Retention services

X. OCSE Oversight and Involvement

OCS expects a close, collaborative partnership with OCSE. We will set up a formal communication structure during the pilot to update OCSE on progress and to seek input in the program design, implementation, and evaluation. There will be monthly calls during the first year of the pilot project and bi-monthly calls in the second and third year.

XI. Budget

	Jan. 1, 2021 - Sep. 30, 2021	Oct. 1, 2021- Sep. 30, 2022	Oct. 1, 2022- Dec. 31, 2022	Total
Education/Training Activities (Funding to Training Providers)	50,000	50,000	50,000	150,000
Job Search/Job Readiness	748,530	748,530	748,530	2,245,590
Total Direct Client Services	798,530	798,530	798,530	2,395,590
Supportive Services:				
Public Transportation	15,000	15,000	15,000	45,000
Other Supportive Services	60,000	60,000	60,000	180,000
Total Supportive Services	75,000	75,000	75,000	225,000
LEO Administration	-			-
General Administrative Costs	97,058	97,058	97,058	291,174
State Level Administrative Costs	-			-

Total Administration	97,058	97,058	97,058	291,174
	970,588	970,588	970,588	2,911,764

Michigan Works! will be co-enrolling participants in other programs that they are eligible to take part in to maximize funding.

A recent review of employment services provided by child support programs conducted by the Administration for Children and Families notes that “child support programs across the country are finding it cost-effective to operate work-oriented programs for unemployed NCPs.” The Texas NCP Choices program, which provides various services with a “work first” approach, has collected almost \$30 million during the fiscal years 2006 and 2010; the average child support collections per participant for the program is nearly \$2,000 more than the average cost per participant. Similarly, the Strengthening Families through Stronger Fathers Initiative in New York State, which placed NCPs in jobs using a case management model, found that participants paid 38 percent more in child support one year after enrollment, when compared to a carefully matched comparison group.

If the pilot is implemented statewide, however, more flexible funding might be arranged, whether from the workforce or the child support side, that would allow this program to benefit more child support payors who are having difficulties financially supporting their families.