

Annual Report  
2004

# Muskie School of Public Service



UNIVERSITY OF  
SOUTHERN MAINE



In 1990, when the Edmund S. Muskie School of Public Service at the University of Southern Maine was named in his honor, Senator Muskie challenged students, faculty, and researchers to make a real difference in the lives of the people of Maine and the nation.

The School promotes a vigorous civic culture, enhances democratic governance, and improves capacity for effective policymaking, management, and planning in all sectors of society. Through its teaching, research and public service, the School is educating leaders, informing policy and practice, and strengthening civic life.

In all its activities, the School carries on the values, ideals and contributions of Edmund S. Muskie as exemplified in his long and distinguished career as a public servant for Maine and the nation.

*“The Muskie School is here to develop leaders,  
develop knowledge, develop ways in which to  
use knowledge. Public service needs constant  
attention and constant improvement.”*

*—Edmund S. Muskie*

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# Profile of the Muskie School

## Educational Programs

Faculty: 24

Adjunct Faculty: 14

### Doctoral Program

Public Policy

### Master's Programs

Community Planning & Development

Health Policy & Management

Public Policy & Management

Joint degrees with the University of Maine

School of Law

### Certificates of Graduate Study

Advanced Research and Evaluation Methods

Applied Research and Evaluation Methods

Child and Family Policy & Management

Community Planning & Development

Health Policy & Management

Nonprofit Management

### Student Enrollment (2004/2005)

|                                    |            |
|------------------------------------|------------|
| Matriculates                       | 100        |
| Certificate/other non-matriculates | 97         |
| <b>Total</b>                       | <b>197</b> |

### Professional Development (examples)

Child Welfare Training Institute

Maine Municipal Leadership Program

Center for Learning

Professional Development Enrollment ~4,500

## Research Programs

Professional and Support Staff: 275

Projects: 190 (in all 16 counties of Maine and every state in the nation)

### Research Institutes

Institute for Child & Family Policy

Institute for Health Policy

Institute for Public Sector Innovation

### National Centers

Community Partnerships for Older Adults

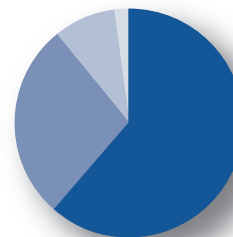
Maine Rural Health Research Center

National Child Welfare Resource Center for  
Organizational Improvement

New England Environmental Finance Center

### Funding Sources (fiscal year 2004)

|                              |                     |
|------------------------------|---------------------|
| Federal (state administered) | \$21,336,492        |
| Federal                      | \$9,653,217         |
| Private                      | \$3,049,318         |
| State                        | \$749,483           |
| <b>Total</b>                 | <b>\$34,788,510</b> |



|                              | 2003 | 2004 |
|------------------------------|------|------|
| Federal (state administered) | 72%  | 61%  |
| Federal                      | 11%  | 28%  |
| Private                      | 15%  | 9%   |
| State                        | 2%   | 2%   |

# Letter from the Dean

Dear Friends and Colleagues,

Welcome to the 2004 Annual Report from the Muskie School of Public Service at the University of Southern Maine. This report highlights some of last year's notable activities, provides summaries of our research projects, and lists recent publications.

This year, we are featuring an overview of our work in rural policy and development to emphasize the impact we are having in this area throughout Maine and the nation. Faculty and students in the academic programs as well as staff from each of our research institutes are tackling critical issues facing rural America today—whether it's expanding access to health care, improving child welfare services, or developing new strategies for economic development. Please take a look on the next page to learn more about our work in this area.

In addition to our faculty, staff and students, the School is strengthened by an extended community of individuals dedicated to public service. For instance, Shep Lee, owner of Lee Auto Malls and a long-time member of the School's Board of Visitors, was awarded the 2004 Muskie Access to Justice Award in recognition of his lifelong commitment to justice for low income and elderly Americans and for upholding the principles of the late Senator Edmund S. Muskie.

Our alumni—numbering more than 300—continue to make a difference in people's lives in Maine, the U.S. and the world. For example, Muskie Alum Brian Dancause was named Maine's 2004 Small Business Research Advocate of the Year by the U.S. Small Business Association for his contribution to a project that examined Maine's efforts to support entrepreneurs. There are many examples just like this one.

I am proud of the work we do, and extend my congratulations to the entire Muskie community for their important contributions to public service.



Karl Braithwaite  
Dean



# A Focus on Rural Policy and Development

Rural America faces unique challenges from health care to economic development. Because of the small size of rural populations, the distinct nature of rural economies, and the frequent lack of rural infrastructure, urban solutions to these challenges often don't work. The development of policy strategies that fit the rural context requires generating information and insights about rural people, places, and programs, something the Muskie School's research and academic programs have been providing nationally and in Maine for more than 15 years. The School dedicates much of its work to meeting the needs of the rural state in which it is located, and applies this experience and knowledge to national and international rural issues.

The School's contributions to rural policy and development range from research on the problems of rural health to technical assistance for rural human services organizations in Maine and elsewhere. Internationally, members of the Muskie School faculty have worked with foreign governments and agencies on farming and land use policies. Some outcomes of the School's work include decreasing medical errors in rural hospitals nationwide, developing Web-based training for Maine's rural health providers, and increasing by 33% the number of eligible rural seniors in Waldo County Maine who are enrolled in the food stamp program.

In 2004, the School's work expanded significantly with a new national initiative in rural health services and policy research. Also highlighted are two completed studies that offer useful findings to state and local policymakers in Maine, and a multi-year project to improve the well-being of the nation's children.

## Studying Mental Health in Rural America

Since 1992, the School has been funded by the U.S. Department of Health and Human Services to carry out a number of national projects related to rural health care. Due in part to this successful relationship, the School was awarded \$2 million to support the Maine Rural Health Research Center—one of eight centers nationwide.

Over the next four years, the Center's primary focus will be on studying mental health and substance abuse in rural America. Researchers are currently working on a national chart book to identify patterns of substance abuse by type of drug and geographic area. This information will be used to help understand the growing problem of substance abuse in rural areas and how this problem can be addressed in areas of greatest need.

The Center is also working on national projects to assess the impact of mental health and emotional stress on employment patterns in rural areas and examine the patterns of health insurance coverage among rural families.

## Investigating Rural Youth Out-Migration

For decades, Aroostook County, Maine's northern-most county, has faced the problem of youth migrating out of the region. The Center for Business and Economic Research, a joint program of the Muskie School and the USM School of Business, conducted a study to examine the reasons that young people leave the county and to suggest policies and programs to help retain youth or encourage those who leave to return.

Among several findings, researchers discovered that, most often, high school students in Aroostook County leave to pursue higher education and its associated careers. The study concluded that it will be easiest to retain youth for careers in health, social services, and education and most difficult for those interested in scientific, artistic, and technological occupations. Researchers suggested that urban amenities such as cultural events, night life, and shopping are important to youth who seek attractive locations to live and work. The development of these cultural amenities should be a priority among efforts to retain youth.



## Sustaining Maine's Rich Agricultural Heritage

Increasingly, small independent farms have been disappearing from the Maine landscape. The Maine Farms for the Future Program (MFFP) is a competitive program that provides selected Maine farm owners with assistance in developing and implementing a detailed business plan to increase the viability of their farm. The School evaluated MFFP's impact, gathering information on business plan awareness, managerial skill development, and the overall value of the program to participants.

Results indicated that MFFP has been highly successful. The program appears to have had a positive influence on advancing participating farmers' knowledge and skills as business managers, and has increased their involvement in farm management activities. They have become better stewards of the land, and more able to market their products, remain viable businesses, and contribute economically to the state.

## Evaluating Efforts to Reduce Violence in the Lives of Rural Children

In Washington County, Maine, residents estimate that violence occurs in one-third of all households. Research has demonstrated the link between children's exposure to violence and life-long distress, including low self-esteem, difficulties in personal relationships, and increased risk of violent behavior. Keeping Children Safe Downeast (KCSD), one of 11 federally-funded initiatives nationwide, is designed to reduce the impact of violence in the lives of children from birth to age six in Washington County by ensuring that children exposed to violence receive timely and appropriate services. The School evaluated how effectively KCSD met its goals and assessed the impact of specific activities. The School helped mediate and translate information between the diverse rural communities of Washington County and a complex federal initiative. The School presented Washington County's KCSD accomplishments to counterparts across the nation and at the International Family Violence Research Conference.



## USM's First Distinguished Professor

In 2004, **Dr. Mark Lapping**, professor of public policy at the Muskie School, was named the University of Southern Maine's first Distinguished Professor in recognition of his outstanding contributions to teaching, scholarship, and public service.

He is the author of several best-selling books and well over 150 articles and monographs, and serves on the editorial boards of the *Journal of the American Planning Association* and the *Journal of Rural Studies, Agriculture and Human Value*, and *Small Towns*. Dr. Lapping has been a consultant to governments and agencies throughout North America and in several nations.

In Estonia, Dr. Lapping's research focused on agricultural development and rebuilding a democratic society that had lost much of its rural social infrastructure. This eventually led to determining how educational institutions could play a central, formative role in the cultivation of a civil society. Last year, Dr. Lapping published a paper resulting from this work, "Education in a Restoration Democracy: The Case of Estonia" in *Citizenship, Social and Economics Education: An International Journal*.

Dr. Lapping is currently working with the Institute of Island Studies at the University of Prince Edward Island in Canada to understand how island cultures use their resources to sustain institutional life and civic society. For the Canadian government, he is assessing how NAFTA impacts policy decisions for perishable foods—an important ramification for Maine and Prince Edward Island, places that are among the largest producers of potatoes in North America.

Dr. Lapping is also part of a team from the U.S. Department of Agriculture, the University of Nebraska, the American Farmland Trust, and other institutions evaluating programs and policies that bring together farmland preservation programs, policies to enhance the economic viability of agriculture, and smart-growth strategies as a means toward sustaining farming across the nation.

# Informing Policy & Practice

For more than 20 years, the Muskie School has been

building a national reputation around critical areas of policy development and management.

At the same time, the School is increasing its impact in Maine at the state and local levels.

## Putting Maine on the Map: a National Resource for Child and Family Well-Being

All states across the nation face serious challenges as they strive to improve the safety and well-being of children and families. To address these challenges, the federal government has developed a national network of resource centers to assist public and private child welfare agencies in their efforts.

Last fall, the Muskie School's National Child Welfare Resource Center for Organizational Improvement was selected by the U.S. Department of Health and Human Services to coordinate the seven National Resource Centers located throughout the United States. In addition to providing assistance around organizational management, the Center is now the single point-of-entry for states, tribes, and communities to request on-site training and technical assistance on all issues related to child and family services.

A recognized national leader in its field, the Center puts the Muskie School and Maine on the map with regards to expertise and experience around critical national issues related to child welfare. Since 1985, the Center has worked with agencies in all 50 states to make improvements to services for children and families.

In 2004, for example, Center staff worked with the New Hampshire Department of Health and Human Services to create an agency-wide program improvement plan that supports case work practice, expands collaboration with other agencies, and meets federal performance standards designed to improve outcomes for the children and families they serve. Center staff also shared model practices from

other states and helped develop a measurement strategy to monitor the plan's progress.

In Montana, the Center helped the state's child welfare agency adapt a new tool, originally developed in Arizona, for reviewing child welfare cases. Center staff

recommended the tool for a more qualitative approach to reviewing its child welfare cases, measuring program impact, and providing regular feedback to social workers about effective case practice.



## Studying Ways to Reduce Health Care Costs

Faced with soaring costs, the health care industry has shown growing interest in insurance plans that group providers into tiers based on quality and value. Using tiered networks, health insurance plans may be able to reduce costs and improve quality by encouraging consumers to shop critically for services, choosing certain hospitals and physicians over others. In 2004, the School received a grant to conduct a multi-year national study of tiered provider networks. Researchers are surveying employer-sponsored health plans throughout the U.S. to find out where and how tiered networks are being offered, what criteria health plans are using to evaluate hospitals and physicians, and what the early impact of tiered network plans has been.

## Discovering Maine's Creative Economy

Cities and states across the nation have been looking to the creative economy as a means toward revitalizing communities and creating jobs. With much of the existing research focused on urban areas, researchers at the Muskie School studied the creative economy in Maine to help understand its role in rural states. Among several findings, the team discovered that Maine's creative sectors are among the fastest growing in terms of job creation and constitute as much as 11% of the Maine workforce. The findings were presented at a statewide conference and incorporated into a series of recommendations presented to Maine's governor.

## Improving State Agency Responsiveness and Efficiency

A program developed by the Muskie School and Maine's Department of Health and Human Services has improved agency responsiveness and efficiency by ensuring that, for the first time ever, agency staff receive consistent, first-rate training. The Standard Eligibility Policy Training (SEPT) program provides specialists in Maine's Bureau of Family Independence (BFI) with standardized training on how to implement program policy and utilize the state's online eligibility system. BFI specialists are responsible for determining eligibility for Maine's Food Stamp, MaineCare, and Temporary Assistance for Needy Families (TANF) programs. In 2004, the program was recognized by the National Staff Development and Training Association as the most innovative, practical, and successful approach to staff training.

## New Staff Profiles

**Vanessa Pelzer Bell**, Project Specialist, Institute for Health Policy, previously worked as a state Individual Support Coordinator for adults with mental retardation/autism in Maine. At the School, Vanessa is working with the state on a project that will offer adults with mental retardation/autism more choice and control over services they receive.

**Matt Craig**, Technical Program Coordinator, Casco Bay Estuary Project, is working on stormwater, shellfish, and habitat restoration projects. Previously, he worked at the New Hampshire Estuaries Project, Ducks Unlimited, a regional planning commission, and the Earthwatch Institute.

**Olan Johnston**, Coordinator, Institute for Public Sector Innovation, has been a paramedic, firefighter, police officer, and a trainer in emergency response to terrorism. Through a cooperative agreement with the Maine State Planning Office, he serves as the statewide director of Maine Citizen Corps, an affiliate of the federal government's grassroots effort to prepare communities for emergencies.

**William Johnston**, Research Associate, is the Water Program Manager at the New England Environmental Finance Center, where he oversees projects related to water quality and supply, with a focus on financial considerations. He has worked for more than 20 years in natural resource management, land use regulation, and community planning.

**Steven Preister**, Associate Director, National Child Welfare Resource Center for Organizational Improvement, served for five years as the director of training and technical assistance for the National Child Welfare Resource Center for Family-Centered Practice in New York City. He has directed a family service agency, a university family research center, and a family policy and education foundation, and holds a doctorate in social work from The Catholic University of America.

**Michelle White**, Evaluation Specialist, Institute for Public Sector Innovation, has worked as a pediatric occupational therapist and as Director of Programs for the international children's rights organization, Free the Children. She is program coordinator for the Muskie School's collaborative program with the Bureau of Health on HIV/AIDS care programs.

**Martha Elbaum Williamson**, Research Associate, Institute for Public Sector Innovation, worked as a Senior Evaluator at the U.S. Government Accountability Office (GAO). At the School, she is evaluating the Healthy Maine Partnerships program and developing a strategic plan to help implement a statewide injury surveillance system.

**Sun Young Yoon**, Research Associate, Institute for Child and Family Policy, was previously a lecturer at Ewha Womens University in Seoul, South Korea. At the School, she is analyzing data collected from grantees funded by the U.S. Office on Violence Against Women. She holds a Ph.D. in Child and Family Studies from the University of Wisconsin at Madison.



## Researcher Publishes Study on Health Insurance

**Erika Ziller**, Research Associate, joined the Muskie School in 1998 following a career in public health when her interests shifted from clinical work to policy research and development. By tackling health care problems systemically, Ms. Ziller believes she is having a greater impact on people's lives both in Maine and the nation.

Much of Ms. Ziller's research has focused on access to health insurance. In 2004, she was the primary author of an article that appeared in the national health policy journal *Health Affairs* and reported results of a study on the patterns of individual health insurance coverage. Little is known about people who purchase health coverage directly from insurance companies. Using national data, Ms. Ziller and her colleagues found that people usually buy individual coverage for a short time and to cover gaps in coverage between jobs. A better understanding of the dynamics of this market will be useful to federal and state efforts to reform the individual insurance market.

Ms. Ziller is also working on a study of uninsured families in rural areas for the School's Maine Rural Health Research Center. Previous studies have found higher uninsured rates among rural residents, but an understanding of the patterns of health insurance coverage within rural families remains limited. According to Ms. Ziller, the findings from this study will help policymakers improve existing public and private insurance systems in ways that will be most effective for rural families.

In addition to her research, Ms. Ziller is a doctoral student in the Muskie School. For her dissertation, she plans to study the nature and patterns of health insurance coverage for the working poor, a group that often bears the greatest burden in trying to maintain health coverage.

# Building Communities

At the Muskie School, education extends beyond the classroom.

Students, working with faculty and staff, engage policymakers, business leaders, and people out in their communities to help find effective solutions to real-life issues.

## Acquiring Knowledge through Public Service: Students Promote Community Development

Many students at the Muskie School participate in projects that not only enhance their learning experience, but also provide valuable services to Maine communities. Last spring, more than 75 planning board members, city councilors, transportation officials, planners, developers, and residents representing towns from Augusta to York gathered on the USM campus for a day-long conference titled “Using Sustainability as a Tool for Responsible Decision Making.” The conference, organized by students at the Muskie School, provided critical information about sustainable development and demonstrated how communities are incorporating it into their planning processes. Seven students in the School’s Community Planning and Development (CPD) program received the Maine Association of Planners 2004 Student Award for their leadership and planning of the conference.

In another example, students prepared a report for Chebeague Island, a community of Cumberland, Maine, that provided the necessary research for town councilors to



receive a planning grant to study island housing. In the report, the students outlined the issues impacting housing on Chebeague—demographics, types of housing

available, and property taxes—and offered a variety of strategies to address the problem, including the creation of a community land trust, zoning regulations, tax increment financing, and further studies on housing and land availability.

## Evaluating Programs for Maine Nonprofit Organizations

Three students worked together on an independent study to help a local nonprofit organization evaluate its programs and consider ways to improve the organization. As a result of the project, The Board Network, which provides training and recruitment services to nonprofit boards of directors in Maine, has gained new perspectives on its programming and a set of tools for future evaluations.

## Examining Health Insurance Resources for Young Adults

A Health Policy and Management graduate student worked with faculty to conduct research and organize a forum on health insurance for young adults. The forum was part of a national project of the Actor’s Fund of America, funded by the Commonwealth Fund, to expand access to its Web site, a central source of health insurance information for all under-insured and uninsured Americans.

## Student Capstone Projects

Master’s degree students conduct individual or group capstone projects at the conclusion of their studies, often having a direct impact on how public or private organizations address critical issues.

**Jennell Carter PPM** Matching Maine Visitor Characteristics with Resources: A Case Study of the Western Maine Region

**Jeremy Gabrielson CPD** Evaluating the Maine Community College System from a Community and Economic Development Perspective

**Carla Ganiel PPM** Performance Measurement in RSVP Meal Programs

**Derrick Grant PPM** The Northern Forest Alliance Approach to Land Conservation: A New Model for Rural Landscape Protection

**Olga Gross HPM** Strategic Plan Development for Maine Personal Assistance Services Association

**Kenneth Healey PPM** Poorly Performing Public Educators: How are They Identified and Assisted in Maine High Schools?

**Susan Monty PPM** A Community Needs Assessment for Portland’s Diabetes Prevention Project

**Christopher Parker CPD** Directing Development: Using an Impervious Surface Model for Making a Decision About Future Growth Density: Dover, NH

**Lissa Robinson CPD** Smart Growth, Smart Drinking Water: A Perspective on Residential Density and Ground Water Quality

## Faculty Highlights

- A book edited by **Professor Charlie Colgan** and Stephen Tomblin of Memorial University in Newfoundland, *Regionalism in a Global Society: Persistence and Change in Atlantic Canada and New England*, has recently been published by Broadview Press. The book considers regional integration by examining experiences in New England, Atlantic Canada, and the Northeast International zone.
- **Professors Dahlia Bradshaw Lynn** and **Douglas D. Ofiara**, along with doctoral student Sharon Timberlake, contributed 16 entries to the *Encyclopedia of Public Administration and Public Policy*, covering such topics as the civil service system, Keynesianism, and social capital. The book explains how government works, defining theories and differentiating between the various agencies that are responsible for creating, enacting, and following through on public policy.
- **Professor Richard Barringer** moderated and helped to plan a public symposium on Liquified Natural Gas (LNG) terminals attended by more than 300 community members. Organized following a recent public controversy in Harpswell, Maine over a proposed LNG terminal off the coast, the symposium was designed to shed light on environmental, energy, and economic issues that need to be understood clearly before an informed public decision on LNG terminals in Maine can be made.
- **Professor Evan Richert** testified before the U.S. House Subcommittee on Fisheries Conservation, Wildlife and Oceans on the status of Ocean Observing Systems in the United States, and in particular about the performance and experience of the Gulf of Maine Ocean Observing System (GoMOOS).
- **Professors Andrew Coburn** and **David Hartley** both served on the Institute of Medicine's Committee on the Future of Rural Health that studied strategies for implementing in rural health systems and communities the quality improvement recommendations of the Institute's Quality Chasm report.
- **Professor Lisa Morris** was awarded a grant from the Association for Public Policy and Management (APPAM) and National Survey of American Families (NSAF) to examine stress among working poor family caregivers of children with disabilities and other special needs.



## New Faculty Member Specializes in Land Protection

**Professor Sam Merrill** joined the Muskie School in 2001 as the program director of the New England Environmental Finance Center (EFC), one of nine similar centers nationwide funded by the U.S. Environmental Protection Agency. Last year, he became the newest member of the School's faculty. His research interests include the fiscal and policy connections between land conservation and development in New England. His background is in applied conservation biology, wildlife management, and private land protection initiatives. He holds a Ph.D. in Wildlife Conservation from the University of Minnesota.

Current work he oversees through the EFC includes developing and delivering a three-day intensive curriculum on the process of transformative change in local government, with particular attention paid to changes that will result in more sustainable patterns of land use; producing a video to help communities in New England think through collaborative and process issues that arise when they attempt "smart growth" developments; and in collaboration with Professor Evan Richert, developing a forum on residential density—a multi-year effort convening experts from around the nation in many disciplines—that aims to provide an authoritative manual on the standards of residential density that best promote public health, safety, and welfare.

Other initiatives he is pursuing are more policy-oriented. For example, in 2004 he coauthored "Some model amendments to Maine's (and other states') land use control legislation," published in *Maine Law Review*. It emanated directly from a series of roundtable discussions organized by the EFC in 2002, and is designed to address some of the legal obstacles to smart growth in New England. Also through the EFC, Dr. Merrill assists the Community Preservation Advisory Committee of the Maine Legislature, the Maine State Planning Office, and others in developing a legislative agenda based upon these model amendments. Through these and related efforts Dr. Merrill aims to be responsive to Maine's need for policy innovations in both land conservation and development.

## Funded Research Activities

The School's contract and grant awards continue to represent a large part of the School's extensive research activities. The following portfolio reflects a mix of national, state, and local projects and our growing relevance to the state and the region.

It includes all projects completed, continuing through, or beginning in 2004.

## Child Health and Welfare

**Project Director** Michel Lahti

Institute for Public Sector Innovation

**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families

**Budget** \$700,000

**Duration** 10/04 - 9/05

### Adoptions Created Through Relationships

This project works to increase the number of adoptions of children in foster care who are legally free for adoption or for whom adoption is an established goal. The project consists of two "best practice" approaches: family team conferencing, and clinical services and therapeutic supports to facilitate attachments between the child and the new family. It is anticipated that a total of 225 children/youth will be served during the five-year project period. Implemented in three sites in Maine and Connecticut, the project is a collaboration between the Maine Department of Human Services, the Connecticut Department of Children and Families, Casey Family Services, Inc., and the School.

### Adoption and Safe Families Act: Training for Child Welfare Managers and Supervisors

The primary product of this project is a train-the-trainers curriculum for state child welfare managers and supervisors to enhance their capacity to understand and implement the mandates of the Adoption and Safe Families Act (ASFA). Based on a 'promising practices' model and related competencies, this core curriculum enhances the skills of child welfare managers and supervisors in using state child welfare data to improve outcomes for children and in implementing ASFA in their states. The goal is to understand ASFA from a variety of perspectives: regulatory, managerial, supervisory, system reform, and improved child welfare practice.

**Project Director** Susan Kanak

Institute for Child and Family Policy

**Funder** U.S. Department of Health and Human Services, Children's Bureau

**Budget** \$58,104

**Duration** 10/03 - 9/04

[www.muskie.usm.maine.edu/asfa](http://www.muskie.usm.maine.edu/asfa)

### Child Abuse Action Network

The state of Maine works continually to improve the investigation, prosecution, and judicial handling of cases of child abuse and neglect, particularly child sexual abuse and exploitation. The federal Children's Justice Act (CJA) provides grants to states to assist in this effort, including the investigation of child fatality cases in which child abuse or neglect is suspected. This project provides technical assistance to Maine's Child Abuse Action Network, a broad-based multi-disciplinary group designated by the governor to receive CJA funding. The network enhances the public and professional response to child abuse in Maine through professional education that promotes effective and interdisciplinary approaches to the identification, intervention, and treatment of child abuse and neglect.

**Project Director** Vickie Jacobs Fisher

Institute for Public Sector Innovation

**Funder** U.S. Department of Health and Human Services

**Budget** \$144,804

**Duration** 11/04 - 9/05

<http://www.maineaan.usm.maine.edu>

**Project Director** Helen Ward  
 Institute for Child and Family Policy  
**Principal Investigator** Lisa Morris  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families  
**Budget** \$850,000  
**Duration** 7/01 - 9/04  
<http://muskie.usm.maine.edu/specialneeds>

## Child Care and Children with Special Needs

Low-income families, faced with the often impossible task of finding suitable, stable child care for their special needs child, are nevertheless forced by economic necessity and the pressures of welfare reform to join the labor force. Despite the higher incidence of disabilities and chronic health problems among low income children, there has been little research done about the experiences of these families. While this project's primary focus is on access to child care, it is also looking at the related issues of welfare reform, the impact on work force participation of having a child with special needs, and the issue of coordination of early intervention services with the child care system. The School conducted qualitative research to learn directly from parents about their experiences. Staff are conducting a field study of three communities, statewide surveys, and analysis of national databases to supplement the data collected.

**Project Director** Michael Brennan  
 Institute for Child and Family Policy  
**Funder** Maine Department of Health and Human Services  
**Budget** \$40,000  
**Duration** 6/02 - 6/04

## Child Welfare and Substance Abuse Services and Protocols

This project is developing uniform screening and evaluation tools for situations involving child abuse/neglect and substance abuse. Activities include examining substance abuse screening and evaluation tools that are being utilized in other states, coordinating a three-county demonstration project to pilot model screening tools, and developing an enhanced tool that focuses on parental capacity.

**Project Directors** Gretchen Robbins,  
 Leslie Rozeff  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Maine Department of Health and Human Services  
**Budget** (Total) \$4,090,081  
**Duration** 7/04 - 6/05  
[www.cwti.org](http://www.cwti.org)

## Child Welfare Training Institute (CWTI)

CWTI is a cooperative project established in 1989 to improve the quality of services delivered to Maine children and families through enhanced professional development and organizational effectiveness of state and community child welfare providers. CWTI projects are funded through federal reimbursements from the Title IV-E Foster Care and Adoption Assistance Program.

**Project Director** Leslie Rozeff  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Maine Department of Health and Human Services  
**Budget** \$1,257,832  
**Duration** 7/04 - 6/05  
[www.cwti.org](http://www.cwti.org)

## (CWTI) Adoptive and Foster Family Training

Safe, caring foster and adoptive homes are essential to assuring high-quality care for Maine children. The goal of the Adoptive and Foster Family Training (AFFT) program is to provide training and support to new and experienced foster/adoptive parents, including relatives providing care. Training activities are designed to give participants the foundation of understanding needed to work effectively with foster/adoptive children, their families, and the child welfare professionals with whom caregivers interact. CWTI works collaboratively with the Maine Bureau of Child and Family Services to design in-depth specialized training to meet the specific informational needs of specific populations. Distance delivery of education is also offered through computer-based training modules and correspondence courses. In addition, training and outreach act as pathways for research findings and analysis to reach child welfare professionals, policymakers, and the public.

**Project Director** Leslie Rozeff  
Institute for Public Sector Innovation  
**Funder** Annie E. Casey Foundation  
**Budget** \$573,005  
**Duration** 1/04 - 12/04  
[www.cwti.org](http://www.cwti.org)

### (CWTI) Annie E. Casey Activities Grant

This project creates better outcomes for abused and neglected children and their families through the achievement of federal goals from the U.S. Administration for Children and Families. This is the third year of a collaborative partnership with the Casey Strategic Consulting Group and the Maine Bureau of Child and Family Services to help achieve these goals. CWTI has worked with the Bureau on several major initiatives including the design, development, and statewide training of Family Team Meetings, which have begun to change child welfare practice in Maine by increasing family involvement and emphasizing strengths-based practice. Additional projects undertaken include development of data analysis and reporting systems and support of the Residential Review and Redesign, which has the goal of redesigning the congregate care system to ensure appropriate utilization, placement in the least restrictive setting, and development of community resources to support children who have behavioral health needs and their families.

**Project Director** Freda Bernotavicz  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Maine Department of Health and Human Services  
**Budget** \$304,902  
**Duration** 7/04 - 6/05  
[www.cwti.org](http://www.cwti.org)

### (CWTI) Child Welfare Field Instruction Units

Nationally, there is a problem in attracting qualified social work staff to the field of public child welfare. Established in 1993, this program, a collaboration between the University of Maine System and the Maine Department of Health and Human Services (DHHS), improves public child welfare services by providing a field-based academic and field practicum. Fifteen social work students are assigned yearly to field placement units in DHHS offices. In return for a stipend and job training experience under the supervision of a field instructor, students agree to work for DHHS for a minimum of one year after graduation. The project also supports a closer working relationship with the university's social work programs and promotes the infusion of child welfare content into the academic curriculum.

**Project Director** Leslie Rozeff  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Maine Department of Health and Human Services  
**Budget** \$19,462  
**Duration** 10/98 - 6/04  
[www.cwti.org](http://www.cwti.org)

### (CWTI) Kid's Transportation Training

This project helps provide safe, appropriate, and effective transportation services for children. Project activities include training for drivers to increase the technical knowledge, interpersonal skills, decision-making skills, and professionalism of drivers of vehicles used for transporting children.

**Project Director** Leslie Rozeff  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services and Maine Department of Health and Human Services  
**Budget** \$13,700  
**Duration** 9/01 - 6/04  
[www.cwti.org](http://www.cwti.org)

### (CWTI) Maine Caring Families

Maine Caring Families (MCF) is a statewide therapeutic foster care program administered by the Maine Department of Health and Human Services' Bureau of Child and Family Services (BCFS). This project is a collaboration between the CWTI Adoptive and Foster Family Training Program and BCFS. The goal of the collaboration is to support ongoing initiatives within the MCF program and to assist with organizational development, training design, and recruitment/retention efforts to support both foster families and staff. Work completed for the MCF program in the past year includes the development of comprehensive program standards and policies, identification and establishment of organizational needs/priorities, design and delivery of training, and formation of the MCF Advisory Committee.

**Project Director** Leslie Rozeff  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services and Maine Department of Health and Human Services  
**Budget** \$199,053  
**Duration** 10/00 - 6/04  
**www.cwti.org**

## (CWTI) Post Legal Adoption Services

This collaboration with the Maine Bureau of Child and Family Services is designed to increase the number of support groups available to adoptive families and to provide for ongoing training of adoption casework staff and clinicians in approaches most effective for working with children and families. As the national interest in adoption continues to grow, Maine is responding by enhancing the skills of adoption professionals through ongoing training, recognizing the need for and building in support for families whose adoptions have been legalized, and expanding the pool of treatment providers who have specialized training in areas most often cited as challenges for children who have been in the foster care system. A statewide resources guide divided by region is being developed to assist adoptive families.

**Project Director** Gretchen Robbins  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Maine Department of Health and Human Services  
**Budget** \$1,763,364  
**Duration** 7/04 - 6/05  
**www.cwti.org**

## (CWTI) Staff Training

Child welfare casework is extremely challenging, requiring a stable and highly trained work force. Using university resources and national practice standards, CWTI works with the Maine Bureau of Child and Family Services to develop training, mentoring, and ongoing support to promote professional development and competency enhancement for staff at all levels. Training is delivered using traditional face-to-face classroom settings, distance learning through web-based technology, as well as customized programming for individual work units and districts. CWTI provides support for academic professional development through on-site Masters of Social Work courses, tuition reimbursement, and internship placement opportunities. In addition, CWTI works with stakeholders to identify strengths in practice as well as to focus on areas for research, policy development, and organizational growth.

**Project Director** Helen Ward  
Institute for Child and Family Policy  
**Principal Investigators** Helen Ward, Sun Young Yoon  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families, Child Care Bureau  
**Budget** \$807,189  
**Duration** 10/04 - 9/07  
**Collaborator** Glenwood Associates

## Children at Risk in Child Welfare Systems: Collaborations to Promote School Readiness

In order to achieve positive outcomes for young children in the child welfare system, it is critical that child welfare, early care and education, and early intervention/pre-school special education programs are coordinated to enhance early learning environments before children reach school age. The School is conducting a case study in Colorado to examine current practices across systems in order to determine the degree to which the educational needs of very young children in the child welfare system are being addressed. The study will also identify best practices and develop policy recommendations for how agencies providing these services can better coordinate efforts.

**Project Director** Cathy Baron  
Institute for Child and Family Policy  
**Funder** Colorado Department of Human Services  
**Budget** \$1,475,249  
**Duration** 7/04 - 6/05

## Colorado Child Welfare Training Project (CO Training)

For more than 10 years, the School has assisted the Colorado Department of Human Services with the implementation of a child welfare training program to explore the needs of Colorado's children, to address different strategies for strengthening families, and to provide training and technical assistance to child welfare professionals to help them work more effectively with families involved with the child welfare system. The project uses professionals with expertise in child welfare to develop training programs, workshops, and new curricula as well as offer technical assistance to workers so that they can upgrade their skills to create positive outcomes for Colorado's children.

**Project Director** Helen Ward  
 Institute for Child and Family Policy  
**Funder** Colorado Department of  
 Human Services  
**Budget** \$40,000  
**Duration** 7/04 - 6/05

## (CO Training) Improving Coordination between Child Welfare and Education System on Behalf of Children in Care

This project addresses the need for greater coordination between the child welfare and education systems in order to better serve the educational needs of children. The work includes developing, delivering, and disseminating a train-the-trainer curriculum for Colorado's child welfare caseworkers and their supervisors in order to increase their understanding of the various laws and acts affecting their coordination with the education system on behalf of their clients. In addition to the development of the curriculum, issues that may act as barriers to coordination between these systems are being identified. An interagency forum is being held to resolve those issues. Resulting policy changes will be incorporated into the final curriculum.

**Project Director** Susan Kanak  
 Institute for Child and Family Policy  
**Funder** Colorado Department of  
 Human Services  
**Budget** \$35,000  
**Duration** 7/04 - 6/05

## (CO Training) Training System Assessment Guide

The first round of the federal Child and Family Services Review (CFSR) increased the importance of training in advancing the organizational and practice improvements that agencies are undertaking in order to achieve better outcomes for children and their families. Much of the current training evaluation work in child welfare focuses on individual classes/curricula with far less work being done in the area of training systems. This year-long effort to design a Training System Assessment Guide will build on lessons learned from the CFSR, current training evaluation practice and literature, and advice from child welfare practitioners/managers/trainers about what would be helpful when thinking about effective training systems. The results include a field-tested approach, method, tool, and related training for assessing if and how the child welfare agency's mission and outcomes are supported by the training system. The Colorado Department of Human Services will be piloting this assessment approach in 2005.

**Project Director** Diane Gout  
 Institute for Child and Family Policy  
**Funder** State of Connecticut Judicial Branch  
**Budget** \$97,980  
**Duration** 12/04 - 12/06

## Connecticut State Court Improvement Program Assessment

This project is conducting a reassessment of the Connecticut State Court Improvement Program. The School is examining the management of child protection cases and the effects of program improvements made pursuant to the federal Adoption and Safe Families Act (ASFA) and state legislation. Services include data collection and analysis from court automated systems, court observations, review of court records, and review of state statutes, court rules, policies, and protocols.

**Project Director** Maureen Baker  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and  
 Human Services  
**Budget** \$609,311  
**Duration** 1/03 - 6/05

## Cross-Disciplinary Training Project

Networking across systems that work with children and families in crisis is central to the effectiveness of a coordinated community response to violence in Maine. In this project, the School uses an innovative training approach that promotes communication, cooperation, and collaboration among professionals from domestic violence, child welfare, substance abuse, adult protective, early childhood development, and mental health systems. The goals include providing regional and local interdisciplinary training on the problems of substance abuse, domestic violence, mental health, and child or adult abuse and neglect to improve the systems that respond to children and families affected by these problems, and promoting interagency collaboration among professionals who work with families. The project builds bridges between systems using a two-tiered approach: a three-day training for trainers and local training delivery by teams of trainers in the communities in which they live and work.

**Project Director** RuthAnne Spence  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$56,354  
**Duration** 10/04 - 9/05

## Department of Corrections Family and Systems Teams Training

Maine families who receive multiple state services often report feeling overwhelmed by the lack of coordination of services being delivered by multiple state departments and agencies. In response, the Maine Governor's Children's Cabinet initiated Family and Systems Teams (FST), a voluntary, family-focused, strength-based case management planning process in which a facilitator brings together the family and all relevant people to create one comprehensive family/individual plan. This cooperative agreement strengthens the infrastructure supporting the Maine Department of Corrections (DOC) Juvenile Services' initiative to enhance interdepartmental delivery of services through the use of Family and Systems Teams (FST) values and practices. The School provides a combination of trainings and capacity-building activities for DOC staff and their state and local counterparts statewide.

**Project Director** Amy Detgen  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$367,333  
**Duration** 8/03 - 12/04

## Evaluation of the Maine Adoption Guides (MAGS) Project

Provision of post-legalization services to those families adopting children from the state child welfare system is an increasing focus of policymakers as adoption subsidy funds will soon surpass current expenditures in the foster care system. This demonstration project provides a process and outcomes evaluation of a clinical case-management model of post-legalization services to families. The study design was a random assignment and will in the future involve ongoing monitoring as the program expands statewide to other agencies. Preliminary findings indicate positive change in favor of the clinical case-management model at the family level and no additional costs to the MaineCare system at the child level. Products included biannual evaluation reports.

**Project Director** Diane Haley  
Institute for Public Sector Innovation  
**Funder** Capitol Kids of Augusta  
**Budget** \$12,356  
**Duration** 8/04 - 1/05  
**Collaborator** U.S. Department of Education

## Evaluation of the 21<sup>st</sup> Century Community Learning Center

Most juvenile crime takes place between 3:00 p.m. and 8:00 p.m. After-school activities provide essential services to youth during these critical hours. The 21<sup>st</sup> Century Community Learning Center Evaluation Project provides after-school programming to elementary and middle students through school and community-based programs. The School is evaluating this program through interviews with partner agency representatives, annual surveys of program participants, and an annual analysis of academic records of students who attend the program on a regular basis. Evaluation findings have been reported to the U.S. Department of Education in biannual performance reports.

**Project Director** Diane Fries  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$8,069  
**Duration** 11/04 - 2/05

## Home Visitation Conference Planning

Through this agreement, the School is providing staffing and conference planning for a one-day Maine Home Visitation Conference co-sponsored by the Maine Children's Trust Fund and the Maine Bureau of Health, Division of Family Health, anticipated to draw between 300 and 400 participants. The School is also facilitating meetings of the conference planning committee and assisting in program design, implementation, and evaluation.

**Project Directors** Diane Haley,  
Crystal Wakem  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$53,817  
**Duration** 2/04 - 12/05  
**Collaborator** U.S. Department of Commerce

## Internet Mapping for Communities

Communities for Children and Youth, an initiative of the Maine Governor's Children's Cabinet, developed the Internet Mapping for Communities project to support a statewide network of 71 community-level coalitions charged with conducting local needs assessments and planning for prevention, health promotion and positive youth development programs throughout Maine. Potential beneficiaries of this approach include community groups across the country working with similar types of data. The School is providing technical expertise on data collection and performing a project evaluation.

**Project Director** Bill Goddard  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and  
Human Services  
**Budget** \$95,186  
**Duration** 11/04 - 10/05

## Keeping Children Safe Downeast

This initiative is developing a locally-based, holistic, and strategic approach that draws upon existing community strengths to prevent and reduce the impact of violence on young children in Washington County, Maine. Building on existing services, the initiative is making systems-level changes to increase efficiency and coordination and ensure that children up to six years old who are exposed to violence, receive timely and developmentally appropriate services. The School is providing a process evaluation to document how effectively the initiative meets its goals and an outcome evaluation to assess the impact of specific activities on children and/or caregivers. The initiative is a collaboration between the School, Maine's Department of Health and Human Services, Washington Hancock Community Agency, and the Regional Medical Center of Lubec.

**Project Director** Diane Haley  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Education  
**Budget** \$52,105  
**Duration** 10/04 - 9/07

## Keeping Maine's Children Connected

This project is a collaborative effort between the Maine Department of Corrections, the Maine Department of Education, the Maine Department of Health and Human Services, and the School to develop an integrated protocol among school, state agencies, correctional facilities, and in-patient psychiatric facilities to improve communication and understanding of children's needs. The School is conducting an evaluation of the project.

**Project Director** Michel Lahti  
Institute for Public Sector Innovation  
**Funder** Maine Department of Education  
**Budget** \$71,859  
**Duration** 8/04 - 7/05  
[www.mainemarks.org](http://www.mainemarks.org)

## Maine Marks: Social Indicators of Child, Family and Community Well-Being

Monitoring the well-being of youth, families, and communities helps policymakers plan and understand the influence of government services. This project identifies and tracks social indicators related to child and family well-being in Maine that are used by policymakers and aligned with agency planning efforts for the Maine Governor's Children's Cabinet. The School's activities include annual compilation, update and analysis of social indicators, and production an up-to-date Web site to report data.

**Project Director** Diane Haley  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$64,552  
**Duration** 7/04 - 6/05

## Maine Youth Suicide Prevention Program

Gatekeeper Training and Lifelines are two health education curricula for high school students, administered by the Maine Youth Suicide Prevention Program and designed to increase the likelihood that suicidal youth will receive the help they need. These curricula teach recognition of the signs of suicide risk, and stress the need to take it seriously and seek expert assistance. In collaboration with the Maine Department of Health and Human Service's Bureau of Health, the School is evaluating these curricula, participating on committees, and helping other strategy leaders develop plans for evaluation.

**Project Director** Karen Monahan  
 Institute for Child and Family Policy  
**Funder** Michigan Supreme Court, State Court Administrative Office  
**Budget** \$183,500  
**Duration** 10/03 - 3/05

## Michigan Court Improvement Project Reassessment

Congress has authorized funds under the Court Improvement Program to enable states to improve their practices with regard to the safety, well-being, and permanence of children in foster care, as set forth in the American Safe Families Act of 1997. This project is determining whether efforts by the Michigan Court Improvement Program since the initial assessment in 1997 have made a difference in the welfare of children in Michigan's court system. The School is examining related research and relevant best practices and conducting surveys, interviews, focus groups, and case file reviews to determine the effectiveness, timeliness, and quality of Michigan's child protection proceedings.

**Project Director** Teresa Hubley  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$27,921  
**Duration** 11/04 - 4/05

## Mid-Maine Child Trauma Network Technical Assistance and Evaluation

This project supports the Mid-Maine Child Trauma Network in broadening the awareness among medical providers throughout the state of the Network's approach to the treatment of abused and neglected children and demonstrating the results of the approach through an evaluation. Activities include information dissemination through the World Wide Web, data analysis, and logic modeling/organizational planning.

**Project Director** Peter Watson  
 Institute for Child and Family Policy  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families  
**Budget** \$1,750,000  
**Duration** 10/03 - 9/04  
**Collaborators**  
 • Regional Offices of U.S. Administration for Children, Youth and Families  
 • National Abandoned Infants Assistance Resource Center  
 • National Indian Child Welfare Association  
 • other National Child Welfare Resource Centers (7)  
[www.muskie.usm.maine.edu/helpkids](http://www.muskie.usm.maine.edu/helpkids)

## National Child Welfare Resource Center for Organizational Improvement

The Center provides support for organizations committed to the welfare of children, youth, and families through research, training, technical assistance, and evaluation that improves management and operations, strengthens organizational capacity, and promotes service integration. Activities include:

- assisting state child welfare agencies with on-site consultations to improve their agency's performance or address a specific managerial problem or concern;
- providing technical assistance to design and implement new or improved management systems and reporting procedures and tools;
- providing a yearly teleconference program to share information and hear from experts on topics identified as critical to the management of the child welfare agencies; and
- providing a clearinghouse of print, video, and audio materials on policy and practice throughout the United States.

**Project Director** Catherine Ormond  
Institute for Health Policy  
**Funder** U.S. Centers for Medicare & Medicaid Services through the Maine Department of Health and Human Services  
**Budget** \$28,949  
**Duration** 10/01 - 9/04  
<http://qualitychoices.muskie.usm.maine.edu>

**Project Director** Freda Bernotavicz  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$200,000  
**Duration** 10/04 - 9/05

**Project Director** Catherine Ormond  
Institute for Health Policy  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$174,240  
**Duration** 11/04 - 10/05

**Project Director** Lisa Morris  
Institute for Child and Family Policy  
**Funder** Annie E. Casey Foundation  
**Budget** \$20,000  
**Duration** 7/04 - 12/05

## Quality Choices: Assessment of SMART (Student Multi-Agency Resource Team)

The goal of this project is to assess the effectiveness of the Student Multi-Agency Resource Team (SMART) process in the school system in Portland, Maine and make recommendations for replication or expansion. SMART is a wraparound coalition of school, state, and community-based providers who work together to identify resources and improve the effectiveness of services for children with emotional and behavioral needs.

## Recruitment and Retention of Child Welfare Staff

Nationally, difficulty recruiting and retaining qualified child welfare staff is reaching crisis proportions and having a negative impact on the delivery of services to vulnerable children. In response, the Children's Bureau of the U.S. Department of Health and Human Services has funded eight projects to develop models of effective recruitment and retention. The goal of this five-year project is to increase the recruitment and retention of competent child welfare staff through the development and implementation of a comprehensive, research-based, and practical training model. The proposed approach will develop agency capacity for effective human resource management statewide in Maine, New Hampshire, and Vermont. The model includes a variety of learning interventions: a graduate course, management and supervisory training, mentoring, and professional development opportunities for all agency staff. This project is being done in collaboration with the Maine Department of Health and Human Services.

## State Children's Health Insurance Program

This project involves a series of surveys and focus groups designed to measure consumer satisfaction, program knowledge, access to health care services, and the quality of those services for children who are currently enrolled in MaineCare, the state Medicaid program, via the State Children's Health Insurance Program (SCHIP) eligibility option. Chronic care-related questions will be added to the surveys this year and a focus group of parents of former SCHIP-enrolled children, who are currently enrolled through DirigoHealth, Maine's health insurance plan, will be conducted in the summer of 2005.

## Stress Among Working Poor Family Caregivers of Children with Disabilities and Other Special Needs

The School is investigating the impact of competing demands of work and caregiving on the stress and mental health status of working poor mothers who have special needs or disabled children. The study is addressing a number of shortcomings of the existing research, including use of small, unrepresentative samples, limited specification of child disability type and severity, and difficulties that arise when estimating the impact of employment and the presence of a disabled child on maternal stress.

# Domestic Violence/Violence Prevention

**Project Director** Tracy Cooley  
Institute for Child and Family Policy  
**Funder** U.S. Head Start Bureau  
**Budget** \$44,000  
**Duration** 10/03 - 9/04

## Head Start Domestic Violence Initiative: An Interdisciplinary Approach

This project is increasing the capacity of Head Start staff to understand and respond to the complex problem of domestic violence on both an individual and systems level to improve safety and decrease injury. Project activities include:

- finalizing a Head Start–specific curriculum for testing and carrying out pilots of the curriculum and training strategies;
- assisting in the design and administration of an evaluation of the curriculum outreach and delivery process as well as the curriculum outcomes;
- assisting in the design and implementation of a test short-term marketing plan, and development and testing of a long-range marketing plan; and
- producing and delivering a final curriculum to the Head Start Bureau.

**Project Director** Karen Monahan  
Institute for Child and Family Policy  
**Funder** U.S. Department of Justice  
**Budget** \$72,596  
**Duration** 10/03 - 9/06

## Maine Domestic Violence Case Coordination Project

The Maine Domestic Violence Case Coordination Project was created to address issues relating to lack of coordination and communication in the handling of civil and criminal cases involving domestic violence, and to improve offender compliance with court-ordered conditions. The goals of the project are to improve the sharing of information and the management of related domestic violence cases; to enhance offender accountability through judicial monitoring of compliance with court orders; and to develop uniform protocols for the coordination and management of domestic violence cases and for post-conviction monitoring of offenders. The School is using court observation, data collection, and stakeholder interviews to assess whether the protocols as implemented at the pilot sites have improved victim safety and offender accountability.

**Project Director** Tracy Cooley  
Institute for Child and Family Policy  
**Funder** U.S. Department of Justice  
**Budget** \$45,000  
**Duration** 10/04 - 9/05

## National Network to End Domestic Violence Evaluation Project

This project assesses the effectiveness of technical assistance that the National Network to End Domestic Violence provides to state domestic violence coalitions and offers feedback to the Network and the Office on Violence Against Women at the U.S. Department of Justice. A survey will be administered at the end of a national forum and several regional forums held by the Network to ask participants what they learned and found useful. Following the regional forums, phone interviews will assess knowledge gained and change in practices as a result of the topical forums.

**Project Director** V. Gail Sweat  
**Principal Investigator** Anita St. Onge  
Institute for Child and Family Policy  
**Funder** U.S. Department of Justice,  
Office on Violence Against Women  
**Budget** \$500,000  
**Duration** 10/04 - 9/06  
**Collaborators**  
ABA Center on Children and the Law  
National Network to End Domestic Violence  
National Center for State Courts

## Technical Assistance Collaborative: Addressing Domestic Violence and Child Custody

This collaborative provides technical assistance relevant to the needs of children and their battered parents in child custody and visitation matters, specifically supervised visitation, legal assistance to victims of rural domestic violence, and child victimization enforcement grantees. Project staff and partner organizations are developing two regional training institutes to provide expert information including promising and innovative practices and the latest research regarding divorce, custody, and visitation when domestic violence, sexual assault, and/or stalking are present. Primary topics include: batterers as parents; domestic violence and child maltreatment; immigrants and refugees; relocation and interstate custody issues; Native American and underserved populations. The School and its partners are implementing the project in cooperation with the comprehensive technical assistance providers for the targeted grantee programs.

**Project Director** Nancy Markowitz  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health  
and Human Services  
**Budget** \$64,577  
**Duration** 12/04 - 12/05

## Tri-State Victim Assistance Consortium

The Tri-State Consortium provides advanced training to the victim advocate communities throughout Northern New England (Maine, New Hampshire, and Vermont). Training and conferences provide advanced content topics and best-practice findings in the victim advocate field. It also offers networking opportunities and support to the victim advocate community in the three rural states. The overarching goal of this project is to enhance the services received by victims of crime. Maine presented a conference on advocating for teens victimized by crime. The conference helped advocates understand the impact of teen crime, effective interventions, and available resources for effective advocacy.

**Project Director** Nancy Markowitz  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Justice  
**Budget** \$60,000  
**Duration** 10/04 - 9/05

## Victim Assistance Academy

In response to the need for professional victim-of-crime services, the U.S. Department of Justice, Office of Victims of Crime Office, has provided funding for the development of state Victim Assistance Academies. In 2002, in collaboration with the Maine Victim of Crime Assistance program at the Maine Department of Health and Human Services, the School received a federal grant to develop an academy in Maine. The goal of this three-year project is to build the capacity of victim assistance providers, victim advocates, criminal justice personnel, and other professionals who work with victims in Maine and New Hampshire. A comprehensive academically based foundation level Academy is being developed and offered to Victim Advocates. During this third year, the project is offering the Academy to Maine and New Hampshire advocates and building sustainability.

**Project Director** Anita St. Onge  
Institute for Child and Family Policy  
**Funder** U.S. Department of Justice, Office  
on Violence Against Women  
**Budget** \$2,800,000  
**Duration** 12/04 - 12/06  
<http://muskie.usm.maine.edu/vawamei>

## Violence Against Women Act (VAWA) Measuring Effectiveness Initiative

In 2001, the Office on Violence Against Women (OVW) with the U.S. Department of Justice began working with the School to develop tools to measure the effectiveness of the 11 grant programs managed by OVW. This initiative builds and expands on the previous work of the Snapshot Project, in which site visits to 24 states were conducted to document the work supported by funding from the federal Violence Against Women Act (VAWA) as well as the perceptions of grantees of the impact VAWA funding had in their communities. The work consists of a multi-method, multi-source data collection strategy to enable grantees to measure the effectiveness of their OVW-administered VAWA grants. New data collection methods include reporting forms submitted by all grantees and site visits to 10–12 states or territories each year.

# Early Child Care and Education

**Project Director** Michel Lahti  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and  
Human Services, Children's Bureau  
**Budget** \$294,291  
**Duration** 11/04 - 10/05

## Maine Child Care Research and Data Capacity Research

This program is creating a statewide research infrastructure to better understand child care needs, services, and outcomes for families in the context of social, economic, and cultural change in Maine. The project is providing applied research and project management assistance to the Maine Office of Child Care and Head Start aimed at building state-level research capacity in the field of child care.

## Maine Roads to Quality: Early Care and Education Career Development Center (MRTQ)

**Project Director** Sue Reed  
Institute for Child and Family Policy  
**Funder** Maine Department of Health  
and Human Services  
**Budget** \$665,987  
**Duration** 10/04 - 9/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

Maine Roads to Quality promotes and supports professionalism in the child care and early education field so all of Maine's children are in quality learning environments. The mission includes:

- promoting the quality of child care and early education;
- addressing the training and education needs of all child care and early education professionals;
- developing multiple ways for professionals to achieve their career goals;
- increasing linkages between training and formal education;
- recognizing and rewarding professionalism;
- monitoring the effectiveness of the career development system; and
- collaborating with and uniting partners to achieve the above.

## (MRTQ) Accreditation Facilitation Project

**Project Director** Sue Reed  
Institute for Child and Family Policy  
**Funder** Maine Department of Health  
and Human Services  
**Budget** \$238,641  
**Duration** 10/04 - 9/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

There are more than 3,000 licensed child care and early education programs in Maine. The purpose of the Accreditation Facilitation Project (AFP) is to improve the quality of programs by increasing the number of family child care providers, child care centers, and school-age programs that meet nationally recognized criteria for high quality. AFP helps programs achieve national accreditation from the National Association for Family Child Care (NAFCC), National Association for the Education of Young Children (NAEYC), and National School-Age Care Alliance (NSACA). The approach used by AFP includes: information dissemination to programs interested in seeking accreditation; observation, feedback, training, technical assistance, and financial assistance for programs seeking accreditation; and ongoing training and technical assistance to programs to maintain accreditation standards.

## (MRTQ) Accreditation Project: Kennebec-Somerset ACCESS Early Learning Opportunities

**Project Director** Sue Reed  
Institute for Child and Family Policy  
**Funder** Kennebec-Somerset ACCESS  
**Budget** \$151,670  
**Duration** 10/03 - 2/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

This project is improving the quality of programs by increasing the number of family child care providers and child care centers in the Kennebec-Somerset region that meet nationally recognized criteria for high quality. AFP helps programs achieve national accreditation from the National Association for Family Child Care (NAFCC) and the National Association for the Education of Young Children (NAEYC). The approach includes: information dissemination to programs interested in seeking accreditation; observation, feedback, training, technical assistance, and financial assistance for programs seeking accreditation; and ongoing training and technical assistance to programs to maintain accreditation standards.

**Project Director** Sue Reed  
 Institute for Child and Family Policy  
**Funder** Coastal ACCESS  
**Budget** \$193,356  
**Duration** 10/03 - 5/06  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

### (MRTQ) Accreditation Project: Mid-Coast ACCESS Early Learning Opportunities

This project is improving the quality of programs by increasing the number of family child care providers and child care centers in the mid-coast region that meet nationally recognized criteria for high quality. AFP helps programs achieve national accreditation from the National Association for Family Child Care (NAFCC) and the National Association for the Education of Young Children (NAEYC). The approach used includes: information dissemination to programs interested in seeking accreditation; observation, feedback, training, technical assistance, and financial assistance for programs seeking accreditation; and ongoing training and technical assistance to programs to maintain accreditation standards.

**Project Director** Sue Reed  
 Institute for Child and Family Policy  
**Funder** Western Maine ACCESS  
**Budget** \$114,864  
**Duration** 10/04 - 2/06  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

### (MRTQ) Accreditation Project: Western Maine ACCESS Early Learning Opportunities

This project is improving the quality of programs by increasing the number of family child care providers and child care centers in the Western Maine region that meet nationally recognized criteria for high quality. The Accreditation Project helps programs achieve national accreditation from the National Association for the Education of Young Children (NAEYC). The approach includes: information dissemination to programs interested in seeking accreditation; observation, feedback, training, technical assistance, and financial assistance for programs seeking accreditation; and mentoring to programs to maintain accreditation standards. The project also includes pilot training and technical assistance to ten family child care homes in implementing Maine's Childhood Learning Guidelines and developing a child assessment for children entering kindergarten.

**Project Director** Lyn Smith  
 Institute for Child and Family Policy  
**Funder** Maine Department of Health and Human Services  
**Budget** \$99,038  
**Duration** 10/04 - 9/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

### (MRTQ) Scholarship Program

There are about 10,000 people in Maine who work in licensed child care centers and family child care homes. Currently, about 25 percent hold a credential in Early Childhood Education or a related field. The purpose of the Maine Roads Scholarship program is to improve access to higher education by removing financial barriers. Financial assistance in the form of scholarships is available to support child care and early education providers in Maine pursuing a Child Development Associate (CDA) credential, an associate's degree, a bachelor's degree, or a master's degree.

### (MRTQ) Scholarship Program: Kennebec-Somerset ACCESS Early Learning Opportunities

This program is improving access to higher education in Maine's Kennebec and Somerset counties by providing financial assistance in the form of scholarships to child care and early education providers. Funds provide support towards a Child Development Associate credential, an associate's degree, a bachelor's degree, or a master's degree. The goal is to increase the number of providers in these counties with a credential in early childhood education or a related field.

**Project Director** Lyn Smith  
 Institute for Child and Family Policy  
**Funder** Kennebec-Somerset ACCESS  
**Budget** \$126,217  
**Duration** 10/03 - 2/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

**Project Director** Sue Reed  
 Institute for Child and Family Policy  
**Funder** Coastal ACCESS  
**Budget** \$65,535  
**Duration** 10/03 - 5/05  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

## (MRTQ) Scholarship Program: Mid-Coast ACCESS Early Learning Opportunities

This program is improving access to higher education in Maine's mid-coast region by providing financial assistance in the form of scholarships to child care and early education providers. Funds provide support towards a Child Development Associate credential, an associate's degree, a bachelor's degree, or a master's degree. The goal is to increase the number of providers in the mid-coast region with a credential in early childhood education or a related field.

**Project Director** Lyn Smith  
 Institute for Child and Family Policy  
**Funder** Western Maine ACCESS  
**Budget** \$60,000  
**Duration** 10/04 - 2/06  
[www.muskie.usm.maine.edu/maineroads](http://www.muskie.usm.maine.edu/maineroads)

## (MRTQ) Scholarship Program: Western Maine ACCESS Early Learning Opportunities

This program is improving access to higher education in Western Maine by providing financial assistance in the form of scholarships to child care and early education providers in three counties. Funds provide support toward an associate's degree, a bachelor's degree, or a master's degree. The goal is to increase the number of providers in Western Maine with a credential in early childhood education or a related field.

**Project Director** Tracy Cooley  
 Institute for Child and Family Policy  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families  
**Budget** \$48,000  
**Duration** 10/03 - 9/04  
**Collaborators**  
 • Alliance for Children's Care Education and Supporting Services.  
 • Associated Early Care and Education, Inc.  
 • United States Association for Child Care  
[www.muskie.usm.maine.edu/newpartners](http://www.muskie.usm.maine.edu/newpartners)

## New England Workforce Partners for Early Care and Education (NEW Partners)

In response to the passage of welfare reform, the devolution of responsibility from federal to state government, and new discoveries about early brain development, states are enacting initiatives to address early care and education issues at an unprecedented rate. These developments have outpaced data collection efforts that would have produced the information needed to tailor these programs to the profiles of individual communities and states. This project provided a bridge between research and policy in the early care and education field in New England. It provided information to assist the six states in the identification, development, and support of policies and programs that encourage a stable and highly qualified early child care workforce, and encouraged and enabled states within the region to share effective workforce strategies nationally.

# Youth Development

**Project Director** Penthea Burns  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families  
**Budget** \$31,725  
**Duration** 10/04 - 9/05

**Project Director** Glen “Chip” Curry  
Institute for Public Sector Innovation  
**Funder** Maine State Planning Office  
**Budget** \$358,089  
**Duration** 4/04 - 3/05  
**Collaborator** Corporation for National Community Service

**Project Director** Marty Zanghi  
Institute for Public Sector Innovation  
**Funder** Jim Casey Youth Opportunities Initiative  
**Budget** \$640,147  
**Duration** 4/04 - 3/05

**Project Director** Nancy Connolly  
Institute for Public Sector Innovation  
**Funder** Annie E. Casey Foundation  
**Budget** \$75,000  
**Duration** 12/03 - 12/04

## Camp To Belong Maine

Seventy-five percent (75%) of all youth in care are separated from at least one sibling when they are placed in foster care. Camp To Belong Maine is a summer camp that reunites children separated in foster or adoptive care. The School coordinates the statewide Camp To Belong Maine Planning Committee comprised of volunteers from the Maine Department of Health and Human Services, community-based agencies, foster parents, and youth in foster care.

## Communities for Children and Youth AmeriCorps\*VISTA Project

This AmeriCorps\*VISTA project builds the capacity of youth-serving nonprofit organizations and government agencies. The goal of the project is to improve the lives of Maine’s children and youth. Through this cooperative agreement, the School engages in recruitment and selection of sponsor organizations, recruitment and selection of VISTA members, management and human resource support of the VISTA team, grants management, delivery of an intensive training curriculum for VISTA members and supervisors, and evaluation/reporting of outcomes achieved.

## Jim Casey Youth Opportunities Planning Grant

More than one-third of the 3,000 children in Maine’s foster care system are between the ages of 14 and 21. These youth are often discharged from the system not prepared to transition to self-sufficiency. This planning grant prepares Maine to move forward with implementation of the Maine Youth Development Initiative for Youth Transitioning from Foster Care. The initiative brings together people and resources to help make the connections the youth need in order to achieve successful outcomes in the areas of education, employment, housing, health care, and personal/community connections. This three-year state-wide initiative is building a youth leadership and community partnership board and introducing a matched savings (Individual Development Accounts) program for present or former youth in foster care.

## Keeping Pace: Supporting Youth in Foster Care Achieve Educational Excellence

Youth in the child welfare system historically have educational outcomes that are below the levels of the general youth population. Working with a rural Maine school district, this demonstration project provides policy reviews, introduction of new protocols, and training to educators, child welfare staff, and care providers in order to support children and youth in foster care achieve excellence in their educational endeavors.

## Maine Youth Development Initiative (MYDI)

The Independent Living program within Maine's foster care system is designed to help older adolescents make the transition out of state care and into self-sufficiency and independent living. In Maine, the effort to incorporate youth development values and practices into the Independent Living program has been an ongoing initiative between the Department of Health and Human Services, Bureau of Child and Family Services and the Muskie School for more than five years. The purpose of this relationship is to bring the most recent research in youth development practice into the work with Maine's foster care population.

### (MYDI) Community Mentoring

The Community Mentoring program recruits, screens, and matches volunteer mentors with youth ages 11 to 21 in the Maine Department of Health and Human Service's care that are living in Cumberland and York Counties. Community Mentoring develops these connections, along with educational/employment opportunities and life-coping skills training, for youth in care as they prepare for young adulthood and self-sufficiency.

### (MYDI) Community Mentoring: Training and Curriculum

Many youth in foster care experience a deprivation of stable caring adults in their lives, particularly as they transition out of care and into adulthood. Providing community mentors has proven to be a successful intervention that gives young people help during this transitional period. To facilitate the expansion of mentoring to more youth in care, Community Mentoring is developing a 6-10 hour training curriculum, an Adult Helper Tool Kit that parallels the curriculum objectives, and an education/support group for young adults in foster care in the Greater Portland area in Maine who are not attending postsecondary education.

### (MYDI) Independent Living

The Independent Living program within Maine's foster care system helps older adolescents make the transition from foster care to self-sufficiency and independent living. In Maine, the effort to incorporate youth development values and practices into the Independent Living program has been an ongoing initiative between the Maine Bureau of Child and Family Services and the School for more than five years. The purpose of this relationship is to bring the most recent research in youth development practice into the work with Maine's foster care population.

### (MYDI) Independent Living Technical Assistance

In partnership with Maine's Department of Health and Human Services' (DHHS) Life Skills staff, this project focuses on issues such as career pathway development, postsecondary education attainment, re-establishing Life Skills group work, and acting as an agency and community resource for adolescent services and life skills development for youth transitioning from care. Having the School directly involved with current service delivery assists with the examination of statewide strengths and challenges faced by DHHS as they support youth making the transition to young adulthood and self-sufficiency. This, in turn, results in policy recommendations developed by School staff.

**Project Director** Nancy Connolly  
Institute for Public Sector Innovation  
**Funder** Andrus Family Fund  
**Budget** \$172,845  
**Duration** 10/04 - 9/05

**Project Director** Nancy Markowitz  
Institute for Public Sector Innovation  
**Funder** Andrus Family Fund  
**Budget** \$65,000  
**Duration** 10/03 - 12/04

**Project Director** Penthea Burns  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Administration for Children, Youth and Families  
**Budget** \$49,918  
**Duration** 10/04 - 9/05

**Project Director** Penthea Burns  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$23,800  
**Duration** 10/03 - 9/04

**Project Director** Penthea Burns  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and  
Human Services, Administration for  
Children, Youth and Families  
**Budget** \$28,550  
**Duration** 10/03 - 9/04

### (MYDI) Youth Employment

Beginning in 1998, the Portland-based Bureau of Child and Family Service's Life Skills Program and the Maine Department of Health and Human Services' Regional Executive Manager began hiring youth in foster care. Both the Department and the youth benefited from this project. The youth were given the opportunity to increase their self-sufficiency and employment skills through time-limited employment experience. The School advised and coordinated placements with job sites in Portland and Augusta. Collaboration with the Maine-based Annie E. Casey Foundation's UPS School to Career Partnership contributed additional job training and community support resources.

**Project Director** Penthea Burns  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and  
Human Services, Administration for  
Children, Youth and Families  
**Budget** \$170,540  
**Duration** 10/04 - 9/05

### (MYDI) Youth Leadership

This project provides coordination of efforts to assist youth in the care of the Maine Department of Health and Human Services to develop leadership, advocacy, and training skills as they work in a team to improve the foster care services and policies that affect children and youth in Maine. Strategies include implementation of a youth leadership summit, a speakers' bureau, legislative education, policy advising, the publication of resource materials, and the development of a youth-in-care web site and newsletter.

**Project Director** Nancy Connolly  
Institute for Public Sector Innovation  
**Funder** State of Maine, University of Maine  
**Budget** \$30,733  
**Duration** 12/04 - 11/05

### Maine Youth Legislative Advisory Council

In recognition of the need to include the voices of youth in policy development, the Maine Legislature created the Maine Youth Legislative Advisory Council (MYLAC) in 2002. The goal of MYLAC is to advise the legislature, its leadership, and committees on issues related to youth. The Council of 18 youth members and three legislative members is directed to meet at least six times per year, hold two public hearings, and make an annual report to the Legislature. The School shares staffing responsibilities with the Office of Policy and Legal Analysis. The Council's current priorities are addressing substance abuse prevention through workshops and public hearings to bolster support and awareness, and conducting research on prevention programs in schools and communities.

**Project Director** Michel Lahti  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health  
and Human Services  
**Budget** \$14,753  
**Duration** 9/04 - 8/05

### People's Regional Opportunity Program (PROP): Peer Leader Evaluation

The Peer Leader Project within PROP, a community services nonprofit organization in Cumberland County, Maine, is implementing a federal demonstration project to target youth in low-income, primarily immigrant, neighborhoods in Portland, Maine by providing youth development that focuses on the strengths of youth and their families. The project is working to reduce the early onset of sexual activity and other high-risk behavior by increasing the resilience and skills of youth, and the strength of family and community support systems. The School is working with PROP's Peer Leader Manager and staff to implement an evaluation plan and assist in the analyses and reporting of evaluation findings.

**Project Director** Marty Zanghi  
 Institute for Public Sector Innovation  
**Funder** Annie E. Casey Foundation  
**Budget** \$113,534  
**Duration** 10/02 - 12/07

## School to Career Partnership

All young people need to acquire a set of basic skills to prepare them for employment. Youth in foster care face an additional set of challenges based on factors such as multiple foster home placements and educational deficits. A multi-agency collaborative, formed in Maine, is addressing specific struggles that youth in foster care face in seeking and retaining employment. The collaborative addresses these concerns through the development of intensive job development and placement interventions. Initially, youth sought employment with a variety of Maine employers in Maine's three most southern counties. The project is working to expand to other counties, engage more employers, and build the capacity of care providers so they can incorporate job development and retention into the services they provide for youth in transition.

**Project Director** Glen "Chip" Curry  
 Institute for Public Sector Innovation  
**Funder** Maine State Planning Office  
**Budget** \$119,813  
**Duration** 10/01 - 2/05

## VISTA Network Management

In collaboration with Communities for Children, an initiative of the Children's Cabinet, the School is coordinating the placement, training, and supervision of 36 VISTA volunteers in positions with Communities for Children Councils throughout the state. The primary long-range goals of the project are to implement a system of coordinated prevention services delivery in at least 30 communities through the Communities for Children initiative, develop a statewide Youth Connection Network, develop an electronic communications/public awareness strategy and network for the Children's Cabinet, create a regional prevention network that can provide technical assistance to local communities through the regional Children's Cabinets, and create a statewide network for communities involved in mentoring youth.

**Project Director** Penthea Burns  
 Institute for Public Sector Innovation  
**Funder** People's Regional Opportunity Program  
**Budget** \$153,051  
**Duration** 11/04 - 6/05

## Youth Leadership and Involvement

Increasing youth involvement in public health initiatives, particularly the reduction of tobacco usage, will improve health outcomes for youth and young adults. This project provides training and technical assistance to a statewide network of youth internship programs, specifically those focused on promoting physical activity and improved nutrition as well as reducing tobacco use. Training and technical assistance will focus on improving youth and adult partnerships working on the content areas identified above. Working with the People's Regional Opportunity Program and Maine's Bureau of Health, the School will develop and maintain a statewide network of youth leadership programs; provide training, technical assistance, and support to Healthy Maine Partnership's Youth Advocacy Programs; develop a statewide youth tobacco advisory group; and develop an adolescent health-related initiative involving youth leaders in its design and implementation.

# Economic Development/Planning

**Project Director** Mark Lapping  
Public Policy and Management Program  
**Funder** Maine Community Foundation  
**Budget** \$13,524  
**Duration** 12/00 - 7/06

## An Agricultural History of Maine

Long out-of print, Clarence Day's two-volume *History of Maine Agriculture* is widely considered among the finest state agricultural histories ever published. Agriculture remains for many Maine people the bedrock of the community and a vital and important form of wealth-creation. Maine agriculture also contributes significantly to the overall quality of life of Maine people and the stability of many communities and whole regions. Beset with many problems, however, agriculture is a sector badly in need of greater public attention. By knowing where we have been, it might be possible to imagine new and different agricultural futures for farming in Maine. The publication of Day's great work, abridged and updated to 2000, will help generate discussion and debate on Maine's agricultural sector. Preliminary discussions have been held with the University of Maine Press to publish this volume.

**Director** Bruce Andrews  
USM School of Business  
**Associate Director** Charles Colgan  
Community Planning and  
Development Program  
[www.usm.maine.edu/cber](http://www.usm.maine.edu/cber)

## Center for Business and Economic Research (CBER)

CBER has been a leading producer of data and research on the Maine economy for more than 25 years. A joint center of the School and the USM School of Business, CBER is a University Center funded in part by the U.S. Economic Development Administration. The Center produces long-range forecasts of the Maine economy, publishes the semi-annual *Maine Business Indicators* and provides technical assistance and applied research to a variety of state and local agencies concerned with economic development in Maine.

**Principal Investigator** Charles Colgan  
Community Planning and  
Development Program  
**Funder** Northern Maine  
Development Corporation  
**Budget** \$65,589  
**Duration** 6/03 - 5/04  
**Collaborator** Bruce H. Andrews,  
Director, CBER, USM School of Business  
[www.usm.maine.edu/cber](http://www.usm.maine.edu/cber)

## (CBER) Aroostook Outmigration Study

CBER examined the long-term population decline in Aroostook County, Maine and its impact on the workforce. The project included two subtasks: an analysis of Census and IRS data on migration and analysis of the youth migration choice. A survey of high school and college students in Aroostook County was conducted. Results were released in late 2004.

**Principal Investigator** Charles Colgan  
Community Planning and  
Development Program  
**Funder** U.S. Department of Commerce  
Economic Development Administration  
**Budget** \$144,983  
**Duration** 4/04 - 3/05  
**Collaborator** Bruce H. Andrews, Director,  
CBER, USM School of Business  
[www.usm.maine.edu/cber](http://www.usm.maine.edu/cber)

## (CBER) Economic Development Administration University Center Grant

The University Center technical assistance program funded by the federal government is designed to help improve the economics of distressed areas. It helps institutions of higher education (or other applicants) use their own and other resources to address the economic problems and opportunities of areas served.

**Principal Investigator** Charles Colgan  
Community Planning and  
Development Program  
**Funder** Maine Technology Institute  
**Budget** \$79,072  
**Duration** 1/04 - 12/05  
**Collaborator** Bruce H. Andrews, Director,  
CBER, USM School of Business  
<http://www.usm.maine.edu/cber>

**Principal Investigator** Charles Colgan  
Community Planning and  
Development Program  
**Funder** UnumProvident  
**Budget** \$86,000  
**Duration** 2/02 - 2/05  
**Collaborator** Bruce H. Andrews,  
Director, CBER, USM School of Business  
<http://www.usm.maine.edu/cber>

**Project Director** Richard Barringer  
Community Planning and  
Development Program  
**Funder** New England Foundation for  
the Arts, Maine Arts Commission  
**Budget** \$30,000  
**Duration** 11/03 - 5/04

**Project Director** Dahlia Lynn  
Public Policy and Management Program  
**Funder** Maine Department of Agriculture,  
Food and Rural Resources  
**Budget** \$3,000  
**Duration** 8/04 - 11/04  
**Collaborator** Coastal Enterprises, Inc.

## (CBER) Maine Technology Institute Program Evaluation

CBER entered into a five-year agreement with the Maine Technology Institute to conduct regular evaluations of their technology development grant programs. The project provides information to MTI's Board of Directors, the governor, and the legislature regarding the effects of MTI's investments on firms, industries, and the development of industry clusters; and provides information to MTI managers that may be used to improve administration of MTI's programs.

## (CBER) UnumProvident Disability Study

CBER is helping UnumProvident improve its competitive position in two ways. First, by quantifying the impact of exogenous factors on disability claims, it will be better equipped to price its disability products. Second, the results of the study can also be used to inform the disability insurance industry about the need to better reflect environmental conditions in policy pricing.

## Creative Economy in Maine

This research extends urban-based work by the New England Council and the New England Foundation for the Arts to Maine's more rural setting. It examined the role of the creative economy in a rural state, providing detailed information for the Maine Blaine House Conference on the Creative Economy. The project produced a set of protocols for determining the scope and significance of cultural economic activity that may be applied elsewhere in New England and the nation. Through a set of case studies, it provided concrete information on the role of the creative economy in economic and community development.

## Evaluation of Maine Farms for the Future Program

The Maine Farms for the Future Program (MFFP) is a competitive program providing selected Maine farm owners with assistance in developing and implementing a detailed business plan to increase the viability of their farms. The School is conducting a program evaluation to ascertain MFFP's impact on the program participants. Farmer surveys were used to gather information on business plan awareness, managerial skill development, and the overall value of the program. Farm participant surveys were also conducted to gather information on the overall effectiveness of the team advisor approach, the quality of team member involvement, and the benefits to farm program participants. Results indicate that farmers participating in the program appear to have increased their management behaviors and involvement in farm management activities. Additionally, farm program participants indicated that the program has had a positive influence on understanding and advancing their knowledge and skills as business managers.

**Project Director** Mark Lapping  
Public Policy and Management Program  
**Funder** U.S. Department of Agriculture  
**Budget** \$20,032  
**Duration** 9/04 - 8/06

## Farm Viability, Farmland Preservation, and Smart Growth

This project is undertaking a nationwide assessment of policies and programs to determine if a specific combination of state and local programs to preserve farmland, enhance the economic viability of farms, and restrain sprawl is effective in resource protection and management of lands in the rural-urban fringe.

**Project Director** Evan Richert  
Community Planning and  
Development Program  
**Funder** Consensus Building Institute  
**Budget** \$28,000  
**Duration** 5/04 - 4/05

## Gateway-1, Phase I

Gateway-1 is an experimental approach by the Maine Department of Transportation to integrate land use and transportation planning in the 100-mile corridor of Route 1 from Brunswick to Stockton Springs. During Phase I of this project, the School is working with the municipalities to identify and define problems on both a community and corridor-wide basis. In Phase II, the School will explore the problems in depth, and through a participatory process, arrive at both town-specific and regional solutions.

**Project Director** Jack Kartez  
Community Planning and  
Development Program  
**Funder** Consensus Building Institute  
**Budget** \$4,500  
**Duration** 5/04 - 7/04

## Land Use Disputes Training

This Lincoln Land Institute of Land Policy course, "Resolving Land Use Disputes," developed by Professor Lawrence Susskind of MIT and Harvard Law School and President of the Consensus Building Institute, showed land-use planning stakeholders how they can best use mediation to help build consensus on difficult land-use issues. Participants worked with cases involving land development and community growth, explored the link between mediation theory and practice in the land-use context, and determined whether and when mediation is an appropriate conflict resolution tool. School faculty were instructors for this course.

**Project Director** Mark Lapping  
Public Policy and Management Program  
**Funder** Government of Canada  
**Budget** \$3,200  
**Duration** 1/00 - 7/04

## Policy for Perishable Commodities Under NAFTA

The adjudication and resolution of problems between NAFTA partners, if not resolved quickly and effectively, can derail a major sector of the economy, as happened in the case of the potato wart that was discovered on Prince Edward Island (PEI) in 2002. Island farmers were forced to retain much of their entire harvest when NAFTA introduced an embargo against the importation of PEI potatoes. This project traces the entire controversy to final resolution. It seeks to understand how nations define "good science" in the pursuit of trade goals and the role that politics played in the decision making, as well as ways and mechanisms by which time-bound trading commodity controversies, like those related to food, may be more rapidly and fully resolved.

**Project Director** Evan Richert  
Public Policy and Management Program  
**Funder** Maine State Planning Office  
**Budget** \$15,000  
**Duration** 9/03 - 3/05

## State of Maine Comprehensive Planning Manual

The Comprehensive Planning Manual is the guide for Maine municipalities preparing comprehensive land-use plans under the state's Growth Management Program created in 1988. This project includes editing and rewriting the first edition of the manual (Richert, 1992). In the 12 years since the first edition, much has changed: new environmental laws and rules, greatly expanded capabilities of GIS, experience with the first generation of comprehensive plans and efforts to implement them, and greater appreciation of the connections between land use and transportation, for example. The second edition of the manual will also address regional approaches to land-use planning.

# Environment

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$511,685  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)  
**Collaborator** Sonoma Tech

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** Maine Department of  
Environmental Protection  
**Budget** \$13,480  
**Duration** 11/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

## Casco Bay Estuary Project (CBEP)

The Casco Bay Estuary Project (CBEP) is devoted to protecting and restoring the water quality and fish and wildlife habitat of Maine's Casco Bay ecosystem while ensuring compatible human uses. The project is a partnership of municipal officials, state and federal agencies, non-governmental organizations, local businesses, and interested citizens. Implementation and coordination of more than 30 projects cover five priority areas: water quality and stewardship, habitats, stormwater, clam flats and swimming beaches, and toxic pollution. CBEP collaborates with the U.S. Environmental Protection Agency, the Maine Department of Environmental Protection, the Friends of Casco Bay, and many other local and regional organizations.

## (CBEP) Analysis of Air Deposition Monitoring for Metals

This project analyzes trace metals samples collected during precipitation events in 2002. The metal samples (arsenic, selenium, cadmium, nickel, vanadium, and chromium) were collected using a sampling train added to the Mercury Deposition Network monitoring equipment at the Freeport, Maine site. The signals of other trace metals deposited during significant mercury depositional events can help to identify the sources of mercury entering the bay.

## (CBEP) Audubon International's Golf Course Certification Workshops

The Casco Bay Estuary Project assisted in the development and presentation of two workshops on Audubon International's Golf Course Certification Program. Designed for environmental managers, resource professionals, and consultants, the first workshop provided guidance on program requirements and maintaining playability while implementing better environmental practices. The second workshop was geared toward golf course superintendents and managers, and focused on recommended practices, playability, and environmental stewardship. The goal was to increase the number of golf courses participating in the certification program by supplying instruction on recommended practices as well as a source of trained professionals for providing technical assistance.

## (CBEP) Beginning with Habitat

Beginning with Habitat is a collaborative effort between the Maine resource agencies, U.S. Fish & Wildlife Service, Maine Audubon, the Nature Conservancy, and others to compile GIS habitat maps with comprehensive data from all of the available and relevant data sources. A series of maps, including high-value habitats, large roadless areas, resource zones, buffers and wetlands, etc., is developed either for a specific municipality or for all of the municipalities in a watershed. CBEP is providing support to the program to bring these maps, together with a detailed guidebook, to municipalities in Casco Bay along with a presentation explaining the importance of protecting habitat and sample methods for facilitating conservation through zoning, planning, etc. The maps and technical assistance provide a valuable tool for municipal conservation and planning.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu/habitat.html](http://www.cascobay.usm.maine.edu/habitat.html)

### (CBEP) Casco Bay Habitat Restoration Program

This project is focused on restoration of degraded wildlife habitat in the Casco Bay watershed through collaborative projects with municipalities and other organizations. The activities of this program are guided by the Casco Bay Habitat Restoration Committee, a partnership of agencies and organizations working to promote habitat conservation. The project is identifying degraded ecosystems with potential for restoration, working with local partners to develop projects, and providing seed funding and other fundraising assistance to implement on-the-ground restoration activities to restore native plants and animals and healthy ecosystem function to degraded areas.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency and State of Maine  
**Budget** \$40,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu/steward.html](http://www.cascobay.usm.maine.edu/steward.html)

### (CBEP) Casco Bay Water Quality Monitoring

CBEP provides annual funding to support the the successful volunteer water quality monitoring effort in Casco Bay by the Friends of Casco Bay. Volunteers monitor more than one hundred sampling sites around Casco Bay to measure the parameters of temperature, pH, salinity, dissolved oxygen, clarity, and nutrients, and to instill a sense of pride and stewardship for the bay. The results of this monitoring effort are analyzed and summarized in an annual water quality monitoring report that is shared with the communities that border the Bay to inform decision making.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)  
**Collaborators** Friends of Casco Bay, New Meadows River Watershed Committee, Bowdoin College, citizen volunteers

### (CBEP) Dissolved Oxygen/Hypoxia Monitoring

For a number of years, CBEP has provided support to Friends of Casco Bay to conduct focused dissolved oxygen (DO) water quality monitoring in Casco Bay. These surveys, designed to locate and study problem water quality areas of Casco Bay, have documented degraded areas of the Bay, including the New Meadows River and Quahog Bay. Hypoxic areas, or areas with little or no dissolved oxygen in the water column needed to support life, have potentially significant impacts and may be mitigated or prevented. Sampling will continue in these areas with a focus on sediment oxygen demand (SOD) and other potential sources of the problem.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$5,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

### (CBEP) Environmental Education

CBEP supports several environmental educational programs and annual events for primary—and secondary school-aged children in the Casco Bay watershed. These activities include the Children's Water Festival for fifth graders, the national Envirothon competition, and the Watershed Education AmeriCorps member hosted by the Cumberland County Soil and Water Conservation District to work with area schools providing environmental education programs throughout the school year. These events, along with educational materials, help students and the public focus on a stewardship ethic for Casco Bay. These programs are held in collaboration with the Maine Department of Environmental Protection, area schools, and many other partnering organizations.

## (CBEP) Expanding and Sustaining Shellfisheries in Casco Bay (Clam Flat Restoration)

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$20,000  
**Duration** 10/03 - 9/04  
**www.cascobay.usm.maine.edu**  
**Collaborators** Maine Department of Marine Research, Maine Department of Environmental Protection, Friends of Casco Bay, municipalities, clamdiggers

For the last five years, CBEP has worked with a stakeholder group, the “Clam Team,” to eliminate fecal pollution sources, reopen soft-shell clam flats, and develop tools for sustainable management of this resource. The “Expanding and Sustaining Shellfisheries in Casco Bay” program has been very successful, opening more than 300 acres of actual resource to harvest. CBEP is continuing work to develop tools for sustainable management of this resource and to reopen additional flats in Casco Bay, building on the success and partnerships developed during the earlier years of this program. As in the previous project, the priorities for this funding will be determined by the “Clam Team.”

## (CBEP) Habitat Protection Fund

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$90,000  
**Duration** 10/03 - 9/04  
**www.cascobay.usm.maine.edu**  
**Collaborators** Maine Coast Heritage Trust, U.S. Fish and Wildlife Service, local land trusts, municipalities

The CBEP Habitat Protection Fund is a highly successful program which has helped to protect more than 3,000 acres of high-value habitat in Maine’s Casco Bay watershed. With the growing development pressure in this most-populated area of the state, habitat protection is becoming increasingly important and these funds are in high demand. This fund is being used to assist land trusts and municipalities with conservation easements and fee acquisition of property, and may be used to pay for appraisals and other services needed for project implementation.

## (CBEP) Lower Presumpscot River Habitat Restoration Inventory

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** Gulf of Maine Council on the Marine Environment  
**Budget** \$25,000  
**Duration** 1/04 - 12/05  
**www.cascobay.usm.maine.edu**

In 2002, the Casco Bay Habitat Restoration Committee was established to guide the CBEP’s restoration activities. Members include experienced agency staff from the U.S. Fish and Wildlife Service, Maine DEP, Maine Department of Marine Resources, National Oceanic and Atmospheric Administration (NOAA), U.S. Environmental Protection Agency, Maine State Planning Office, Natural Resources Conservation Service (NRCS), and Friends of Casco Bay, among others. Recognizing a lack of documented restoration needs in the Casco Bay watershed, the Committee solicited grant funding through the Gulf of Maine Council on the Marine Environment to conduct an inventory of habitat restoration opportunities in the lower Presumpscot River watershed.

## (CBEP) Marine Invasive Species Educational Forum

**Project Director** Karen Young  
Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$2,622  
**Duration** 10/03 - 9/04  
**www.cascobay.usm.maine.edu**

The introduction and rapid spread of non-native marine invasive species has been identified as a serious environmental threat to coastal ecosystems throughout the United States. The problem of marine invasive species and their potentially significant ecological and economic impacts on the coast are not being addressed by most coastal interest groups in Maine. In order to provide education on this important emerging environmental issue, CBEP conducted an all-day forum, “Maine’s Marine Invasion: A Forum on the Impact of Non-native and Other Invasive Species on Maine’s Coastal Ecosystems,” in May 2004 as part of the University of Southern Maine’s Gloria S. Duclos Convocation on Environmental Sustainability. The Forum was co-sponsored by Maine Sea Grant.

**Project Director** Beverly Bayley-Smith  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$109,000  
**Duration** 7/04 - 7/05  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

### (CBEP) National Coastal Assessment

The U.S. EPA's National Coastal Assessment is a multi-year partnership among EPA's Office of Research and Development, EPA's Office of Water, EPA's Regional Offices, and the coastal states. In Maine, this coastal monitoring program is coordinated and managed jointly by the Casco Bay Estuary Project, the State of Maine, and EPA Region 1. The goal of this intensive monitoring program is to determine the condition of estuarine waters in Maine and permit comparison with other U.S. coastal areas. The program is guided by the EPA National Health and Environmental Effects Research Laboratory's Atlantic Ecology Division in Narragansett, RI. Since 2000, CBEP has coordinated the annual survey of approximately 35 monitoring stations in Maine. Each summer, internships are granted for students to train and serve aboard the research vessel Azorian. Environmental monitoring parameters include measurements of the water quality, sediment quality, and biota.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$3,000  
**Duration** 10/04 - 9/05  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

### (CBEP) New Meadows River Watershed Project

The New Meadows River Watershed Committee is a partnership of the five municipalities of Brunswick, West Bath, Harpswell, Phippsburg, and Bath, nonprofit environmental organizations, state and federal agencies, academic representatives, students, and citizens working to improve water quality and reopen shellfish beds in the New Meadows River watershed. CBEP is working closely with the Committee to develop a watershed management plan and implement the New Meadows River strategic plan, in addition to working to reopen shellfish beds to harvest and promoting restoration of degraded coastal habitats.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$20,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

### (CBEP) Presumpscot River Management Plan Implementation

Following the development of a stakeholder-driven management plan for the Presumpscot River, "A Plan for the Future of the Presumpscot River," the Presumpscot River Watershed Coalition (PRWC) was formed. This partnership of many organizations is pursuing implementation of the plan as well as other projects beneficial to the water quality and ecosystem of the Presumpscot River. This year, CBEP supported the development of two educational signs along the river, equipment for water quality monitoring and watershed surveys, and a geomorphic assessment of one of the tributaries.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$6,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

### (CBEP) Septic System Installer Training

Each year, CBEP provides support to the Cumberland County Soil and Water Conservation District and the Maine Department of Environmental Protection to offer a training program for installers of septic systems to ensure that they are installing systems in the most environmentally friendly way possible. This popular training program has been offered for years and continues to be in high demand. Trainings are held each year across the state, including at least one within the Casco Bay watershed that is supported by CBEP.

## (CBEP) State of the Bay Conference, Report and Environmental Indicators

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$50,000  
**Duration** 10/03 - 9/05  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

CBEP convened a committee of scientists and other partners to develop environmental indicators for Casco Bay that are appropriate and meaningful. This effort used information from the larger effort to determine indicators for the Gulf of Maine as well as indicators developed by the National Estuary Programs and other coastal programs. These indicators will guide the development of a “State of the Bay” report that highlights various aspects of the environmental health of Casco Bay. CBEP will also host a conference in 2005 to highlight all of the various environmental projects going on throughout the watershed.

## (CBEP) Stormwater Technical Assistance

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/03 - 9/05  
[www.cascobay.usm.maine.edu/storm.html](http://www.cascobay.usm.maine.edu/storm.html)

The CBEP Stormwater Committee is working closely with the Casco Bay Interlocal Stormwater Working Group, a collaboration of 14 municipalities working to implement stormwater management across the region, to identify stormwater mitigation projects for seed funding and technical assistance. The Stormwater Committee oversees the distribution of these funds to projects including a targeted education program to area schools on the source and impact of stormwater pollution and the development of standard operating procedures for municipal public works staff and others.

## (CBEP) Toxicity Monitoring

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 10/04 - 9/05  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

CBEP has collected sediment, water, and biological samples from Casco Bay over the last decade for analysis of toxic contaminants. These data provide important information on the location of “hot spots” of contamination and the trend in contamination levels over time. Using data from previous years as a baseline, CBEP continues to track contamination in previously identified problem areas and in areas with suspected contamination based on surrounding land use or other known sources. These data complement other environmental data collected by CBEP and partners to help gain an overall picture of the health of Casco Bay.

## (CBEP) Twelve Year Casco Bay Water Quality Analysis

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$30,000  
**Duration** 10/04 - 9/05  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

CBEP annually provides funding to the Friends of Casco Bay (FOCB) to support their intensive volunteer water quality monitoring program in Casco Bay. The FOCB currently has 12 years of water quality data. This project compiles and analyzes trends in these water quality data to look at the spatial distribution of water quality in Casco Bay and to analyze trends in water quality over the last twelve years. The assessment includes the creation of an interactive spatial database (GIS) to map water quality trends in Casco Bay. In addition, a water quality “health index” that incorporates multiple water quality parameters for a single, simplified index of water quality in the Bay is being developed. Both the health index and the 12-year analysis will provide valuable information for CBEP’s “State of the Bay 2005” report.

**Project Director** Karen Young  
 Casco Bay Estuary Project  
**Funder** Maine Department of  
 Environmental Protection  
**Budget** \$9,000  
**Duration** 10/03 - 9/04  
[www.cascobay.usm.maine.edu](http://www.cascobay.usm.maine.edu)

**Project Director** Karl Braithwaite  
 Public Policy and Management Program  
**Funder** Maine Department of  
 Environmental Protection  
**Budget** \$220,000  
**Duration** 10/03 - 10/04

**Project Director** Evan Richert  
 Community Planning and  
 Development Program  
**Funder** Alfred P. Sloan Foundation  
**Budget** \$1,622,043  
**Duration** 1/03 - 12/05  
[www.usm.maine.edu/gulfofmaine-census](http://www.usm.maine.edu/gulfofmaine-census)

**Project Director** Evan Richert  
 Community Planning and  
 Development Program  
**Funder** Office of Naval Research and  
 NOAA through Northrup Grumman  
**Budget** \$11,267  
**Duration** 6/04 - 12/05

## (CBEP) Watershed Water Quality Monitoring

CBEP provides annual funding to three local watershed groups, Presumpscot River Watch, Lakes Environmental Association, and the Friends of the Royal River to support their volunteer water quality monitoring of lakes, streams, and rivers. In the Royal River watershed, the project is funding water quality improvement projects implemented by the Royal River youth conservation corps (YCC). The water quality monitoring data will be used to support the next "State of the Bay" report as well as implementation of the "Plan for the Future of the Presumpscot River."

## Climate Change Plan for Maine

In 2003, the Maine State Legislature passed legislation requiring the state Department of Environmental Protection (DEP) to develop a climate action plan that would reduce greenhouse gas emissions by a sufficient amount to avert the threat of global warming. The School provided the advisory committee co-chair, consulting on economic modeling, research on state and federal policy, management, and technical assistance to DEP throughout the plan's development. In late 2004, Maine's governor released the Climate Action Plan for Maine which included 54 recommended actions to reduce climate-altering pollution.

## Gulf of Maine Census of Marine Life: Biodiversity in Support of Integrated Ocean Management

The project provides sufficient knowledge about the abundance, diversity, and distribution of life in the Gulf of Maine to enable ecosystem-based management of the Gulf. The project includes mining large existing databases as part of the Gulf of Maine Biogeographic Information System, creation of a Dynamic Atlas of the Gulf of Maine, new field studies to address large gaps in knowledge about marine life and the role of diversity in the ecosystem, and statistical indicators of the status of the Gulf of Maine ecosystem.

## Integrated Ocean Observing System: Initial Demonstration System

The project director advises Northrup Grumman, which is seeking to demonstrate, as part of the evolving national Integrated Ocean Observing System, how to utilize existing technologies to enable the fusion of multiple sources of ocean observing data for Sea Basing needs (Navy) and the protection of marine mammals (NOAA).

**Project Director** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$222,000  
**Duration** 8/04 - 7/05  
<http://efc.muskie.usm.maine.edu>

## New England Environmental Finance Center (NE/EFC)

The NE/EFC furthers the joint goals of the U.S. EPA and the Muskie School of researching, publishing, and extending creative approaches to environmental protection and management, especially respecting the associated “how-to-pay” questions. In particular, the Center works to advance the understanding and practice of “smart growth” throughout New England; in building local capacity to deal with related issues; and in developing and applying techniques that go “beyond compliance” with government regulations.

**Project Director** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$45,000  
**Duration** 8/04 - 12/05

## (NE/EFC) GIS Initiative

This project is developing and deploying distributed data collection software (a Web site with conservation data and interactive mark-up capabilities) as a pilot activity. Applied Geographics, Inc. (AGI) is contracted to do this work and to host the application, solicit parcel status updates, and compile submitted data during the contract period. As part of the deployment, AGI is providing training to field users, documenting procedures, and collecting cost-benefit data for comparison with current state data collection procedures. They are preparing a detailed proposal for how New England-wide standards for protected lands data can be established in the following year. A draft final report including this proposal will be presented to a meeting of senior GIS managers from around New England for input and revision.

**Project Director** Jodi Castallo  
**Principal Investigator** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$146,000  
**Duration** 9/04 - 5/05  
**Collaborators** Grow Smart Maine, Grow Smart Rhode Island, Wells National Estuarine Research Reserve, Leadership Blackshore Valley, others  
<http://efc.muskie.usm.maine.edu>

## (NE/EFC) Next Communities Initiative

There are many smart growth tools available to local land-use decision makers and stakeholders, everything from model ordinances to financial tools. However, skills for implementation of these tools are sometimes lacking. This project is training community leaders in the skills necessary to effect constructive change in their towns. The School is developing a curriculum designed to help participants explore the values they feel are important in relation to their own community; teaching people to think through trade-offs and compromises that come into play when doing land-use planning; and teaching community leaders step-by-step methods to effect change at the local level. The curriculum includes units on the basics of smart growth, conflict resolution, systems thinking, political mobilization and organization, and the mechanics of local government.

**Project Director** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$11,000  
**Duration** 8/04 - 7/05

## (NE/EFC) Online Course in Conservation Finance

This course provides a background on conservation finance, including the fundamental concept of the “funding quilt” (the combination of federal, state, local and private funding sources that are combined in many conservation projects), as well as descriptions and examples of the primary funding options used by federal, state, local, and private sectors. Because most conservation finance takes place at the local level, a significant focus of the course is on how to create conservation funding at the local level. Lessons specifically focus on the “how-to” issues of feasibility research, ballot measure design, and the role of public opinion polling, in addition to case studies on how these elements are applied during a conservation finance ballot measure. The course will reside on the NE/EFC’s Web site and be available for use by instructors at other Finance Centers and elsewhere.

**Project Director** Richard Barringer  
 Planning, Development and Environment  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$10,000  
**Duration** 9/03 - 6/04  
<http://efc.muskie.usm.maine.edu>

### (NE/EFC) Public Lecture Series and Publication

In 1990 the Muskie School published *Changing Maine*, a volume of analysis and commentaries on Maine's dramatically changing economy, environment, society, politics, and government. The goal of this new series is to formulate and circulate a new basic understanding of Maine and its place in the world today to guide our civic life and dialogue in the next generation. The focus of each lecture and the series is policy and policymaking as they have exerted influence on events. The topics addressed include energy, the environment, land use and sprawl, forestry, agriculture, and fisheries, among others. The lectures, delivered in the fall and winter of 2003–04, were broadcast by Maine Public Radio and published (by Tilbury House) as a book that may now serve as the basis for public forums and study groups and instructional materials for high school seniors, college students, and adults.

**Project Director** Will Johnston  
**Principal Investigator** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$93,000  
**Duration** 9/04 - 1/06  
<http://efc.muskie.usm.maine.edu>

### (NE/EFC) Smart Growth and Water Management

This project identifies financial needs for municipalities to implement the new federal regulations for stormwater management; performs an assessment of stormwater finance methods, develops a software program in basic financial planning skills for municipal water system managers; and works with the Maine State Drinking Water Program to deliver training programs that use the software.

**Project Director** Richard Barringer  
 Community Planning and  
 Development Program  
**Funder** State of Maine, University of Maine  
**Budget** \$12,245  
**Duration** 10/03 - 2/04  
[www.state.me.us/spo/lmf](http://www.state.me.us/spo/lmf)

### (NE/EFC) Land for Maine's Future Program Evaluation

This collaboration with the Margaret Chase Smith Center at the University of Maine evaluated the operation and outcomes of Maine's landmark Land for Maine's Future program (LMF). The LMF program has acquired and conserved lands of special scenic, ecological, recreational, and community value throughout the state. Through analysis, case studies, and personal interviews, the study assessed the current context in Maine for land conservation and protection; evaluated how well the LMF program has implemented the goals and standards set forth in the 1997 report of the Land Acquisition Priorities Advisory Committee; how well it has been received by stakeholders in land conservation around the state; what changes to the program might increase its performance; and how the legislature might best frame the program's usefulness in the years ahead.

**Project Director** Jack Kartez  
**Principal Investigator** Sam Merrill  
 New England Environmental Finance Center  
**Funder** U.S. Environmental Protection Agency  
**Budget** \$60,000  
**Duration** 12/03 - 4/05  
<http://efc.muskie.usm.maine.edu/>

### (NE/EFC) Video on Public Involvement Options

The NE/EFC is organizing several community involvement forums through its "Collaborative Environmental Services" initiative. The video presents approaches to involving the public in contentious growth-related issues, and discusses difficulties, limitations, and potential pitfalls of each approach. Through a contract with Cross Current Productions, Inc., which produced the recent video "Livable Landscapes," previously taped material is being used as case examples, including public events in the "Dunstan Corners" project in Scarborough, Maine. Upon completion, 50 – 100 copies of the video will be made for initial distribution to interested municipal officials; for broader access, a streaming digital version will be on the NE/EFC website.

# Criminal Justice

**Project Director** Carmen Dorsey  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Justice  
**Budget** \$49,997  
**Duration** 10/04 - 9/05  
[www.muskie.usm.maine.edu/justiceresearch/](http://www.muskie.usm.maine.edu/justiceresearch/)

## Criminal Justice Statistical Analysis Center

Criminal justice communities nationally and at state and local levels need to be able to access and use data to help inform the administration of criminal justice. The Maine Statistical Analysis Center (SAC), operated by the School, collects, analyzes, and disseminates selected criminal justice data that serves the public, policymakers, criminal justice practitioners, community-based groups, and advocates involved with the policy and practice of criminal justice in Maine. The Maine SAC sponsors several criminal justice initiatives, including updating the annual Maine Crime and Justice Data Book, operating a criminal justice data clearinghouse on the Maine SAC Web site, providing research support to commissions and policy groups, working to improve the administration of criminal justice in Maine, and writing and disseminating policy briefs on key issues in criminal justice.

**Project Director** Michael Brennan  
Institute for Child and Family Policy  
**Funder** Maine Judicial Department  
**Budget** \$60,000  
**Duration** 9/03 - 9/04

## Family Drug Court Evaluation

This project evaluates Maine's first family drug court project. The project is developing a collaborative relationship with the Maine Court System, the Office of Substance Abuse, and the Department of Health and Human Services, and an evaluation methodology that examines how well the project achieves its stated goals. Project staff are participating in training sessions, conducting interviews with participants, establishing baseline data, ensuring that appropriate data is collected for the project in order to satisfy federal requirements, and providing technical assistance.

**Project Director** Carmen Dorsey  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$135,534  
**Duration** 10/04 - 9/05  
[www.muskie.usm.maine.edu/justiceresearch/](http://www.muskie.usm.maine.edu/justiceresearch/)

## Juvenile Recidivism Research

Measurement of the juvenile recidivism rate is a key outcome measure of the effectiveness of a juvenile justice system. This continuing project measures and reports the recidivism rate of juveniles first adjudicated of a crime in Maine in the year 2001, provides a comparison among the 1998, 1999, 2000, and 2001 groups, and develops analytical tools to assist the juvenile justice system in addressing trends in the data.

## Maine Domestic Violence Case Coordination Project

See page 19.

## Maine Juvenile Disproportionate Minority Contact (DMC) Study

Since 1988, the federal government has been working to reduce Disproportionate Minority Contact (DMC), the overrepresentation of minority youth in the juvenile justice system. The School is collecting, analyzing, and reporting data to identify whether DMC exists in Maine. This cooperative agreement with the Maine Juvenile Justice Advisory Group (JJAG) is a collaboration with the JJAG, Maine Department of Public Safety, and Maine Department of Corrections.

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$40,000  
**Duration** 9/04 - 5/05

**Project Director** RuthAnne Spence  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$15,430  
**Duration** 10/03 - 2/05

## Maine Reentry Network—Cross Systems Collaboration

This cooperative agreement provides the initial opportunities required to fulfill the Maine Department of Corrections (DOC) Maine Reentry Network's commitment to utilize Family and Systems Teams planning for the young adult offenders served under their three-year Serious and Violent Offender Reentry Initiative grant. Through a combination of capacity-building activities including curriculum development, training, and coaching/mentoring of DOC staff across the adult and juvenile criminal justice systems, this agreement supports the Reentry Network's goal of increased coordination and integration of services to offenders transitioning from DOC facilities back into communities across Maine.

**Project Director** Al Sheehy  
Institute for Public Sector Innovation  
**Funder** Maine Department of Corrections  
**Budget** \$18,374  
**Duration** 10/04 - 9/05

## Maine Street Transition through Life Skills

The Maine Street Transition through Life Skills builds on research from three disciplines (education, labor and corrections). Through research from these disciplines as well as Life Skills/Emotional Intelligence assessments, each offender's individual strengths, needs, and risks are being addressed in a comprehensive Life Skills Individual Enhancement Plan that will be an integral component of the offender's Reentry Plan. The School is providing ongoing technical assistance and performance measurement consultation as well as conducting a validity assessment of the three proposed life skills/emotional intelligence instruments for use in the correctional reentry setting.

**Project Director** Carmen Dorsey  
Institute for Public Sector Innovation  
**Funder** Volunteers of America,  
Northern New England  
**Budget** \$5,000  
**Duration** 10/04 - 6/05

## New Horizons Academy Evaluation

The release of prisoners in Maine presents challenges to both prisoners and their communities. Many prisoners face barriers such as low education levels, lack of experience, periods of unemployment due to incarceration and other factors, and the stigma of former incarceration. The 12-week Horizons Academy training program emphasizes cognitive assessment, career planning, and on-the-job coping skills to prepare prisoners to get and keep employment after release. The School is tracking process and outcome measures for this program, including the number of people who obtain employment upon release and whether they recidivate.

**Project Director** Mark Rubin  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Justice  
**Budget** \$150,000  
**Duration** 10/02 - 9/05

## Project Safe Neighborhoods

The Office of the U.S. Attorney, District of Maine, is facilitating a task force comprised of federal, state, and local law enforcement and community officials to design a gun crime reduction strategy that best fits the unique gun crime problem in Maine. Project Safe Neighborhoods (PSN) is a nationwide commitment to reduce gun crime in America by networking existing local programs that target gun crime and providing those programs with additional tools necessary to be successful. PSN has provided funds for outreach/publicity and research partners in each District. The School is providing research and analysis support to the initiative as the PSN research partner.

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Justice  
**Budget** \$30,435  
**Duration** 7/03 - 6/04

## Weed and Seed

Violent crime and drug-related problems in communities fueled the national Weed and Seed effort to fund local partnerships between law enforcement and community-based organizations. These collaborations serve to “weed” out crime and “seed” communities with crime prevention, outreach, and reduction strategies designed to fit a community context. The Muskie School is helping the Lincoln County Weed and Seed site build its capacity for evaluation of its five-year program by (1) evaluating a comprehensive enhanced neighborhood policing program to measure how well law enforcement professionals apply and integrate the model into their work and (2) developing tools for assessment of progress across key program indicators identified by the community and law enforcement partnership.

# Behavioral Health

**Project Director** Nadine Edris  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$4,149,664  
**Duration** 1/04 - 6/05  
[www.muskie.usm.maine.edu/CFL](http://www.muskie.usm.maine.edu/CFL)

**Project Director** Nadine Edris  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$64,871  
**Duration** 7/04 - 6/05

**Project Director** Janice Daley  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$400,104  
**Duration** 1/04 - 6/05

**Project Director** Janice Daley  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$1,601,651  
**Duration** 1/04 - 6/05

## Center for Learning (CFL)

In the ever-changing field of behavioral health, the need for a highly trained workforce is critical to effective and efficient service delivery. For nine years, the Center for Learning (CFL) has worked cooperatively with the Maine Department of Behavioral and Developmental Services (BDS) to promote excellence in the field of behavioral health to ensure that the state's children, youth, and adults benefit from high-quality services. By providing a diverse array of competency-based training opportunities for staff working for the state and for provider agencies, the project promotes best practices and informs policy. The project administers mental health certification programs for entry-level behavioral health workers; provides specialized professional development for staff serving adults with mental retardation and children with behavioral and developmental needs; and provides computer training and technical support to BDS staff. CFL also offers project management, curriculum development, training, and outreach.

## (CFL) Continuing Education in Behavioral Health

Providing opportunities for advanced education to behavioral health professionals in Maine is essential to the development of a highly trained workforce in this field. This project coordinates contracts with the University of Maine System that encourage and support academic coursework in behavioral health and fund internships. This project helps link academic preparation to on-the-job experience.

## (CFL) Coordinated Behavioral Health Training Initiative

The lack of coordinated efforts in professional development for staff working in a variety of behavioral health initiatives impedes effective service delivery. Integrating a wide array of training efforts, CFL works with the Maine Department of Behavioral and Developmental Services (BDS) and its partners to promote and provide both professional development and cross-disciplinary collaboration. CFL provides research, technical assistance, consultation, meeting facilitation, and fiscal and administrative management to BDS and its partner agencies. Specifically, CFL staff work with representatives from the AdCare Educational Institute, the National Alliance for the Mentally Ill—Maine Chapter, and Medical Care Development to provide additional training initiatives in substance abuse, consumer, and family-oriented mental health training. By supporting academic courses, tuition reimbursement, and practicum internship experiences in community-based provider settings, CFL also links professional education with the state certification system.

## (CFL) Mental Health Certification Program

Mental health workers serve a critical role in the provision of services to children and adults with behavioral health needs. To provide quality services, entry-level workers need to develop competencies in basic health and safety issues as well as general clinical knowledge. To respond to this need and to the growing recognition in the field that such training is critical to quality service provision, the Maine Department of Behavioral and Developmental Services and CFL have developed three certification programs to ensure that workers have mastered these competencies. The Other Qualified Mental Health Professional certificate is issued to persons who provide residential, day treatment, and home-based services to children. The Mental Health Rehabilitation Technician/Community and the Residential Care Specialist certificates are issued to persons who provide residential and community support services to adults. CFL administers all three certification programs.

**Project Director** Mary Kelley  
**Principal Investigator** Nadine Edris  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$605,685  
**Duration** 1/04 - 6/05

## (CFL) Professional Development of Staff Serving Adults with Mental Retardation

By closing state institutions for adults with mental retardation and moving to a community-based system, Maine exemplifies best practices in the field of Mental Retardation. This project provides ongoing staff training and professional development activities to ensure continual improvements to the system. Training delivery includes strategic planning, train-the-trainer workshops, conferences on disability-related areas, development of distance delivery training methods, and community development that promotes full inclusion of adults with disabilities.

**Project Director** Marshall Soloway  
 Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$678,712  
**Duration** 1/04 - 6/05

## (CFL) Technology Orientation and Training

As new computerized systems are developed and implemented, the technology requirements become more complex. In order to ensure the technical capacity of its staff, the Maine Department of Health and Human Services has contracted with CFL's technology unit to develop and deliver custom training and support for its technology initiatives. The project establishes a baseline level of computer proficiency for staff in the Department of Behavioral and Developmental Services, develops key users to cultivate internal capacity, and explores emerging technologies in training delivery. Learning opportunities include face-to-face and computer-based training for various staff and related populations focusing on clearly defined program areas.

**Project Director** Al Leighton  
 Survey Research Center  
**Funder** Maine Department of Education  
**Budget** \$13,106  
**Duration** 7/03 - 6/05  
**Collaborators** College of Nursing and Health Professionals; Maine Office of Substance Abuse; Bowdoin College; Eastern Maine Community College; Maine Maritime Academy; St. Joseph's College; Thomas College; Unity College; University of Maine; University of Maine at Farmington; University of Southern Maine

## Drinking Among First-Year College Students

A great deal of evidence suggests that high-risk drinking behaviors by college students significantly affect their personal lives as well as the pursuit of their academic goals. This project is designed to measure students' attitudes and behaviors regarding drinking by administering a nationally tested survey instrument to all of the appropriate students on the nine campuses. Focus groups and follow-up surveys are being conducted to measure the level of change in behaviors over time. The survey data is being used to help develop a campaign to increase awareness of the potential harm from excessive drinking.

**Project Director** George Shaler  
 Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$61,999  
**Duration** 10/04 - 9/05

## Evaluation of Mental Health Services within Maine School-Based Health Centers

Young adults are often uncertain of their health care needs and where and when to obtain care. In response, communities are developing school-based health centers (SBHCs) where adolescents can receive health care and education as well as mental health and substance abuse counseling. The School will be working with the Maine Bureau of Health's Teen and Young Adult Health Program to determine how mental health services best fit within the current SBHC Model, identify the current extent of SBHC mental health services in Maine, gauge mental health utilization at SBHCs, and develop mental health outcomes in the event that the Program provides more mental health resources to existing SBHCs.

**Project Director** Deborah Thayer  
Institute for Health Policy  
**Funder** Maine Department of Health  
and Human Services, Bureau of Health  
**Budget** \$64,612  
**Duration** 11/03 - 10/04

## Health Behavior Analyses and Technical Assistance

This project is assisting the Maine Bureau of Health with data management and documentation of the Maine Behavioral Risk Factor Surveillance System, analytic file construction, and statistical analysis. The School maintains multiple-year standardized datasets, adds the most recent year of data, and updates documentation. The School also performs other analyses as necessary including multivariate and trend analyses to help the Bureau of Health better understand prevalence, risk factors, and disease management for health behaviors and conditions that impose a heavy burden on the citizens of Maine and its health care system, including diabetes, asthma, and cardiovascular disease.

**Project Director** Susan Payne  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$68,909  
**Duration** 11/03 - 10/04

## MaineCare Trends in Behavioral Health Expenditures

MaineCare expenditures for behavioral health services are rising rapidly. This project is expanding previous work that established trends in utilization and costs of mental health services covered by MaineCare to address the following questions for the Maine Department of Health and Human Services: how does Maine compare to other state mental health agencies; are there states similar to Maine that successfully combine access to care and low or average costs; and what opportunities for behavioral health care cost savings can we identify by studying Maine and its peer states?

**Project Director** David Lambert  
Maine Rural Health Research Center  
**Funder** National Institute of Mental  
Health (NIMH)  
**Budget** \$15,000  
**Duration** 9/03 - 8/04

## Maine Mental Health Evidence-Based Practice Planning Initiative

This project is part of a one-year planning grant for the Maine Department of Health and Human Services to assess the state's need, capacity, and readiness for implementing evidence-based practices (EBP) at the community mental health level. An important issue is the capacity to implement EBP in rural areas, given infrastructure and transportation challenges. In addition to the School, major collaborators are the Department of Psychiatry Research at Maine Medical Center and the New Hampshire-Dartmouth Psychiatric Research Center. The School is developing and conducting a survey of community providers and regional and area officials to assess the current knowledge, perceived need, and strategies for enhancing and implementing EBP.

**Project Director** John Gale  
Institute for Health Policy  
**Funder** The Bingham Program  
**Budget** \$354,251  
**Duration** 9/03 - 8/04

## Mental Health Technical Assistance Program (MEHTAP), Year 3

The Mental Health Funding Collaborative, a partnership between the Bingham Program, its funding partners (the Betterment Fund and the Jane B. Cook 1992 Trust), and the Maine Department of Health and Human Services, funds eight innovative projects to improve mental health and mental health services in Maine. In support of this initiative, the Collaborative developed a relationship with the School to develop a technical assistance program to provide administrative support to the Collaborative and technical assistance and grant support to the eight program grantees and other organizations concerned with mental health and mental health services in Maine. Administratively, MEHTAP develops and administer contracts, reporting tools, and other materials for grantees. Technical assistance activities include convening grantees to encourage information dissemination, sharing of experience and best practices, communicating this information to other mental health agencies and providers, and developing collaborative initiatives.

# Chronic Illness, Disability, and Aging

**Project Director** Romaine Turyn  
**Principal Investigator** Susan Payne  
Institute for Health Policy  
**Funder** U.S. Administration on Aging, Maine  
Department of Health and Human Services  
**Budget** \$244,048  
**Duration** 7/04 - 6/07  
**Collaborators** Bureau of Adult and Elder  
Services, Maine Alzheimer's Association, Area  
Agencies on Aging, Maine Hospice Council,  
GHS Management, Inc., Elder Independence  
of Maine

**Project Director** Paul Saucier  
Institute for Health Policy  
**Funder** Assistant Secretary of Planning and  
Evaluation through The MEDSTAT Group, Inc.  
**Budget** \$20,000  
**Duration** 10/03 - 6/04

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services  
**Budget** \$325,786  
**Duration** 11/03 - 10/04

**Project Director** Elise Bolda  
Institute for Health Policy  
**Funder** Robert Wood Johnson Foundation  
**Budget** \$1,854,569 (2004 only)  
**Duration** 2/01 - 1/09  
**Collaborators** Duke University's Long Term  
Care Resources Program  
[www.partnershipsforolderadults.org](http://www.partnershipsforolderadults.org)

## Alzheimer's Research and Demonstration Project

The School provides project management, research and evaluation services, and training coordination to the federal Alzheimer's Demonstration Grant to States Program with the Maine Department of Health and Human Services (DHHS). The School is evaluating the Caregiver Companion Program, a program funded by DHHS and administered by Elder Independence of Maine. This evaluation is providing baseline information on caregivers enrolled in the program and changes in caregivers' burden, depression, and stress at three, six, and nine months during which they receive the caregiver intervention service.

## Assessing the Future of Managed Long Term Care

The School and the Medstat Group are conducting a series of interviews and site visits around the country to assess the market viability of managed long term care services. Key questions to be answered include: what is the business case for managed long term care; and is managed long term care likely to grow as a financing and service delivery.

## Claims and Eligibility Data Management and Reports

This project enhances the ability of the Maine Department of Health and Human Services (DHHS) to access and use the information provided by claims and eligibility data on their members, including those who are dually eligible for Medicaid and Medicare. This project focused on improving DHHS's understanding of trends in health care utilization and cost to predict future needs. The School works with DHHS to understand the new claims management system (McCMS) and the new decision support system (MMDSS), including how to access and crosswalk these data with the historical claims and eligibility files for analytic purposes. The new MMDSS system represents a significant modification from the current system, requiring a new database and update of all programs to accommodate the new design. The School established a new intranet site for DHHS staff to access reports generated through this project.

## Community Partnerships for Older Adults

Community Partnerships for Older Adults (CPOA) is a national program office funded by the Robert Wood Johnson Foundation to provide competitive grants to community partnerships for the purpose of improving long term care and supportive services systems to meet the current and future needs of older adults in their communities. The Foundation believes the best solutions to improve long term care and supportive services systems will:

- originate through strong community partnerships where communities and older adults and their families work together;
- build bridges between long term care options of today and those of the future; and
- produce and encourage local learning and national sharing of solutions.

A maximum of \$20 million will be made available to approximately 30 grantee communities across the United States over the life of the program. Grantees receive financial and technical assistance from CPOA to develop and implement community-generated approaches and support the Foundation's efforts to help older adults remain in their homes and communities while maintaining autonomy and control over their needs.

**Project Director** Judy Tupper  
Institute for Health Policy  
**Funder** Centers for Medicare and Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$353,707  
**Duration** 10/03 - 9/06

**Project Director** Larry Glantz  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$500,000  
**Duration** 1/04 - 12/04  
**http://choices.muskie.usm.maine.edu**  
**Collaborators** Maine Department of Health  
and Human Services, Maine Department  
of Labor

**Project Director** Eileen Griffin  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$32,257  
**Duration** 11/03 - 10/04

**Project Director** Mark Richards  
Institute for Health Policy  
**Funder** Maine Department of Health  
and Human Services, Bureau of Elder and  
Adult Services  
**Budget** \$108,456

## Community Options for Persons with Brain Injury

This project is analyzing and testing the feasibility of offering cost-effective community options that support individuals with brain injury currently living in facilities and who wish to live in a more integrated setting. The goal is to create more community options by redirecting resources toward more person-centered, consumer-driven services. The School is providing direction and technical assistance for project activities, including pilot housing option projects and evaluation of assessment tools. Sustainability of services will be examined through “best practice” research of trust funds and other community services funding mechanisms.

## Continuing Health Options/Incentives via Coordinated Employment Supports (CHOICES)

Maine CHOICES is part of a larger effort to address incentives for workers with disabilities under the federal Ticket to Work and Work Incentives Improvement Act of 1999 (TWWIIA). The TWWIIA legislation seeks to address job benefit incentives, including health insurance, the provision of personal assistance services for workers with disabilities, and the development of additional career and job development system resources. Maine is a leader in these areas, particularly the structuring of health system supports and related incentives to remove barriers. More than 2,600 employed workers with disabilities have participated in the program to date. Through consumer surveys, focus groups, analysis of current program utilization, and key informant interviews, the project collects and analyzes data on people with disabilities in Maine and use the knowledge gained to determine methods to improve the current Medicaid Buy-in program, and to increase access to coordinated employment supports.

## Department of Health and Human Services Training Institute: Training and Technical Assistance to Bureau of Elder and Adult Services

See page 68.

## Data Usage Control Template

This project builds upon a design for an integrated data application developed under the Maine Department of Health and Human Services’ Real Choices Systems Change project. The design is based upon the ability to translate into electronic rules an agreement between a data contributor and a data user that governs the conditions under which data is to be disclosed. The project is refining this concept by applying real confidentiality constraints to real data needs, and identifying the technical requirements for registering those confidentiality constraints in electronic form.

## Evaluation of the Maine Aging and Disability Resource Centers

The School is conducting an evaluation of the Maine Aging and Disability Resource Centers Project to examine how well community-based resource networks communicate and provide information to adults seeking long-term supports, how the practices and policies of local resource agencies change to provide improved access to services and information and the role of the governing and project advisory groups in promoting the goals of the project and communicating its results.

**Duration** 10/03 - 9/06

**Project Director** Catherine McGuire  
Institute for Health Policy

**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services

**Budget** \$17,433

**Duration** 11/03 - 10/04

## Home Health Assessment Tool (OASIS)

The School provides support to the Maine Department of Health and Human Services (DHHS) in the collection and management of the U.S. Centers for Medicare and Medicaid Services (CMS)-mandated OASIS assessment data received from home health agencies (HHAs). OASIS data are used to set Medicare Prospective Payment (PPS) rates for HHAs and to monitor quality of care. CMS intends to expand the use of the OASIS assessments, add various tracking components to the licensing survey portion of the system, and continue to refine the Outcome Based Quality Improvement (OBQI) system for use by HHAs and state licensing agencies. The School assists DHHS with these efforts, assesses their impact on current systems, and provides OASIS system modification and training to implement system changes as needed.

**Project Director** Eileen Griffin  
Institute for Health Policy

**Funder** Maine Department of Health  
and Human Services

**Budget** \$100,298

**Duration** 6/02 - 12/04

## Integrated Data Project

The inability to integrate information systems electronically across state agencies impairs the quality and effectiveness of services delivered by the Maine Department of Health and Human Services. The goal of this project is to assess the need for integrated information, inventory existing resources, prioritize reporting needs, and design reporting tools.

**Project Director** Eileen Griffin  
Institute for Health Policy

**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services

**Budget** \$15,769

**Duration** 11/04 - 10/05

## Long Term Care Oversight Committee

The School is providing professional staff to support the work of the Long Term Care Oversight Committee established in 2003 to monitor the Maine Department of Health and Human Services' progress in implementing long-term care policy changes. School staff attend and document committee meetings and activities, and assist the Bureau of Elder and Adult Services in preparing agenda and other meeting materials, communicating with committee members, responding to the committee's information needs, and drafting policy oversight reports and recommendations.

**Project Director** Judith Tupper  
Institute for Health Policy

**Funder** Robert Wood Johnson Foundation  
through the Medicare/Medicaid Integration  
Program and the Maine Department of  
Health and Human Services

**Budget** \$503,843

**Duration** 8/00 - 6/04

## MaineNET

This project sought to improve care management strategies in the primary care setting for beneficiaries dually eligible for Medicare and Medicaid. MaineNET is a population-based model for improving outcomes by working directly with primary care physicians. The program focused on beneficiaries with diabetes, heart disease, and congestive heart failure and offered educational materials to beneficiaries and physicians. Five physician groups serving 1,100 elderly and disabled Medicaid (MaineCare) beneficiaries participated in the demonstration project. Physicians received reports based on Medicaid (MaineCare) and Medicare claims data which included aggregate data presented for all patients of the participating group and included people receiving prescriptions from more than five physicians, people with nine or more prescriptions (polypharmacy), people with prescriptions that may have been inappropriate for people over age 65, and beneficiaries who had not had their prescriptions filled within the last three months. Physicians met periodically with the Program Manager and a pharmacy consultant to review data and discuss interventions.

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$208,723  
**Duration** 11/03 - 10/04  
<http://muskie.usm.maine.edu/mds/>

## Medicaid Case Mix: Assisted Living Facilities

Case mix reimbursement for residential care facilities requires completion of the Minimum Data Set for Residential Care Facilities (MDS-RCA), a clinical assessment tool. The School supports the Maine Department of Health and Human Services (DHHS) by processing MDS-RCA data from facilities and providing data for rate setting and quality monitoring. The School expanded from residential care facilities to include housing with assisted living services and adult family care homes. Work on this project continues to support the infrastructure and operation of this system, including support for facilities and software vendors with education, electronic submission requirements, and submission testing. The School helped develop quality indicators for use in the state survey process and is assisting DHHS in refining the use of these indicators in the licensing survey process. The School developed user interfaces to allow DHHS to directly access and use MDS-RCA information.

**Project Director** Eileen Griffin  
Institute for Health Policy  
**Funder** Centers for Medicare and Medicaid  
through the Maine Department of Health  
and Human Services  
**Budget** \$750,000  
**Duration** 10/04 - 9/07

## Money Follows the Person

The Maine Department of Health and Human Services (DHHS) is using grant funds to increase consumer choice and control over home- and community-based services. To enhance individual choice and control for adults with mental retardation or autism receiving home- and community-based waiver services, DHHS is adopting a standardized assessment and budgeting tool used to produce consistent, fair, predictable, and portable budgets based on individual need. For persons with brain injury, DHHS is analyzing and testing the feasibility of offering cost-effective community options that redirect funding for individuals with brain injury to more integrated settings. DHHS is working with Maine's Work Group for Community-Based Living to identify cross-system performance measures to be used to measure Maine's success at shifting the balance to increased consumer choice and greater community options.

**Project Director** Danielle ("Danny") Westcott  
Institute for Health Policy  
**Funder** Centers for Medicare and Medicaid  
through the Maine Department of Health  
and Human Services  
**Budget** \$156,931  
**Duration** 10/03 - 9/06  
[www.mainerechoices.org/pcs\\_perfmeas.htm](http://www.mainerechoices.org/pcs_perfmeas.htm)

## Money Follows the Person: Developing Cross Systems Performance Measures

An activity of the Money Follows the Person Rebalancing Initiative, this project identifies cross-system performance measures for assessing Maine's success at achieving community integration. This activity responds to recommendations made by Maine's Work Group for Community-Based Living, a cross-disability, cross-age group consumer task force responsible for developing Maine's response to the Olmstead Supreme Court decision.

**Project Director** Maureen Booth  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through Rutgers University  
**Budget** \$325,000  
**Duration** 10/03 - 9/06  
**Collaborators**  
• Rutgers University Center for State  
Health Policy  
• National Academy for State Health Policy  
• Independent Living Research Utilization  
• Program of the Institute for Rehabilitation  
and Research

**Project Director** Paul Saucier  
Institute for Health Policy  
**Funder** Robert Wood Johnson Foundation  
through the Medicare/Medicaid Integration  
Program and Maine Department of Health  
and Human Services  
**Budget** \$571,238  
**Duration** 8/03 - 6/04  
<http://nesc.muskie.usm.maine.edu/>

**Project Director** Catherine Ormond  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services, Maine Department of Health and  
Human Services  
**Budget** \$65,925  
**Duration** 10/01 - 9/04  
<http://www.accessmaine.org>

**Project Director** Danielle (“Danny”) Westcott  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services, Maine Department of Health and  
Human Services  
**Budget** \$374,540  
**Duration** 10/01 - 9/05  
[www.mainerechoices.org/workgroup.htm](http://www.mainerechoices.org/workgroup.htm)

## National Technical Assistance Collaborative for Community Living

The School is the lead contractor for providing technical assistance to states that have been awarded a federal Centers for Medicare and Medicaid Services grant to improve the quality of home- and community-based services. Working with the National Technical Assistance Collaborative for Community Living, the School promotes shared learning within and across states, develops issue papers on issues of common concern, maintains a Web site for posting documents and facilitating state communications, and responds to individual state requests for assistance.

## New England Coordination Center

With this renewal grant from the Robert Wood Johnson Foundation, the Muskie School coordinated the dual-eligibility initiatives of Maine (MaineNET) with those of the other five New England states. This extension completed Maine’s long-standing partnership with Massachusetts as it moves to implement its Senior Care Organization project under the New England States Consortium. The Coordination Center facilitated information transfer across the states, provided staffing to regional work groups, provided technical assistance, coordinated interaction with and reports to the Robert Wood Johnson Foundation, and administered contract funds for the states in accordance with the conditions of grant funding.

## Quality Choices: Access to Information Project

Persons with disabilities, parents of children with special needs, and providers who participated in a series of focus groups in 2000 identified “access to information about services” as an area in need of improvement. This project is developing a Web site containing information, resources, and links to community-based and state agency-based services available to people in Maine with disabilities. The project is gathering input from a diverse consumer advisory group to ensure the Web site serves a broad audience of children, parents, adults, and seniors with disabilities. The site directs users to resources available in the community and provides resources, tip sheets, toolkits, and glossaries on a variety of topics.

## Quality Choices: Advisory Group Support for Olmstead-Related Planning and Implementation

This project supports the cross-disability consumer advisory task force—the Work Group for Community-Based Living—in developing a vision across departments for achieving community integration and in developing Maine’s response to the U.S. Supreme Court’s Olmstead decision, which mandates services to people with disabilities in the most integrated and appropriate settings.

**Project Director** Paul Saucier  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$33,220  
**Duration** 10/01 - 9/04  
<http://qualitychoices.muskie.usm.maine.edu>

**Project Director** Eileen Griffin  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$51,776  
**Duration** 10/01 - 9/04  
[www.mainerealechoices.org/commliving\\_hous.htm](http://www.mainerealechoices.org/commliving_hous.htm)

**Project Director** Elise Scala  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$60,474  
**Duration** 10/01 - 9/04  
**Collaborator** Maine Access to Recreation,  
Social and Cultural Activities Committee  
<http://qualitychoices.muskie.usm.maine.edu>

**Project Director** Larry Glantz  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$71,167  
**Duration** 10/01 - 9/04  
**Collaborators** Maine Department of Labor,  
Maine Department of Transportation, Regional  
Transportation Providers, other state agencies  
<http://qualitychoices.muskie.usm.maine.edu/Access/transportation>

## Quality Choices: Development of Fiscal Employer Agents (FEAs)

The Muskie School works collaboratively with a Technical Advisory Group to make services more responsive to the needs of consumers with disabilities. The Fiscal Employer Agent project is developing a support organization to provide pay-roll, tax and other administrative services to consumers who may want the choice and control of self-directed services yet are not able or do not wish to take on all of the related functions of an employer.

## Quality Choices: Expanding Access to Housing

Access to affordable and accessible housing presents a major barrier to integrated living for persons with disabilities. Under this project, two to three demonstrations are being designed and implemented with the purpose of increasing access to community housing for persons with disabilities.

## Quality Choices: Expanding Access to Recreation and Social/Cultural Activities

This project expands opportunities for integrated recreational and social/cultural activities in Maine for people with disabilities. Project activities include developing model programs and publications relating to low-cost recreational opportunities in communities outside the Portland area; developing and disseminating the Universal Access Guidelines Tool Kit and Technical Assistance information for recreational facilities; and creating a database of programs and web-based information for recreational facilities including facilitating the replication of Portland Connections, an online calendar of low-cost recreational events, in three communities over three years.

## Quality Choices: Expanding Access to Transportation

This project improves access to transportation services for people with disabilities in Maine. Project activities include convening a transportation resource team to compile information and advice on development of demonstration projects; reviewing and taking an inventory of literature, resources, and experience related to consumer involvement with the transportation system; and designing and implementing two or three transportation demonstrations that address transportation access.

**Project Director** RuthAnne Spence  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$59,112  
**Duration** 10/01 - 9/04  
<http://qualitychoices.muskie.usm.maine.edu>

**Project Director** Eileen Griffin  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$53,789  
**Duration** 10/01 - 9/04  
<http://qualitychoices.muskie.usm.maine.edu/>

**Project Director** Elise Scala  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$113,693  
**Duration** 10/01 - 9/05  
<http://www.maineepasa.org>

**Project Director** Danielle (“Danny”) Westcott  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$18,427  
**Duration** 10/02 - 9/07  
[http://www.mainerealchoices.org/work-group\\_roadmap.htm](http://www.mainerealchoices.org/work-group_roadmap.htm)

## Quality Choices: Flexible Funding Demonstration

The flexible funding demonstration, one of 12 real-choice systems change projects under Quality Choices, develops, demonstrates, and evaluates a model of flexible/pooled funding that enables consumers to access services from multiple state departments. Working collaboratively with a Person-Centered Services Technical Advisory Group (TAG) comprised of consumers, policymakers, and administrators, project staff are selecting a group of consumers receiving services from multiple agencies, developing a methodology for allocating resources for services across departments, implementing the demonstration, and assessing sustainability, systemic barriers, population-specific challenges, and needs related to future replication.

## Quality Choices: Personal Assistance Services (PAS) Policy

Under this project all state policies governing personal assistance services (PAS) are being compared and analyzed for opportunities to expand eligibility to PAS, to expand eligibility to self-direction, and to minimize inconsistency across PAS programs. Alternative supports are being developed to expand eligibility to persons who can not direct their own care. Based on this analysis, recommendations are being made identifying necessary policy changes and waiver requirements.

## Quality Choices: Personal Assistance Services Association

The lack of available and/or qualified personal assistance workers in Maine both limits the options for people with disabilities living at home and in the community and influences the quality of their life experience. There are numerous factors affecting this workforce and many initiatives are being taken to improve the recruitment and retention of workers to the paraprofessional jobs that provide direct care and support to people of all ages with disabilities. This project explores models of worker-centered, worker-directed organizations, like a guild, that support the workforce and provide members opportunities for networking, training and education, and sponsorship of wage and benefit programs.

## Roadmap to Completion Technical Assistance

Funded jointly by Maine’s Departments of Health and Human Services, Education, Labor, and Corrections, this project supports the final production and dissemination of the “Roadmap for Change, Maine’s Response to the Olmstead Decision” and related projects. The Roadmap was developed by a work group of consumers and disability advocates in partnership with state agencies. The School provides staff support to the committee.

**Project Director** Danielle (“Danny”) Westcott  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$1,540,461  
**Duration** 8/04 - 8/07

## STRIVE U Demonstration

STRIVE U is a new program model offering young adults with developmental disabilities a college-like transition from family to independence. STRIVE U is comprised of three program components: a two-year postsecondary educational experience affiliated with the University of Southern Maine; employment training and placement through the employment agency; and residential services. The goal of this project is to demonstrate the efficacy and sustainability of STRIVE U. The School is administering the subcontract to operate the residential and employment program components, and is conducting a three-year evaluation of STRIVE U’s effectiveness in meeting its objectives.

## Supporting Choice and Control for Maine Adults with Mental Retardation or Autism

**Project Director** Vanessa Bell  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Department of  
Health and Human Services  
**Budget** \$500,000  
**Duration** 10/03 - 9/06

The Muskie School is providing technical assistance to the Maine Department of Health and Human Services (DHHS) in its efforts to create a consumer-directed services option for adults with mental retardation or autism. The School is working with DHHS, the University of Maine’s Center for Community Inclusion and Disability Studies, Speaking Up for Us (SUFU), STRIVE, and the National Association of State Directors of Developmental Disability Services (NASDDDS).

# Health Care Access and Finance

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$46,904  
**Duration** 11/03 - 10/04

**Project Director** Gino Nalli  
Institute for Health Policy  
**Funder** Dirigo Health Agency  
**Budget** \$75,000  
**Duration** 7/04 - 12/04

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$28,224  
**Duration** 11/03 - 10/04

**Project Director** Elizabeth Kilbreth  
Institute for Health Policy  
**Funder** Maine Department of Health  
and Human Services  
**Budget** \$1,448,424  
**Duration** 7/02 - 8/05

## Ad Hoc Reports

This project allows the School and the Maine Department of Health and Human Services the flexibility to perform analyses on an as-needed basis, often with very short turnaround times. Ad hoc requests received in 2004 include: an analysis of behavioral health costs; reports to support waiver applications and cost neutrality estimates; design of a level of care medical determination form for children; and impact analysis of fee changes for various practitioners.

## DirigoHealth Technical Assistance Project

This cooperative agreement includes six projects supporting the development and operations of DirigoHealth, Maine's state health care plan. These projects include an incentive program, individual enrollment, technology assessment, financial projections, an annual report and product refinement.

## DirigoHealth: MaineCare Dirigo Management Reports

In an effort to expand access to affordable health care coverage to its citizens, the State of Maine is implementing Dirigo Health Insurance (DHI), a comprehensive, subsidized package of insurance benefits. One of the approaches proposed is to leverage MaineCare benefits through expanded eligibility and/or a MaineCare wrap-around to employer-based plans. DHI plans to automatically screen applicants for relevant income levels and direct applications appropriately to MaineCare. The School assists the Bureau of Medical Services (BMS) with the reporting on non-categorical eligibility, expenditures, and forecasting. DHI expands and enhances this work to allow for tracking the Dirigo impact specifically. State workers will be out-stationed with the plan to assist in the screening and intake process. The School will work with BMS to determine how to capture new members enrolled through this outreach. To the extent possible, Muskie staff will assist BMS with fully identifying DHI impact on enrollment.

## DirigoHealth: Maine State Planning Grant

Under a Maine State Planning Grant, the School provides research and technical support in the development of Maine's Health Reform Initiative, the DirigoHealth Program. The School has been responsible for meeting the data needs for planning purposes, including conducting a statewide household survey, and has coordinated with Mathematica Policy Research, Inc. to develop financial models that test program feasibility. Staff have been involved in all phases of program development from overall system design to benefit plan development and eligibility criteria. The School provides consultative support to several Dirigo-related state planning bodies including the Maine Quality Forum, the Public Purchaser's Group, the Dirigo Board, and the State Planning Committee.

**Project Director** Elizabeth Kilbreth  
Institute for Health Policy  
**Funder** U.S. Department of Health  
and Human Services  
**Budget** \$161,997  
**Duration** 9/04 - 8/05

## DirigoHealth: Maine State Planning Grant Continuation

The Maine Governor's Office of Health Policy and Finance (GOHPF) is the designated lead agency for a federally funded initiative to support planning for health insurance expansion to uninsured persons. Following implementation of the Dirigo Choice insurance plan, the activities of the GOHPF are focused on assuring that adequate resources are generated and that cost increases are controlled in order to protect the private insurance market. GOHPF will convene community leaders to assess options for reforming the health care system to assure adequate resources for insurance coverage and quality health care for all Maine citizens. The School is forming a Technical Assistance Group that supports this effort with data, collection, data and policy analyses.

**Project Director** Elise Scala  
**Principal Investigator** Lisa Morris  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Maine Governor's Office  
of Health Policy and Finance  
**Budget** \$1,403,000  
**Duration** 10/03 - 9/04  
<http://mainereachchoices.org>

## DirigoHealth: Providing Health Coverage and Other Services to Recruit and Retain Direct Service Community Workers in Maine

The project demonstrates and evaluates the impact of two interventions on the recruitment and retention of direct care and support workers in Maine employed to provide home- and community-based services to elders and people with disabilities. The School works in collaboration with the Governor's Office of Health Policy and Finance, the Direct Care Worker Coalition, PCA Provider Network, Home Care Alliance of Maine, U.S.M Center for Continuing Education, and the Paraprofessional Healthcare Institute.

**Project Director** Maureen Booth  
Institute for Health Policy  
**Funder** Maine Department of Professional  
& Financial Regulation, Bureau of Insurance  
**Budget** \$32,500  
**Duration** 7/03 - 6/04

## DirigoHealth: Use of Designated Providers

DirigoHealth, Maine's state health plan, permits the Superintendent of Insurance to approve financial provisions designed to encourage health plan members to use designated providers in a network. In granting approval, the Superintendent must determine in part that financial provisions improve quality of services and that this improvement either significantly outweighs any detrimental impact to members forced to travel longer distances to access services, or that the health plan has mitigated the detrimental impact associated with travel. This project proposes criteria and specifications for evaluating the impact of designated providers on quality.

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** W.K. Kellogg Foundation  
**Budget** \$15,000  
**Duration** 10/04 - 7/05

## Evaluation of Maine Assembly on School-Based Health Care (MeASBHC) Implementation

The Maine Assembly on School-Based Health Care (MeASBHC) was awarded a five-year grant from the W.K. Kellogg Foundation to strengthen and sustain school-based health centers (SBHCs) in Maine. The School is evaluating how this new initiative is implemented in the first year and focusing on how MeASBHC contributed to the sustainability of SBHCs and whether Kellogg funding bolstered the development of MeASBHC.

**Project Director** Susan Payne  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$103,191  
**Duration** 11/03 - 10/04

## Evaluation of Maine Primary Care-Provider Incentive Program

Incentive-based payment programs, like the Maine Primary Care-Provider Incentive Program (PC-PIP), may be an effective tool for state Medicaid programs and other payers to improve physician performance, especially in states like Maine that have low enrollment rates in managed care systems and extensive rural areas. The School is evaluating the PC-PIP outcomes and developing a proposal to conduct a more detailed evaluation of the program.

**Project Director** John Gale  
**Principal Investigator** Andrew Coburn  
 Institute for Health Policy  
**Funder** Commonwealth Fund  
**Budget** \$130,165  
**Duration** 6/02 - 3/04  
**Collaborators** Rutgers University, University of Washington

## Learning from State Health Policy Research

The need for research-based information to inform state and federal policy decision making has never been greater. Rapidly changing market, policy, and demographic forces are dramatically changing the nation's health systems. States are responding to these changes with an innovative array of health care policies and programs. Except for a few national research initiatives, most state research and policy analysis is unknown to policymakers, stakeholders, and researchers. The goals of this project were to inform the debate on options to expand health insurance coverage and access by summarizing and synthesizing state research, policy analysis, and evaluation and to strengthen partnerships among university-based state health policy research centers to improve the dissemination of policy-relevant information and lessons to state and federal audiences.

**Project Director** Larry Glantz  
 Institute for Health Policy  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$21,995  
**Duration** 11/03 - 10/04  
**Collaborators** Maine Department of Labor, Maine Governor's Office, Dirigo Health Initiative

## MaineCare Employment Based Coverage

This project develops data that provide workplace and wage data for working MaineCare members. Data is compiled and analyzed, including quarterly aggregate wages, employer type, employer size, and employer geographic location. The final report provides explanations of both the potential and the limitations of this data for understanding MaineCare member employment, and for outreach activities aimed at both employers and workers related to public health programs and initiatives.

**Project Director** Catherine McGuire  
 Institute for Health Policy  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$92,166  
**Duration** 11/03 - 10/04

## Study of MaineCare Reimbursement Rates

This project examines MaineCare rates in the context of other payers within Maine (Commercial, Medicare, Maine Workers Compensation) and other state Medicaid programs. The School is also examining these rates relative to costs as well as the impact of moving to the Medicare methodologies and will generate cost analysis templates that allow MaineCare to calculate fee increases based on the dollars available. A white paper with relevant methodology and policy impact was generated.

**Project Director** Maureen Booth  
 Institute for Health Policy  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$23,246  
**Duration** 11/03 - 10/04

## Technical Assistance for MaineCare Policy Development

This project provides technical assistance to the Maine Department of Health and Human Services in the development of MaineCare (the state Medicaid program) policy that is consistent with federal and state policies, regulations, and statutes and is based on credible, state-of-the-art information.

**Project Director** Gino Nalli  
**Principal Investigator** J. William Thomas  
 Institute for Health Policy  
**Funder** Robert Wood Johnson Foundation  
**Budget** \$40,000  
**Duration** 7/04 - 12/04

## Tiered Provider Networks Study

This national study determines where and how tiered provider networks are utilized, describes the characteristics of these networks, and develops insights into strategies used by health plans when implementing and operating tiered provider networks. In collaboration with Mercer Human Resource Consulting, a set of questions is being included in the firm's 2005 Web-based Survey of Employer Sponsored Health Plans. Site visits are also being conducted, including personal interviews and focus groups in five case study communities in which tiered provider networks are operational. To assess the direction and magnitude of changes occurring in tiered network programs, information derived from the analyses of 2005 survey results and site visits will be used to develop a refined set of tiered network questions for the 2006 Mercer survey.

# Health Care Quality Management

**Project Director** Susan Payne  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$102,945  
**Duration** 11/03 - 10/04

## Evaluation of MaineCare Preferred Drug List/ Prior Authorization Program

To control rapidly increasing costs of pharmaceuticals and to assure their appropriate use, MaineCare, the state Medicaid system, adopted a prior authorization requirement for prescription medications in 2001. In 2003, MaineCare expanded the program under its new Preferred Drug List. The School is evaluating the impact of these programs.

## Home- and Community-Based Services—Quality and Program Enhancements

**Project Director** Julie Fralich  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$64,213  
**Duration** 11/03 - 10/04

The goal of this project is to enhance quality assurance and program operations by providing a longitudinal analysis of the factors that contribute to length of stay and transitions within and between home- and community-based services (HCBS) and long term care programs and by providing support in the development and analysis of consumer satisfaction survey data. The results of these projects inform policy and program operations through a better understanding of the characteristics of people who use HCBS programs, how these change over time, and their satisfaction with services.

## HMO Quality Oversight

**Project Director** Eileen Griffin  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$34,277  
**Duration** 11/03 - 10/04

This project continues the School's technical assistance in developing a periodic examination process for commercial HMOs, coordinated across the Bureau of Medical Services (BMS) and Bureau of Insurance (BOI). The State's quality review process and tools are coordinated with those of the National Committee for Quality Assurance (NCQA). BMS and BOI will evaluate the value of conducting their own survey, in addition to the NCQA survey and revise their program based on this evaluation. As part of this process, BOI and BMS will revise interdepartmental agreements governing the joint HMO Quality Oversight Program.

## Improving Quality for People with Disabilities in the Community

**Project Director** Julie Fralich  
Institute for Health Policy  
**Funder** U.S. Centers for Medicare &  
Medicaid Services through the Maine  
Department of Health and Human Services  
**Budget** \$500,000  
**Duration** 10/03 - 9/06

The purpose of this project is to design a cohesive and coordinated quality management system for home- and community-based services (HCBS) for adults with disabilities including older adults, adults with physical disabilities, adults with mental retardation, and adults with physical disabilities who direct their own services. The objectives of the project are to:

- formalize interdepartmental and consumer-centered infrastructures for quality management and improvement for HCBS services;
- develop a comprehensive and coordinated interdepartmental approach to quality management and improvement for HCBS waivers;
- engage consumers in an active role in the evaluation of HCBS waivers services and systems;
- plan for an integrated solution for an interdepartmental incident management system for all home- and community-based waiver;
- access system performance on a regular and real-time basis; and
- plan for sustainable interagency collaboration, consumer involvement, and coordinated quality management and improvement systems.

**Project Director** Susan Payne  
Institute for Health Policy  
**Funder** The Bingham Program, Maine  
Department of Health and Human Services,  
Bureau of Elder and Adult Services  
**Budget** \$212,985  
**Duration** 9/03 - 4/05

## Improving the Appropriateness of the Use of Psychotropic Medications Among Older MaineCare Members

This is the final year of a three-year project focusing on reducing the problems related to the use of prescription psychotropic medications among older MaineCare (Maine Medicaid) members living in the community. A large proportion of home care consumers have mental health diagnoses and are high-cost users of health care, yet little is known about the appropriateness of the medications they use. Two interventions have been implemented and are under evaluation. MaineCare launched an educational program for physicians about psychotropic medications for the elderly and is providing feedback to selected physicians on their prescribing practices through medication practice reports, and a pharmacist consultant worked with home care coordinators to identify consumers with potentially problematic psychotropic medications and has contacted the members' prescribing physicians. Further analysis of these interventions is providing key insights regarding the effectiveness of prescriber-based education and feedback.

**Project Director** Catherine Ormond  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$167,490  
**Duration** 11/03 - 10/04

## MaineCare Quality Management and Improvement

This project provides policy and analytical support to improve the quality of care to special populations served by MaineCare and to members receiving services through the primary care case managed benefit. The project produces the annual Performance Report comparing the MaineCare managed care program to national Medicaid Health Plan Employer Data and Information Set (HEDIS) benchmarks and building on 2003 survey findings to develop protocols for quality improvement for children with special needs. The Muskie School is working with stakeholders to complete and implement an assessment tool for children applying for MaineCare through the Katie Beckett eligibility option.

**Project Director** Maureen Booth  
Institute for Health Policy  
**Funder** Centers for Medicare & Medicaid  
Services through the Medstat Group, Inc.  
**Budget** \$107,000  
**Duration** 8/03 - 12/04

## Medstat National Quality Contractor

Under contract with the MEDSTAT Group, Inc., the School is part of the federal technical assistance program to improve the quality of home- and community-based services (HCBS). This project provides assistance to the U.S. Centers for Medicare & Medicaid Services (CMS) in the development of HCBS policy, and to CMS regional offices and states in the implementation of federal policy and guidance.

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$41,318  
**Duration** 11/03 - 10/04

## Minimum Data Set Survey and Certification Technical Assistance

This project assists the Maine Department of Health and Human Services with the management of the federal data system that supports the federally required Minimum Data Set (MDS) for nursing homes. This system provides information to the Medicare and Medicaid licensing survey and certification process. The School assists state staff with maintaining the core system used to monitor nursing homes and swing beds, including understanding the system infrastructure and modifications that occur twice a year, participating in weekly conference calls, and providing operational technical assistance for applications related to nursing home monitoring. Swing beds, Medicare-certified hospital beds that can serve interchangeably as acute care or skilled nursing facility beds, are being added to the system. The School assisted in provider training and data transmission for these facilities and worked with state personnel in educating facilities and software vendors about system specifications, data transmission, and other related requirements.

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$106,209  
**Duration** 11/03 - 10/04

**Project Director** Taryn Bowe  
Institute for Health Policy  
**Funder** U.S. Centers for Medicare &  
Medicaid Services through the Maine  
Department of Health and Human Services  
**Budget** \$75,389  
**Duration** 10/01 - 9/05  
[www.mainerealchoices.org/qi\\_collabqi.htm](http://www.mainerealchoices.org/qi_collabqi.htm)

**Project Director** Julie Fralich  
Institute for Health Policy  
**Funder** U.S. Centers for Medicare &  
Medicaid Services through the Maine  
Department of Health and Human Services  
**Budget** \$166,816  
**Duration** 10/01 - 9/04  
**Collaborators** University of Maine's Center  
for Community Inclusion  
<http://qualitychoices.muskie.usm.maine.edu>

**Project Director** Catherine McGuire  
Institute for Health Policy  
**Funder** Maine Department of Health and  
Human Services, Bureau of Medical Services  
**Budget** \$43,854  
**Duration** 11/03 - 10/04

## Nursing Home Minimum Data Set Support

This project assists the Maine Department of Health and Human Services (DHHS) with the management of the data system that supports the federally required minimum data set (MDS) for nursing homes, a clinical assessment tool. The Centers for Medicare and Medicaid Services (CMS) core system is the platform for the Quality Improvement and Evaluation System (QIES). The Maine Medicaid program uses this information to set Medicaid payment rates and assure data accuracy through the quality assurance program. The School is developing, modifying, and supporting the programs for payment and quality assurance. The School also assists DHHS staff with maintaining the CMS state standard data system, including understanding the system infrastructure and modifications that occur twice a year, participating in weekly conference calls, and providing operational technical assistance.

## Quality Choices: Collaborative Quality Improvement

This project identifies and implements opportunities for departments to work together effectively to assess and improve the quality of care to persons with disabilities. By understanding the quality oversight and improvement approaches used by each department, the project examines potential strategies for streamlining or coordinating quality improvement activities across departments and programs. The project is designing and implementing a complaint and incident tracking system to monitor at least two of Maine's four Medicaid waivers. Once a final product is developed, it will be shared with all agencies administering HCBS waivers so that multiple agencies can benefit from any new functionality introduced.

## Quality Choices: Quality Indicators for Community Living

The goal of this project is to improve the quality of life and quality of care for children and adults with disabilities who live in the community. In collaboration with the Quality Technical Advisory Group, project staff are soliciting the opinions of consumers, state officials, and other experts to identify quality domains and indicators for community-based living. Representatives from multiple stakeholder groups are participating actively in the research design, data collection, and reporting.

## Quality Improvement and Evaluation System (QIES) Support

The School works with the Maine Department of Health and Human Services (DHHS) in support of the U.S. Center for Medicaid and Medicare Services (CMS) goal for a suite of applications/tools that allow for the use of performance information to enhance on-site inspection activities, monitor quality, and facilitate providers' efforts related to continuous quality improvement. The School is working with DHHS to train staff and integrate the Quality Improvement and Evaluation System (QIES) into the licensing survey and certification workflow, including interfacing Maine-specific refinements into the system for state-licensed entities. Muskie staff is assisting DHHS with testing program improvement initiatives and with work required as part of the Data Accuracy and Verification Contract (DAVE) mandated by CMS. The School is also helping to monitor performance goals through the use of the CASPER reporting system and the Maine Certification Manager (McCert). McCert was designed by the School to leverage QIES and enhance this system with additional reports to better manage the survey and certification process.

# Public Health

**Project Director** Barbara Poirier  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$20,000  
**Duration** 10/04 - 8/05  
**Collaborators** U.S. Centers for Disease Control & Prevention

**Project Director** Diane Haley  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services, Bureau of Health  
**Budget** \$11,000  
**Duration** 12/03 - 7/04

**Project Director** Lori Kaley  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$27,875  
**Duration** 3/04 - 2/05

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$10,000  
**Duration** 10/01 - 9/04

## Asthma Enhanced Planning

Asthma was previously considered only a problem of inner cities with poor air quality and housing. Now, however, asthma is a rapidly growing and serious disease that significantly affects rural states like Maine. To address asthma risk factors in Maine, the state's Bureau of Health and the School developed a state asthma plan. The School is continuing to provide project management and assists with administering child health surveys for fifth-grade students, including database design and data entry of surveys.

## Bureau of Health Web Survey

The goal of this project is to improve the quality of information available to policy-makers at the Maine Department of Health and Human Services, Bureau of Health by conducting a survey to validate hospital self-injury data. Activities include creating a Web-based questionnaire, soliciting medical technicians statewide to complete the questionnaire, creating a database to collect and analyze survey results, and providing the resulting data to Bureau of Health epidemiologists.

## Centers for Disease Control and Prevention Technical Assistance Project

Increasing the consumption of fruits and vegetables is a vital strategy and component of the nutrition, physical activity, and obesity prevention grants awarded to states. The federal Centers for Disease Control and Prevention are using expertise at the state level, including technical assistance from the School, to support states with nutrition program activities. Technical assistance methods include training, mentoring, and assessing and evaluating efforts to improve and build state capacity for nutrition activities.

## Community Health Technical Assistance Project

Through this project, the School collaborates with the Division of Community Health within the Maine Department of Health and Human Services, Bureau of Health to provide consultation with Bureau staff and key community partners, facilitate strategic planning for the Cardiovascular Health Program, and provide an array of organizational development interventions to the Division and its programs. Activities include facilitating the development of a vision and mission, identifying emerging public health trends, providing team-building and communication activities for the Cancer Control Board, and writing and editing grant proposals.

**Project Director** Sue Donar  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Labor  
**Budget** \$8,000  
**Duration** 9/03 - 12/04

## Development of a Ladder Safety Distance Delivery Safety Module

Currently, the Maine Bureau of Labor Standards delivers statewide safety training in a face-to-face classroom format. Traditionally, this method has been effective. However, the state is pursuing more efficient, cost-effective, and far-reaching methods for delivering safety training to businesses without compromising training integrity. This project is developing a comprehensive safety training module to be delivered distantly and developing a demographics database to capture information on the safety module participants. The project is obtaining feedback on the convenience of the module, the participants' assessment of the Web-based training experience, and data regarding safety training in Maine.

## Department of Health and Human Services Training Institute: Technical Assistance to Maine Bureau of Health

See page 68.

**Project Director** Courtney Jackson  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$15,336  
**Duration** 7/04 - 6/05  
**Collaborator** Maine Health Access Foundation

## Early Childhood Caries Prevention and Intervention

Dental decay is the most common chronic childhood disease in the nation. To address this problem, the Maine State Oral Health Program developed the Early Childhood Caries Prevention and Intervention project to develop a protocol for training, resource development, and a network of trainers. The training program targets primary care providers who are the most likely health professionals to see children during the first three, and most critical, years for prevention of early childhood caries. The School is evaluating the project and will meet with stakeholders to finalize evaluation design, implement the evaluation, enter and analyze the data, and write a final report.

**Project Director** Diane Frieze  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$344,543  
**Duration** 9/03 - 12/04

## Emergency Preparedness Planning

The Maine Department of Health and Human Services, Bureau of Health, Office of Public Health Emergency Preparedness is the lead public health agency charged with developing, testing, and implementing, public health-related response measures to bio-terrorism, outbreaks of infectious disease, and other public health threats and emergencies. The School works with the Office to achieve a comprehensive, coordinated public health infrastructure with the capacity to respond to public health emergencies. Project strategies include technical writing, community development, group facilitation, and strategic planning. The infrastructure development is unfolding from the local community, to counties, to regions and then to the state level.

**Project Director** Teresa Hubley  
Institute for Public Sector Innovation  
**Funder** Maine Tobacco Settlement Fund  
**Budget** \$100,108  
**Duration** 2/04 - 6/04

## Healthy Maine Partnerships Technical Assistance

The Maine Department of Health and Human Services, Bureau of Health is working to promote chronic disease prevention using a community empowerment model. With funds from the tobacco settlement, local community-based partnerships have been formed to support prevention efforts primarily through policy and environmental interventions. The purpose of this agreement was to provide research and technical assistance to the 31 local Healthy Maine Partnerships in how to use environmental indicators to evaluate the impact of their local initiatives.

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** Maine Tobacco Settlement Fund  
**Budget** \$240,000  
**Duration** 7/04 - 6/05

## Healthy Maine Partnerships Evaluation Project

Healthy Maine Partnerships (HMP) is a state-level initiative that facilitates the coordination and collaboration of three Maine Department of Health and Human Services, Bureau of Health programs: Partnership for a Tobacco-Free Maine, the Maine Cardiovascular Health Program, and the Community Health Promotion Program. Through a cooperative agreement with the School, this project uses existing data to produce three reports to analyze and evaluate the HMP initiative. The three reports include evaluations of each program.

**Project Director** George Shaler  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Centers for Disease Control and Prevention  
**Budget** \$162,972  
**Duration** 12/00 - 11/04

## HIV Services Performance Evaluation

The U.S. Department of Health and Human Services, Centers for Disease Control and Prevention recently issued new guidance for how states should approach the evaluation of program effectiveness for all HIV prevention programs. The purpose of this project is to allow the Maine Department of Health and Human Services, Bureau of Health to draw on the evaluation expertise of the School in the development of a comprehensive evaluation system that meets federal guidance and builds on evaluation efforts already in place. School staff are developing performance indicators and a Web-based reporting system for use by all community-based organizations that provide HIV prevention activities. The School also provides assistance in the collection, analysis, and use of data that is reported by this system on a quarterly basis.

**Project Director** Barbara Poirier  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$18,212  
**Duration** 7/04 - 6/05

## Maine Comprehensive Cancer Program Technical Assistance

Cancer is the second leading killer in Maine, representing 25 percent of all deaths. Of all states, Maine has the seventh-highest rate of death due to all cancers and the highest rate in the nation due to colorectal cancer. The School supports Comprehensive Cancer Control program activities through a cooperative agreement with the Maine Department of Health and Human Services, Bureau of Health. The School enhances program capacity through coordination of board of directors and workgroup meetings.

**Project Director** Sally Ward  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Agriculture  
**Budget** \$56,893  
**Duration** 10/02 - 6/04

## Maine Elderly Nutrition Pilot Project Food Assistance: Connecting Eligible Seniors

Approximately 18 percent of Maine's seniors age 60 and older have low income, yet only six percent are enrolled in the Food Stamp Program (FSP). The goal of this demonstration project is to increase the number of eligible seniors in Waldo County who are enrolled and remain in the FSP through the outreach efforts of senior Application Assistants (age 55 and above). Five agencies collaborate on this project: the Bureau of Family Independence, Bureau of Elder and Adult Services, Waldo County Committee for Social Action, Senior Community Service Employment Program, and the School. The School provides training to the application assistants, develops public relations materials, creates and maintains a project Web site, and participates in the project's steering committee.

**Project Director** Christine Sady  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Agriculture  
**Budget** \$2,096,462  
**Duration** 10/04 - 9/05  
[www.maine-nutrition.org](http://www.maine-nutrition.org)

## Maine Nutrition Network (MNN)

Under the auspices of the Maine Nutrition Network (MNN), nutrition education projects are designed and implemented through collaborative partnerships with various community agencies, organizations, and individuals. Projects and activities, which are targeted to food stamp recipients, include nutrition training and support for teachers, nutrition education at farmer's markets, training and technical assistance for the Healthy Maine Partnerships as they create supportive nutrition environments in their communities, and a social marketing campaign to promote nutrition, physical activity, and healthy food choices. Partners are also provided a forum for networking and opportunities to participate in MNN-sponsored professional development activities.

## (MNN) Team Nutrition Training

**Project Director** Judy Gatchell  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Agriculture  
**Budget** \$189,706  
**Duration** 9/04 - 9/06

The Maine Nutrition Network, in partnership with Maine Department of Education (DOE) and the Maine Department of Health and Human Services (DHHS), implements training initiatives to Maine school districts to support healthful eating and physical activity habits for children and the creation of school environments aligned with the Dietary Guidelines for Americans 2000. Continuing on the work from previous grants, strategies include: training for school food service staff; training, technical assistance, and resources for elementary school teachers; and a statewide follow-up training for school district teams on creating school environments that support healthful food and physical activity choices with a focus on team building and team maintenance.

## Maine Primary Care Association Emergency Preparedness/Response Plan

**Project Director** Larry Ullian  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality  
**Budget** \$24,000  
**Duration** 9/04 - 10/05

There is currently no updated and consistent emergency response plan for Maine's Federally Qualified Health Centers (FQHC). The School is working with the Maine Primary Care Association (MPCA) and its 18 member FQHCs to develop an emergency response plan that is both uniform in treating all areas and situations of concern and customized to the unique needs and environment of each health center.

## Maine School Oral Health Initiative

**Project Director** Courtney Jackson  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Centers for Disease Control and Prevention  
**Budget** \$168,714  
**Duration** 1/01 - 3/04

Access to affordable oral health prevention and treatment services is a major barrier to overall health for many of Maine's children. School oral health programs (SOHP) provide essential prevention and education for children who have limited access to oral healthcare services. The goal of the Maine School Oral Health Initiative (MSOHI) is to improve the oral health of at-risk children by maintaining and improving the quality of the SOHP. School activities included a survey of and focus groups with SOHP program directors and a quantitative analysis comparing schools with an SOHP to those without. The MSOHI Steering Committee has used results from the project for activities such as the revision of SOHP eligibility guidelines and creating policies to contribute to the sustainability of the sealant component of the SOHP.

**Project Director** Lori Kaley  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services, Centers for Disease Control and Prevention  
**Budget** \$391,942  
**Duration** 7/04 - 6/05

## Physical Activity and Nutrition Program Planning

Obesity has reached epidemic proportions in Maine as well as the nation, and true evidence-based interventions to prevent obesity are scarce. In 2003, the Maine Department of Health and Human Services, Bureau of Health partnered with the School to start a Physical Activity and Nutrition Program. The School is working to complete a statewide nutrition and physical activity strategic plan to prevent obesity and chronic diseases and promote optimal health, and to develop the model to establish the Physical Activity and Nutrition Program.

**Project Director** Al Leighton  
 Institute for Health Policy  
**Funder** Maine Bureau of Highway Safety  
**Budget** \$49,200  
**Duration** 6/04 - 12/04

## Safety Belt Use in Maine

The Maine Bureau of Highway Safety has been collecting data regarding the use of safety belts in Maine for many years. In 2004, the School's Survey Research Center (SRC) conducted this survey for the Bureau. A statewide probability-based sampling strategy was designed in order to select sites that would represent all traffic in the state. SRC observers went to the 120 locations chosen and recorded the use or non-use of seatbelts for drivers and occupants of more than 18,000 vehicles.

**Project Director** Kay Dutram  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Agriculture  
**Budget** \$462,776  
**Duration** 10/03 - 9/04

## WIC (Women, Infants and Children Nutrition program) Web Education

Nationally, the WIC program is experiencing difficulty retraining clients in the nutrition education program after the child leaves infancy. To improve outcomes for Maine children beyond the first year, the Maine Department of Health and Human Services partnered with the School in the development of a three-year federal grant to develop Web-based nutrition education modules for WIC parents. Web-based client education has national implications to revitalize nutrition education by allowing for self-directed learning, offering education relevant to the individual's needs, and making education programs more convenient to the user. The purpose of this project is to build six Web-based nutrition education modules and to evaluate whether Web-education improves WIC clients' access to quality nutrition information, changes nutrition choices, and influences clients' continued WIC Program participation.

# Rural Health

**Project Director** David Hartley  
Institute for Health Policy  
**Funder** U.S. Department of Health and  
Human Services, Office of Rural Health Policy

**Project Director** John Gale  
Institute for Health Policy  
**Funder** New Hampshire Department of  
Health and Human Services  
**Budget** \$40,000  
**Duration** 4/04 - 9/04

**Project Director** Andrew Coburn  
Institute for Health Policy  
**Funder** Agency for Health Care Research  
and Quality, and U.S. Department of Health  
and Human Services, Office of Rural  
Health Policy  
**Budget** \$68,000  
**Duration** 9/03 - 7/04

**Project Director** Erika Ziller  
Institute for Health Policy  
**Funder** U.S. Department of Health and  
Human Services, Office of Rural Health Policy  
**Budget** \$166,000  
**Duration** 9/04 - 8/05

## Maine Rural Health Research Center (MRHRC)

Established in 1992, the Maine Rural Health Research Center informs health care policymaking and the delivery of rural health services through high-quality, policy-relevant research, analysis, and technical assistance on rural health issues of regional and national significance. In 2004, the School was awarded \$2 million (over four years) from the U.S. Department of Health and Human Services to fund one of eight national centers for rural health research. The Center will focus much of its research on mental health and substance abuse in rural America, a growing concern among health officials.

## (MRHRC) Evaluation of New Hampshire's Rural Hospital Flexibility Program

This project focuses on the experience of the hospitals that have converted to Critical Access Hospital (CAH) status, the assistance provided to the remaining hospitals that are eligible for conversion, and the satisfaction of the staff of the hospitals and related community organizations with the support and assistance provided to them. Access improvement plans prepared by the CAHs to increase local collaboration, to enhance primary care, improve access to primary care, and strengthen the emergency medical services systems in their communities are also being evaluated.

## (MRHRC) Evidence-Based Safety Standards for Rural Hospitals Planning Grant

This study assessed the current evidence concerning rural hospital patient safety and identified a set of rural-relevant patient safety interventions that the majority of small rural hospitals could readily implement and that rural hospitals, purchasers, consumers, and others would find relevant and useful. Based on a comprehensive literature search and patient safety recommendations from national organizations, the School developed a list of eight patient safety areas and 26 priority patient safety interventions relevant to small rural hospitals. The rural relevance of these safety interventions was evaluated by a national expert panel in terms of the frequency of the problem, ability to implement, and the internal and external value to rural providers, purchasers and consumers. The 26 interventions were also rated by 30 rural hospital administrators and clinicians in five states, using the same criteria as the expert panel. The results indicate some important differences in ratings with important implications for implementation.

## (MRHRC) Health Insurance Dynamics of Uninsured Rural Families

Numerous studies have found higher uninsured rates among rural versus urban residents, yet an understanding of health insurance coverage of rural families remains limited. This study uses the Medical Expenditure Panel Survey (MEPS) to compare family health insurance coverage among non-elderly rural and urban families. Given that current strategies to address the uninsured appear to be focused almost exclusively on incremental health insurance reform, the findings from this study will assist policymakers in determining how to build on existing insurance systems in ways that will be most effective for rural families.

## (MRHRC) Mental Health in Critical Access Hospital Emergency Rooms

**Project Director** David Hartley  
Institute for Health Policy  
**Funder** U.S. Department of Health and Human Services, Health Resources and Services Administration  
**Budget** \$150,000  
**Duration** 10/03 - 9/04

This project is surveying Emergency Room (ER) managers in a nationally representative sample of Critical Access Hospitals (CAHs) to determine the proportion of ER encounters involving mental health pathology, types of mental health problems most commonly seen in these encounters, and resources available to CAHs to address the problems encountered. Project staff are investigating whether the presence of the other two safety net provider types in the community (primary care and mental health), the rurality of the community (as indicated by RUCA classification), or the presence of another hospital in the county affect the volume or types of mental health problems encountered.

## (MRHRC) National Study of Substance Abuse Prevalence and Treatment Services in Rural Areas

**Project Director** John Gale  
Institute for Health Policy  
**Funder** U.S. Department of Health and Human Services, Office of Rural Health Policy  
**Budget** \$166,000  
**Duration** 9/04 - 8/05

Substance abuse is a major and growing threat to the health and well-being of rural individuals, their families, and their communities. The ability to organize effective substance abuse delivery systems in rural communities is hampered by limited supplies of specialized providers and services, low population densities, and long travel distances for rural persons to obtain care. Given the apparent disparity between need and the availability of services in rural areas, this project explores these issues through the development of a rural substance abuse chartbook. This comprehensive national chartbook will document the prevalence of the abuse of legal and illegal substances across rural populations, the extent to which rural individuals are receiving treatment for their substance abuse, barriers to the receipt of treatment, and the distribution of substance abuse services across rural areas.

## (MRHRC) Rural Health Research Database

**Project Director** Karen Pearson  
Institute for Health Policy  
**Funder** Rural Policy Research Institute  
**Budget** \$107,968  
**Duration** 9/03 - 8/05  
<http://www.rural-health.org/database.htm>

The Maine Rural Health Research Center maintains a searchable database of current rural health services research and policy analysis. This database includes all studies funded by the federal Office of Rural Health Policy (ORHP), as well as research funded by other federal agencies, major private foundations, and other sources. Research dealing with the financing, organization, and/or delivery of health, mental health, and/or substance abuse treatment services in rural areas or to people residing in rural areas is included. Studies of the effects of changes in the rural health care system on the rural economy, rural/urban comparison studies, and studies of the experiences of rural residents in receiving health, mental health, or substance abuse treatment services are also included. In addition, an annual publication of rural health research in progress in the ORHP-funded centers is produced and disseminated to the Rural Health Research Centers and policymakers.

## (MRHRC) Rural Hospital Flexibility Program Evaluation

**Project Director** David Hartley  
Institute for Health Policy  
**Funder** Maine Department of Health and Human Services, Bureau of Medical Services  
**Budget** \$52,157  
**Duration** 11/03 - 10/04

This project assesses the impact of Maine's Rural Hospital Flexibility program and conversion to Critical Access Hospital status on communities, safety net services, network building, quality of care, and other issues specified by the program.

**Project Director** John Gale  
**Principal Investigator** Andrew Coburn  
 Institute for Health Policy  
**Funder** U.S. Health Resources and Services  
 Administration, Office of Rural Health Policy  
**Budget** \$300,000  
**Duration** 9/04 - 8/05  
<http://www.flexmonitoring.org/>

## (MRHRC) Rural Hospital Flexibility Program Monitoring Project—Year 2

The Maine Rural Health Research Center is working with Rural Health Research Centers at the Universities of Minnesota (UM) and North Carolina (UNC) on a performance-monitoring project for the Medicare Rural Hospital Flexibility Program. The project is assessing the impact of the Flex Program on rural hospitals and communities and the role of states in achieving overall program objectives. The School will lead an approach to track state program activities and develop tools that allow states to systematically monitor their accomplishments. The School will also lead a study on Emergency Medical Services (EMS) to analyze the alignment of EMS activities under the Flex Program. Part of the project includes collaborating with UM to assess the impact of the Flex Program on hospital financial status and quality of care and to develop benchmarks to monitor their performance. The School will work with UNC to assess the impact of the Flex Program on the availability and accessibility of health services at the community level and the value of community partnerships developed with health care organizations.

**Project Director** David Hartley  
 Institute for Health Policy  
**Principal Investigator** Lisa Morris  
**Funder** U.S. Department of Health and  
 Human Services, Office of Rural Health Policy  
**Budget** \$167,000  
**Duration** 9/04 - 8/05

## (MRHRC) The Impact of Mental and Emotional Stress on Rural Employment Patterns

Given smaller, less-diversified rural economies, the lack of employee assistance programs and mental health insurance benefits, as well as the shortage of mental health providers, the effects of mental health problems are likely to be exacerbated in rural areas. This study is investigating how mental health symptoms affect employment patterns, and the extent to which these effects differ by rural and urban residence. The project examines rural/urban differences in the prevalence of mental health problems, the extent to which mental and emotional health symptoms impact job retention and longer unemployment spells, and how mental and emotional health symptoms differ according to the type of job transition.

# Public/Nonprofit Management

**Project Director** Olan Johnston  
Institute for Public Sector Innovation  
**Funder** Maine State Planning Office  
**Budget** \$147,500  
**Duration** 1/04 - 12/04

## Citizen Corps Project

To consolidate volunteer efforts in the area of homeland security and disaster preparedness, the Maine Emergency Management Agency and the Maine Commission on Community Service are working to enhance volunteer management capacity of local emergency management efforts. This project is creating Citizen Corps Councils (CCCs) in all Maine counties, expanding recruiting and matching volunteers to include the Emergency Management Agency and related organizations, providing technical assistance and training to volunteers and volunteer managers, administering and coordinating the activities of both statewide and local CCCs, and evaluating and sharing information with stakeholders about the impact of CCCs.

**Project Director** Susan Ebersten  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$728,100  
**Duration** 1/04 - 12/04

## Community Services Center (CSC)

In the last two decades the reliance of state government on outsourced or contracted social services has grown dramatically, as has the public pressure to assure accountability for public dollars spent. The Maine Department of Health and Human Services/Behavioral and Developmental Services Community Services Center has been working with the School to enhance community services through performance measurement and training and technical assistance to public agency- and community-based provider staff. Current activities include: development of performance indicators and performance data collection and reporting systems for contracted services; competency-based training for licensing staff; cross-disciplinary training for provider agencies who work with Maine children and families; family systems team training for state and provider staff engaged in integrated case management systems; and development and delivery of advanced training for provider agencies who work with victims of crime in Maine, Vermont, and New Hampshire.

**Project Director** RuthAnne Spence  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$524,435  
**Duration** 1/04 - 6/05  
**Collaborators** Maine Department of Corrections

## (CSC) Cross Systems Training: Family and Systems Teams

This project supports integrated service delivery and collaborative service planning among the five state agencies and their provider partners that work with Maine's children, adults, and families. The Family and Systems Teams project promotes and supports staff development in the areas of collaboration, cross-systems coordination, and integrated service delivery systems, including the implementation of the Family and Systems Teams model of family case planning. Project activities include the provision and integration of interdepartmental training and technical assistance to the departments of the Children's Cabinet and their provider partners statewide.

**Project Director** Sue Donar  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$249,017  
**Duration** 10/04 - 9/05

## (CSC) Licensing Training Committee

Licensing functions within the Maine Department of Health and Human Services have historically been administered in separate units focused on distinct programs or populations. Nationwide, states are defining the common function areas within regulatory administration and provide training that addresses these commonalities and crosses program boundaries. The Licensing Training Committee is a task force of professionals representing each area of licensing related to human care. This group identifies training needs, and plans and coordinates training opportunities for human care licensing staff. The objectives of these trainings are to improve skills and competencies in order to develop and maintain consistent interpretation and enforcement of licensing standards, and to promote career development and enhance job satisfaction.

**Project Director** Susan Ebersten  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$3,327,555  
**Duration** 10/04 - 9/05  
<http://www.muskie.usm.maine.edu/ttg>

**Project Director** Larry Ullian  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$133,962  
**Duration** 10/04 - 9/05

**Project Director** Kay Dutram  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Health and Human Services  
**Budget** \$479,325  
**Duration** 10/04 - 9/05

**Project Director** Sue Donar  
 Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$40,000  
**Duration** 10/04 - 9/05

## Department of Health and Human Services Training Institute (DHHSTI)

This represents the 13th year of an ongoing collaboration between the Maine Department of Health and Human Services (DHHS) and the School to respond to the increasing demands and the changing nature of DHHS' work by developing a coordinated system of training and professional development. Over the years, the scope of this agreement has expanded to include organizational development, research, evaluation, data analysis, grant writing, and other technical assistance activities.

### (DHHSTI) ASPIRE Training

The project provides training support to ASPIRE (Additional Support for People In Retraining and Employment), a Maine program that assists clients in the transition from welfare to work. Working with a statewide committee composed of the ASPIRE Program Manager, supervisors, and line staff, the School assists in identifying training needs, developing curricula, and arranging and delivering training. Training projects include orientation of new program staff to policies relating to confidentiality, caseload management, and interviewing. Additional training relates to working with clients who have multiple barriers to employment, such as mental health, domestic violence, and substance abuse issues.

### (DHHSTI) Technical Assistance to Maine Bureau of Health

Public health programs nationally and in Maine are transitioning to greater emphasis on program planning and evaluation, population-based services, and evidence-based programming. The goal of this agreement is to enhance Maine's capacity in these areas by providing facilitation, research, data retrieval and analysis, technical writing, evaluation design, and organizational development. All activities are planned and implemented in collaboration with managers at the Maine Bureau of Health to develop and test public health program models and build Maine's capacity for public health management. Examples of project outcomes for 2004 include: a community assessment for environmental health risk factors for children with special needs; an injury surveillance system; reporting, development and support for a "blame-free" workplace (culture change initiative); protocols for incorporating the Care Model into chronic disease management; Web-based curriculum for data collection of hospital-based health disparities-related information; and the Maine Child Health Survey conducted in participating schools.

### (DHHSTI) Training and Technical Assistance to Maine Bureau of Elder and Adult Services

The elderly population is growing faster in Maine than in any other state. In addition, the profile of the typical clients receiving services is changing as more adults with disabilities are living longer and more independent lives. This coupled with the increased turnover in caseworker staff has led to the need to develop more customized training programs for new staff. This project continues to develop competency-based introductory caseworker training and introduce distance education delivery to make selected training modules easier for workers to access. A video is being developed and training sessions are being considered for online dissemination.

**Project Director** Donna Lerman  
Institute for Public Sector Innovation  
**Funder** U.S. Department of Health  
and Human Services  
**Budget** \$400,236  
**Duration** 10/04 - 9/05

### (DHHSTI) Training to Maine Bureau of Medical Services

Budget cuts at both the state and federal levels are placing increasing pressures on the MaineCare program. Providers must be trained in the Health Insurance portability and Accountability Act (HIPPA) and other changing regulations, and the Maine Department of Health and Human Services, Bureau of Medical Services must be organized to respond with increased efficiency. This year's work focuses on policy development, technical writing, training providers to utilize the Maine Claim Management System (MECMS), and organizational development to streamline work processes and manage increasing workloads. The School provides professional support in researching and writing MaineCare policies that are changing as a result of budgetary constraints and identification of best practice, and comprehensive "plain English" writing expertise. The School develops training and training delivery methods to assure that all MaineCare providers can use the MECMS system as appropriate to their needs.

**Project Director** Jill Burgess  
Institute for Public Sector Innovation  
**Funder** Maine Department of Health and  
Human Services  
**Budget** \$216,343  
**Duration** 10/92 - 9/04

### (DHHSTI) Division of Support Enforcement and Recovery (DSER) Staff Training

The goal of the DSER Training Plan, now in its ninth year, is to enable child support enforcement managers, agents, and technicians to perform their jobs more effectively in a changing public welfare environment. Objectives include: providing consultation, training design and support to DSER management and staff to enable them to improve service delivery in an increasingly technological environment; providing technical assistance to managers and staff to enable them to improve practice in child support processes identified by agency self assessment, including medical support enforcement; and opportunities for management development, including attendance and presentations at the National Child Support Enforcement Association's annual conference.

**Project Director** Al Leighton  
Institute for Health Policy  
**Funder** Solidago Foundation  
**Budget** \$8,700  
**Duration** 2/04 - 12/04  
**Collaborator** Northeast Action

### Early Impact of Clean Elections in Maine and Arizona

Since 1996, several states have implemented laws that provide for public funding of state elections. This study examines the perceptions of legislators concerning the impact those laws have had in Maine and Arizona. The School's Survey Research Center conducted a study examining distinctions in these experiences that may be related to public financing or traditional financing of their campaigns.

**Project Director** Lisa Morris  
Institute for Child and Family Policy  
**Funder** Maine Department of Health and  
Human Services  
**Budget** \$33,000  
**Duration** 6/03 - 11/04

### The Impact of the Good Wheels Care Loan Program on Welfare Use, Employment, and Earnings

The Good Wheels auto loan program, serving all 16 counties of Maine, assists working families who receive state aid by providing low-interest loans for car purchase. The School studied the effect of the program on participants and the impact on work/family balancing issues. The School also conducted interviews with program staff and caseworkers to examine how the program was implemented and what kinds of services were provided. Overall, the results of the analysis show that Good Wheels is having a net positive impact on employment and welfare use. However, the data also suggest that, for the majority of program participants, the gains do not persist over time.

**Project Director** Michael Brennan  
 Institute for Child and Family Policy  
**Funder** Maine Office of Substance Abuse  
**Budget** \$15,000  
**Duration** 4/04 - 10/04

## Substance Abuse and Mental Health: Role in Academic Performance and Retention Rates of College Students

A number of variables can lead to poor academic performance or the decision to leave college prematurely. This project studied the impact that substance abuse and mental health issues have on academic performance and retention rates, examined national trends, and conducted a limited survey of colleges in Maine to determine the extent of the problem. The study indicated that substance abuse and mental health issues have a direct and, at times, substantial affect on academic performance and graduation rates.

**Project Director** Nadine Edris  
 Institute for Public Sector Innovation  
**Funder** Maine Department of Health and Human Services  
**Budget** \$279,282  
**Duration** 7/04 - 6/05

## Technical Assistance for the Maine Department of Health and Human Services' Transition Team

Combining the Maine Department of Human Services and Department of Behavioral and Developmental Services to establish the Department of Health and Human Services (DHHS) has posed one of the most significant changes in Maine state government. One-third of all state employees are working together to provide a wide array of social services to Maine citizens. This new department is charged with dual goals of increasing both efficiency and integration of services. To assist in the transition process, the School provided support to the DHHS Commissioner's Transition Team in creating implementation plans for the new department. The School also assisted in planning, research, facilitation, writing, and process consultation.

**Project Director** Marshall Soloway  
 Institute for Public Sector Innovation  
**Funder** U.S. Department of Human Services  
**Budget** \$493,766  
**Duration** 10/03 - 6/05

## Technology Training and e-Government Initiatives

During the last decade, the growth of technology has had a profound effect on how state agencies organize their work and interact with clients. As a result, the Maine Department of Health and Human Services and Department of Behavioral and Developmental Services (DBDS) have funded projects that include staff technology training, database analysis and development, and a number of e-learning initiatives. The goal is to provide the agencies with technical solutions using state-of-the-art principles and practice resulting in program effectiveness and efficiency. Current objectives include competency-based computer training, specific DBDS-wide management information system training, HIPAA related e-learning initiatives, and database consulting for the mental health hospitals.

## Training, Technical Assistance, and Capacity-Building for Volunteer Service

**Project Director** Larry Ullian  
 Institute for Public Sector Innovation  
**Funder** Maine State Planning Office, Commission for Community Service  
**Budget** \$53,671  
**Duration** 1/04 - 12/04

Maine's socio-economic and demographic trends have increased the need for volunteers in social, health, economic, environmental, educational, and homeland security-related programs. The School provides technical assistance in performance measurement, program development, training design, and volunteer management to AmeriCorps program directors and the Maine Commission for Community Service (MCCS). The School also designs, implements, and analyzes needs assessment and impact surveys of VISTA, Senior Corps, and AmeriCorps directors and agency representatives, designs and delivers training on volunteer management, introduces professional portfolio development for AmeriCorps members, and conducts workshops at both state and northern New England training conferences on performance measurement.

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# Faculty and Senior Research Staff

## Catherine Baron

Director, Finance and Administration,  
Institute for Child and Family Policy  
*University of Southern Maine, AS, 1989*

Ms. Baron directs the Child Welfare Staff Training project for the Colorado Department of Human Services, including the delivery of more than 35 training projects that address the needs for strengthening families by providing training and technical assistance to child welfare professionals to help them work more effectively with families involved in the child welfare system. She is responsible for the development of the state contract, overseeing the project and the contracts with the trainers, administering the contract funds, and producing fiscal reports for the sponsor.

## Richard Barringer

Research Professor  
*Massachusetts Institute of Technology, PhD, 1968*

Professor Barringer has served in the administrations of three Maine governors as commissioner of conservation and director of state planning and is the author of numerous books, reports, and landmark Maine laws in the areas of land use, education, the environment, energy, economic development, and tax policy. He organized two recent Blaine House Conferences on Maine's Natural Resource-based Industries and on Maine's Creative Economy, the results of which are available on the State of Maine website. Among his recent publications are the edited *Toward a Sustainable Maine: The Politics, Economics and Ethics of Sustainability* and *Changing Maine, 1960-2010* based on the Maine Public Radio lecture series of the same title.

## John Bauman

Visiting Research Professor  
*Rutgers, PhD, 1969*

Professor Bauman's research focuses on urban planning and the shaping of the twentieth-century city, and on public housing and public housing policy in twentieth-century urban America. He has published numerous books, articles, and historical reports and is currently completing a book with Edward K. Muller of the University of Pittsburgh, entitled *Before Renaissance: Urban Planning in Pittsburgh (Pennsylvania) 1880-1943*. He is also working on a book, *Housing Vacationland: The Evolution of Housing and Housing Policy in Portland, Maine, 1900-1970*. He is the American Book Review Editor of "Planning Perspectives: an International Journal of History, Planning and the Environment." Professor Bauman is immediate past-president of the Society for City and Regional Planning Historians.

## Freda Bernotavicz

Director, Institute for Public Sector Innovation  
*Syracuse University, MS, 1965*

Ms. Bernotavicz's areas of expertise include competency identification and assessment, human resource management, and state/university partnerships. Since 1995, she has been a member of the Senior Staff of the Maine Governor's Children's Cabinet. Currently, she is directing a project on recruitment and retention of child welfare staff. She is on the Board of the National Staff Development and Training Association and is senior author of a series of competency models published by the American Public Human Services Association.

## Elise J. Bolda

Associate Research Professor, Institute for Health Policy  
*University of North Carolina at Chapel Hill, PhD, 1995*

Professor Bolda has more than 30 years of experience in long term care development and evaluation. Dr. Bolda is the National Program Director for the Robert Wood Johnson Foundation's Community Partnerships for Older Adults initiative hosted by the Muskie School. Her research has focused on residential care/assisted living policy; the

integration of acute and long-term care services; and development and evaluation of long term care policies and services. While at Muskie, she has conducted applied policy analyses for Maine's Bureau of Medical Services and Maine's Bureau of Elder and Adult Services. She has also served as a principal investigator for the Maine Rural Health Research Center rural long-term care research projects.

## Maureen Booth

Senior Policy Analyst, Director, Quality Management and Improvement Program, Institute for Health Policy  
*Cornell University, Regional Planning, MA, 1974*

Ms. Booth provides technical assistance to the State of Maine and the New England States Consortium on the design of quality management systems for managed care programs serving the dually eligible population. She also serves as a fellow at the National Academy for State Health Policy (NASHP) where she has been working with the federal Centers for Medicare & Medicaid Services on the design of quality oversight systems for both the Medicare and Medicaid programs.

## Karl Braithwaite

Dean, Professor  
*University of Wisconsin, PhD, 1967*

Dean Braithwaite came to the Muskie School from the University of California's Los Alamos National Laboratory, where he was Director of Government Relations. Currently, he serves as co-chair of the Science and Economic Policy Resource Panel for the Maine Bureau of Health and serves on the Stakeholder Advisory Group for the State of Maine's Greenhouse Gas Action Plan. His research interests include politics and the policymaking process, environmental policy, science and technology policy and process, legislative process, national security policy, executive-legislative relations, citizen involvement in technical policy issues, communications skills, and the management of external relations.

## Michael Brennan

Policy Associate, Institute for Child and Family Policy  
*USM Muskie School of Public Service, MA, 1989*  
*University of New England, MSW, 1994*

Mr. Brennan has more than 25 years of experience in health and human services at the community and state levels. He currently manages projects related to child welfare, substance abuse, and mental health. In the past, he has worked on a number of projects related to housing, education, and youth. He serves on the Board of Managers for Casey Family Services, which provides child welfare programs and services throughout the country, and serves as a senator in the Maine State Legislature.

## Bruce Clary

Professor, Senior Research Associate  
*University of Southern California, PhD, 1974*

Professor Clary's research focus is in program evaluation methods, organizational design issues in governmental and nonprofit service delivery, and citizen participation in a democratic society. He recently served as project director for Maine research conducted as part of a 50-state study of the role of faith-based organizations in the delivery of social services conducted by the Rockefeller Institute at SUNY-Albany. His current work includes an evaluation of a U.S. Department of Education program, "Teaching American History," for the Maine Humanities Council and ongoing research in the United Kingdom and the United States on community currency systems.

**Andrew Coburn**

Associate Dean, Research Professor and Director,  
Institute for Health Policy  
*Brandeis University, PhD, 1981*

Professor Coburn's research addresses the problems of health insurance coverage, rural health, health care access and utilization, physician payment, and long-term care. He has conducted studies of the use of individual insurance markets, the impact of Medicaid physician fees, impact of the Medicare Rural Hospital Flexibility Program, prescription drug use by rural elders, and patterns of health coverage for rural populations. He has been an active member of the National Academy for State Health Policy and serves on the Rural Policy Research Institute's Expert Panel on Rural Health Delivery. Dr. Coburn has published widely in the health policy and health services literature.

**Charles S. Colgan**

Professor, Chair, Doctoral Program in Public Policy & Management  
Associate Director, Center for Business and Economic Research  
*University of Maine, PhD, 1992*

Professor Colgan currently holds positions as a Research Fellow at the United States Bureau of Labor Statistics and Chief Economist for the National Ocean Economics Program. His research focuses on the interaction of regional economies and the environment in coastal areas of the U.S. and on issues of growth and development in Maine and New England. Dr. Colgan is also Chair of the State of Maine Consensus Economic Forecasting Commission. Prior to coming to USM, he served for 12 years in the Maine State Planning Office, including positions as Maine State Economist and Special Assistant to the Governor for International Trade.

**Tracy A. Cooley**

Policy Associate, Institute for Child and Family Policy  
*Nasson College, BA, 1976*

Ms. Cooley directs the Head Start Domestic Violence Initiative that has developed a curriculum for the U.S. Department of Health and Human Services and continues to offer train-the-trainer sessions across the country. Ms. Cooley is a member of the management team for the Violence Against Women Measuring Effectiveness Initiative and project director for the National Network to End Domestic Violence Technical Assistance Evaluation Project.

**Carmen Dorsey**

Director, Criminal Justice Projects,  
Institute for Public Sector Innovation  
*University of Maine School of Law, JD, 1989*

Ms. Dorsey directs the Maine Statistical Analysis Center, a clearinghouse for data collection and statistical analysis for the Maine criminal justice system. Her research interests include the development of participatory research methods and tools to address the issues of poverty and crime in Maine. She serves on the Board of Directors of Volunteers of America, Northern New England, a nonprofit organization that works to help the most vulnerable and underserved people in Maine, New Hampshire, Vermont, and the nation achieve their full potential.

**Kay Dutram**

Director, Public Health Program Management,  
Institute for Public Sector Innovation  
*University of Arkansas, MS, 1984*

Ms. Dutram leads organizational development initiatives in the public health arena, focusing on organizational change, small and large group process facilitation, strategic planning, and community engagement. She also provides leadership to research, policy, and management staff to develop and evaluate best practices in public health nutrition and physical activity.

**Sue Ebersten**

Associate Director, Institute for Public Sector Innovation  
*University of Maine, MPA, 1996*

Ms. Ebersten directs the Maine Department of Human Services Training Institute. She has more than 25 years of public sector management experience, ranging from small nonprofits to large state agencies. Since joining the Muskie School, she has worked primarily on performance measurement and work force development projects, including technical assistance to the state in implementing performance contracting for purchased human services. Her interests include public finance, nonprofit management, contracted social service systems, and performance measurement.

**Nadine Edris**

Director, Center for Learning, Institute for Public Sector Innovation  
*University of Connecticut, MSW, 1988*

Ms. Edris directs the Center for Learning, a collaborative project with the Maine Department of Behavioral and Developmental Services to improve services to citizens through a wide array of professional development activities. The Center focuses on helping practitioners link policy, practice, and research. Ms. Edris has extensive experience in a variety of positions in community agencies in behavioral health and child welfare, and has served on many local and statewide nonprofit boards.

**Julie Fralich**

Senior Policy Analyst, Associate Director, Institute for Health Policy  
*Boston University, MBA, 1978*

Ms. Fralich has worked for more than 15 years in the design, development and analysis of health policy options with a particular emphasis on issues related long-term care. She has expertise in the design and implementation of nursing home and residential care case mix payment systems, the development of quality indicators for use in home and community-based settings, and managed care programs for people dually eligible for Medicaid and Medicare.

**Larry Glantz**

Senior Policy Analyst, Institute for Health Policy  
*Bryn Mawr College, MSS, 1979, MLS, 1981*

Mr. Glantz has more than 25 years of experience in research and program development focused on health, education, and employment policies affecting youth and adults with disabilities. He has led research and development efforts to coordinate school and adult services in the community to assist youth with disabilities to move from secondary education to continuing education, employment, and integrated lives in the community. More recently, he has worked with the MaineCare (Medicaid) program to develop better work incentives for MaineCare enrollees with disabilities.

**Robert Goettel**

Associate Professor  
*Columbia University, EdD, 1970*

Professor Goettel's research interests are policy development and planning, education policy, public finance/education finance, intergovernmental relations, and science and technology policy. He served as Executive Assistant to the President of the University of Southern Maine, where he was responsible for institutional planning. Prior to coming to the University of Southern Maine, he directed a number of large-scale policy and program evaluation studies for federal agencies and several state governments.

**Diane Gout**

Research Associate, Institute for Child and Family Policy  
*University of New England, MSW, 2000*

Ms. Gout has experience working in trauma-based practice including working with survivors of rape, incest, and domestic violence. In addition to direct practice intervention, Ms. Gout has collaborated with multi-disciplinary teams to develop policy and protocols and to conduct research surrounding issues of trauma and abuse. Currently, she is a member of the VAWA Measuring Effectiveness Initiative team and is pursuing a PhD from Boston University in Social Work and Sociology.

**Eileen Griffin**

Research Associate, Institute for Health Policy  
*Northeastern University School of Law, JD, 1991*

Ms. Griffin provides technical assistance in the area of health and long term care policy affecting persons with disabilities. Past activities include conducting a comparative analysis of Maine's personal assistance programs, overseeing development of a design for integrating information systems across state agencies, and developing an interagency program for overseeing the quality of care for Maine's HMOs. Her areas of interest include interagency and cross-systems integration, including cross-systems policy and program development, comparative policy analysis, and the integration of information systems and information sharing.

**David Hartley**

Research Professor, Chair (2004), Master's Program in Health Policy and Management  
*University of Minnesota, PhD, 1993*

Professor Hartley directs the Maine Rural Health Research Center. His research currently includes a national evaluation of Critical Access Hospitals, several projects in rural mental health services and the rural safety net. Dr. Hartley sits on the National Rural Health Association's Rural Health Policy Board and is a past president of the Maine Rural Health Association. In 2003, he received the Distinguished Researcher award from that organization. In 2004, he sat on the National Academy of Science, Institute of Medicine Committee on the Future of Rural Health.

**Cabanne Howard**

Assistant Professor of Law, University of Maine School of Law  
*Georgetown University Law Center, JD, 1970*

Professor Howard joined the University of Maine System in 1997 after nearly a quarter century of public service as a member of the Maine State Attorney General's Office. His concentration is in the fields of constitutional law (both American and foreign), professional responsibility, and appellate advocacy. He has served on the Board of Overseers of the Bar and Professional Ethics Commission of the state and is currently the Executive Secretary of the Committee on Judicial Responsibility and Disability.

**Susan N. Kanak**

Policy Associate, Institute for Child and Family Policy  
*Rivier College, MBA, 1982*

Ms. Kanak's areas of expertise include curriculum design and delivery, training system reviews, adult education, and implementing change in the public sector. She recently developed, published, and trained agency trainers to implement two curricula, "Bringing Together the Child Welfare Team" and "Using Information Management to Support the Goals of Safety, Permanency and Well Being." Ms. Kanak has provided training and technical assistance to public child welfare agencies in several states and counties around building commitment to change, work planning, and using data to support decisionmaking.

**Jack Kartez**

Professor, Chair, Master's Program in Community Planning and Development Program  
*University of North Carolina, PhD, 1990*

Professor Kartez works on environmental issues such as mitigating natural and technological hazards and balancing rural resource land uses with community growth. He takes a special interest in incorporating principles of dispute resolution as alternatives to nonproductive conflict in community planning and environmental issues. He provides training in consensus building and leadership to many of the Muskie School's external constituencies through programs such as the Municipal Leadership Program and the Smart Growth Education Initiative of the New England Environmental Finance Center, in which he is a Faculty Associate.

**Elizabeth H. Kilbreth**

Associate Research Professor, Director,  
 Children's Health and Welfare Program, Institute for Health Policy  
*Brandeis University, PhD, 1995*

Professor Kilbreth has been conducting research and policy analysis in the areas of state and national health policy reform and health care financing and access to care for more than 15 years. Her current research involves studying barriers, at the national and state level, to appropriate health program development for high-needs and high-risk children and identifying strategies that build community and legislative support for effective interventions. Dr. Kilbreth was the recipient of a Pew Health Policy Fellowship, of the Minkoff Prize in Medical Economics at Brandeis University, and of the John Heinz Dissertation Award from the National Academy of Social Insurance.

**Michel Lahti**

Assistant Research Professor, Director, Evaluation Services,  
 Institute for Public Sector Innovation  
*University of Maine, PhD, 1998*

Professor Lahti's research is focused on child and adolescent behavioral health issues, especially as it relates to the child welfare system, and the application of performance measurement systems in government. His current research is in the areas of special needs adoptions, publicly funded child care services, community-based programs to prevent child exposure to domestic and other forms of violence, and evaluating the impact of after school programs for at-risk youth. He directs an applied research unit providing more than half a million dollars of contract work to state and federal agencies.

**David Lambert**

Associate Research Professor, Director, Mental Health Program,  
 Institute for Health Policy  
*Brandeis University, PhD, 1986*

Professor Lambert has more than 15 years of experience in conducting mental health research with a focus on projects that improve access to, quality, and effectiveness of mental health care to vulnerable populations. His research has focused on access to mental health services in rural areas, particularly coordination of primary care and mental health, recovery models, and evidence-based practice. He is the current president of the National Association for Rural Mental Health Association.

**Josephine LaPlante**

Associate Professor

*Syracuse University, PhD, 1984*

Professor LaPlante's research focuses on public budgets and tax policy, education finance, and the application of quantitative methodology to policy problems. She is currently focusing on approaches to funding education to ensure resource equity and development of a framework for conceptualizing and measuring return on the public investment in private business. Her evaluations of public finance policies and applied statistical methodologies have appeared in books and journals including *Public Administration Review* and *Public Productivity and Management Review*.

**Mark Lapping**

Distinguished Professor

*Emory University, PhD, 1972*

Professor Lapping has authored several best-selling books on planning and has written well over 150 articles and monographs. He is on the editorial boards of the *Journal of the American Planning Association*, the *Journal of Rural Studies*, *Agriculture and Human Value*, and *Small Towns*. He is a consultant to governments and agencies, and is currently working on problems in Canada and Estonia, as well as Maine. Prior to joining the University of Southern Maine, Lapping was Founding Dean of the Bloustein School of Planning and Public Policy at Rutgers University.

**Al Leighton**

Manager, Survey Research Center

*University of Southern Maine, BA, 1999*

Mr. Leighton has 15 years of survey research experience and has designed and managed numerous survey projects examining health risk behaviors and a number of public opinion studies. Recent projects include the first-ever survey of Maine's prison population regarding their access to health care. An active member of the American Association for Public Opinion Research, he has participated in many regional, national, and international conferences on improving survey research methodology.

**Donna Lerman**

Director, Health Services Training and Organizational Development, Institute for Public Sector Innovation

*USM Muskie School of Public Service, MA, 1999*

Ms. Lerman has extensive experience in facilitating organizational development initiatives and project management in state government. She provides technical assistance to the State of Maine on plain-language policy writing and materials. Her research interests are in social construction, civic engagement, appreciative inquiry, and public management. She is an elected city councilor for the city of Augusta and a doctoral student at Tilburg University in the Netherlands.

**Dahlia Bradshaw Lynn**

Associate Professor, Chair,

Master's Program in Public Policy &amp; Management

*Florida International University, PhD, 1996*

Professor Bradshaw Lynn's research focus includes human resource innovation, organizational change, succession management, high-performance workforce development, and faith-based nonprofit management. Her current research interests include high-performance workforce development in state government, program evaluation of state training programs, and third-party contracting and faith-based organizations. She has published extensively in the field of public human resource management and is a member of the senior editorial review board for the *Review of Public Personnel Administration*.

**Catherine McGuire**

Senior Policy Analyst, Director,

Health Data Resources, Institute for Health Policy

*University of Southern Maine, BS, 1983*

Ms. McGuire has worked for more than 20 years in the design, development and analysis of health policy options with a particular emphasis on issues related to long term care. She has expertise in the design and implementation of case mix payment systems with applications in long term care settings, the development of quality indicators and assessment instruments, and the use of assessment information for policy, practice, and research. She also has experience in the synthesis, design, and analysis of administrative data for policy and financing issues associated with programs that serve the Medicaid and Medicare populations.

**Samuel Merrill**

Assistant Research Professor

*University of Minnesota, PhD, 2002*

Professor Merrill's research interests include the fiscal and policy connections between land conservation and development in New England. He aims to help land conservation be more cost effective and strategic from a planning perspective. He conducts this work through (and in addition to) his role as project director of the New England Environmental Finance Center housed at the School. His background is in applied biology, wildlife management, and private land protection initiatives.

**Karen M. Monahan**

Research Associate, Institute for Child and Family Policy

*University of Maine at Orono, BA, 1973*

Ms. Monahan specializes in the measurement and evaluation of legal and court-related interventions. Her current projects include the reassessment of the State of Michigan's Court Improvement Project, which seeks to improve the court's handling of child protection cases, and the evaluation of a pilot project designed to improve victim safety and offender accountability by better managing domestic violence cases in Maine's district courts. She is a member of the Violence Against Women Measuring Effectiveness Initiative team.

**Lisa Morris**

Assistant Research Professor/Research Associate

Institute for Child and Family Policy

*University of North Carolina - Chapel Hill, PhD*

Professor Morris uses panel and times series data and longitudinal regression techniques to analyze employment dynamics among various populations, including welfare recipients and the working poor. She is currently working on a study examining how parents of disabled and chronically ill children access child care and balance work, family, and caregiving responsibilities and a study examining the impact of mental health on job retention and job transitions in rural versus non-rural settings. Another project was recently selected by the Association for Public Policy and Management (APPAM) and National Survey of American Families (NSAF) Small Research Grants Program.

**Gino Nalli**

Assistant Research Professor, Chair (2005), Health Policy &amp; Management Program

Director, Access and Finance Program Area, Institute for Health Policy

*Yale University, MPH, 1976*

Professor Nalli is currently working with a consortium of hospitals and large purchasers to develop a pilot program that establishes greater accountability for institutional clinical and economic performance as well as rewards higher performing hospitals with additional reimbursement. He has consulted to the Maine Health Care Performance Council as well as the Governor's Office of Health Policy and Finance. Professor Nalli has been the recipient of the USM Faculty Senate honor for excellence in teaching as well as the Henri Benoit Award for leadership in the private sector by the Portland Regional Chamber of Commerce.

### **Douglas Ofara**

Assistant Professor

*City University of New York, PhD, 1998*

Professor Ofara's areas of research include applied microeconomics and policy analysis, natural resource/environmental economics and environmental damage assessment, coastal hazard management, economic development, and social welfare policy. His recent book, written with J. J. Seneca, *Economic Losses from Marine Pollution: A Handbook for Assessment*, systematically identifies and classifies marine damages and relates them to models and methods of economic valuation. Dr. Ofara is also a Visiting Scholar at the Institute of Marine and Coastal Science, Rutgers University.

### **Susan M. C. Payne**

Research Professor, Co-Director, Chronic, Illness and Disabilities Program, Institute for Health Policy

*Boston University, PhD, 1986*

Professor Payne's research focuses on the cost, quality, and appropriateness of the use of medications, health care services, methods of predicting health care costs, and health care services used by disabled and elderly persons. She has directed program evaluations for state and federal agencies and is currently studying health care cost increases in Maine, the appropriateness of the use of medications among older Medicaid beneficiaries, and the quality and costs of care used by individuals who are dually eligible for Maine Medicaid and Medicare. Professor Payne is chair of the PhD admissions and academic standing committees, and is a member of the USM Institutional Review Board.

### **Sue Reed**

Director, Maine Roads to Quality, Institute for Child and Family Policy

*Wheelock College, MS, 1984*

Ms. Reed directs the Career Development Center for the state's Maine Roads to Quality program. The Center maintains a registry on the early childhood workforce, oversees the development of core knowledge training for the early care and education field, manages a Scholarship Program for teachers working on degrees in early childhood education, and coordinates the Accreditation Facilitation Project which helps child care homes, centers, and school-age programs improve quality to achieve national accreditation.

### **Evan Richert**

Associate Research Professor

*Syracuse University, MRP, 1974*

Professor Richert directs the Gulf of Maine program of the Census of Marine Life. Prior to the Muskie School, he was Director of the Maine State Planning Office, co-owner of Market Decisions, Inc., and planning director for the City of South Portland, Maine. He is president of the Gulf of Maine Ocean Observing System, a real-time system that serves as a prototype for the national integrated ocean observing system, and a member of the Steering Committee of the U.S. Global Ocean Observing System. He also chairs GrowSmart Maine and is a member of the Board of Directors of the Maine Coast Heritage Trust.

### **Gretchen Robbins**

Manager, Child Welfare Training Institute/Staff Training, Institute for Public Sector Innovation

*University of Maine, MS, 1987*

Ms. Robbins has 22 years of experience in child welfare, working in the Bureau of Child and Family Services both as a front-line caseworker and as a supervisor. As Acting Director of Staff Training for the Child Welfare Training Institute, she currently provides consultation and training services to the State of Maine, Bureau of Child and Family Services management and staff on the design, development, and delivery of competency-based child welfare training.

### **Leslie Rozeff**

Director, Child Welfare Training Institute, Institute for Public Sector Innovation

*University of Texas, MSSW, 1988*

Ms. Rozeff oversees a statewide training program for foster and adoptive parents of children in Maine's child welfare system. In addition to providing technical assistance to providers and child welfare staff, she develops specialized curricula in the areas of child abuse and neglect, trauma, children's mental health, and effective disciplinary strategies. Her research and evaluation activities focus on issues related to training and outcome measures for foster care.

### **Kris Sahonchik**

Director, Institute for Child and Family Policy

*Antioch School of Law, JD, 1983*

Ms. Sahonchik is responsible for developing a national training and technical assistance strategy and coordinating the national training and technical assistance network for the National Child Welfare Resource Center for Organizational Improvement. She has worked with states and tribes on developing integrated service systems, and worked with court systems in more than a dozen jurisdictions and in collaboration with the American Bar Association to develop assessment and planning tools for state court improvement projects.

### **Paul Saucier**

Senior Policy Analyst, Co-Director, Chronic Illness and Disabilities Program, Institute for Health Policy

*USM Muskie School of Public Service, MA, 1989*

Mr. Saucier's work focuses on health and long-term care policy affecting older people and people with disabilities. He is currently on the National Advisory Committee of the Better Jobs/Better Care Program, an initiative funded by the Robert Wood Johnson Foundation and The Atlantic Philanthropies. He recently served on the advisory council to unify Maine's Department of Human Services and Department of Behavioral and Developmental Services. In 2002, Mr. Saucier was awarded an Ian Axford Fellowship in Public Policy to study in New Zealand.

### **Lacey Sloan**

Research Associate, Institute for Child and Family Policy

*University of Texas – Austin, PhD, 1997*

Dr. Sloan has worked in the field of violence against women for 20 years at the local, state, and national levels, including three rape crisis centers and the boards of directors of the Texas Association Against Sexual Assault, the New York State Coalition Against Sexual Assault, and the National Coalition Against Sexual Assault. In the past three years, she worked with the states of Arkansas, Virginia, and Texas to create statewide plans to address rape prevention, sexual violence, and domestic violence, respectively. She currently serves as president of the Maine chapter of NASW and recently ran for the Maine House of Representatives.

### **Marshall Soloway**

Manager of Technology, Institute for Public Sector Innovation

*USM Muskie School of Public Service, MA, 1994*

Mr. Soloway collaborates with many agencies and departments in Maine State Government to develop training solutions for the use of technology in the workplace. More than 4,000 state employees have accessed training that he has managed. Currently, he is leading projects related to the research, design, and implementation of Internet-based training solutions. Mr. Soloway is a certified Myers Briggs Type Indicator facilitator and delivers seminars on topics including team building, communication differences, and temperament styles.

**Lyn Smith**

**Project Director, Institute for Child and Family Policy**  
*University of Hartford, MEd, 1996*

Ms. Smith has been working in the field of early education for the past 15 years. She is the education director at Maine Roads to Quality, the state's early care and education career development center housed at the School. She manages the Maine Roads Scholarship Program and coordinates the Maine Roads Core Knowledge Training Program. She has developed and implemented curriculum in areas such as communication, team building, writing, and customer service to various businesses throughout Maine.

**Anita St. Onge**

**Director of Domestic Violence Initiatives,  
 Institute for Child and Family Policy**  
*University of Maine School of Law, JD, 1980*

Ms. St. Onge's work focuses on issues pertaining to child welfare and domestic violence. She is the Project Director of the VAWA Measuring Effectiveness Initiative. She also provides training and technical assistance on issues of interagency collaboration and domestic violence to child welfare agencies for the National Child Welfare Resource Center for Organizational Improvement and works with court systems throughout the country on issues of child welfare and domestic violence.

**Gail Sweat**

**Research Associate, Institute for Child and Family Policy**  
*University of Northern Colorado, MSed, 1976*

Ms. Sweat has worked as an advocate for abused women and their children since 1978. She is a member of the VAWA Technical Assistance Collaborative Addressing Domestic Violence and Child Custody working with OVW, the American Bar Association, the National Center for State Courts, and the National Network to End Domestic Violence to develop two institutes—one in San Francisco, and one in Baltimore, Maryland for Legal Assistance to Victims (LAV), Safe Havens, and Rural grantees. She is a consultant and trainer for the Kids First Center in Portland, Maine, facilitating women's groups for victims of domestic violence who are parents, and developing curricula for use in those groups and with community stakeholders.

**Douglas Thompson**

**Professor of Epidemiology, Department of Applied Medical Sciences,  
 Senior Research Associate**  
*Yale University, PhD, 1980*

Professor Thompson's expertise is in the areas of risk factors for breast cancer, evaluation of the efficacy of screening for cancer, statistical analysis in epidemiology, evaluation of gene-environment interactions, and genetic markers in breast cancer. He has served as on various special review committees for the National Institute of Health and on its Epidemiology and Disease Control study section.

**Larry Ullian**

**Director, Public Welfare and Criminal Justice,  
 Institute for Public Sector Innovation**  
*Indiana University, EdD, 1979*

Mr. Ullian directs the public welfare cooperative agreement with the Maine Department of Health and Human Services' Bureau of Family Independence (BFI). In addition, he is the lead contact with the Maine Commission for Community Service. He is currently leading the development and implementation of a training program for BFI supervisors and is overseeing the college credit-eligible Standardized Eligibility Training Program for the Bureau's Family Independence Specialists.

**Helen Ward**

**Research Associate, Institute for Child and Family Policy**  
*Antioch School of Law, JD, 1975*

Ms. Ward has conducted research and authored publications related to early care and education, child welfare, welfare reform, and children with special needs. She recently wrote a manual on how to conduct focus groups commissioned by the Ford Foundation and is currently providing technical assistance to state agencies and conducting research on the educational needs of children in the child welfare system.

**Sally Ward**

**Manager, Public Welfare Unit, Institute for Public Sector Innovation**  
*USM Muskie School of Public Service, MPPM, 2001*

Ms. Ward manages professional and organizational capacity-building projects with state agencies, including a comprehensive policy-training program for new employees of Maine's Bureau of Family Independence (BFI) and training to support BFI's automated eligibility system. She provides assistance on other projects, including an initiative to build training skills for behavioral health trainers and research projects undertaken with the ASPIRE Program.

**Peter Watson**

**Director, National Child Welfare Resource Center  
 for Organizational Improvement**  
*Harvard University, John F. Kennedy School of Government, MPP, 1996*

Mr. Watson manages the Resource Center and provides technical assistance to state child welfare agencies to develop and implement quality improvement systems. He served as the Director of Quality Assurance at the Massachusetts Department of Social Services (DSS) where he supervised the research, training, policy, and foster care review units and managed DSS's development and implementation of FamilyNet, a new case-based computer system. Earlier in his career, he helped to design and implement a number of evaluations of child welfare, runaway and homeless youth, and employment and training programs.

**Stephen Wessler**

**Associate Research Professor**  
*Boston University School of Law, JD, 1976*

Professor Wessler is the Executive Director of the Center for the Prevention of Hate Violence, which develops and implements harassment and violence prevention programs and engages in civil rights advocacy. Before coming to the University of Southern Maine, he was Chief of the Public Protection Division, Maine Department of the Attorney General. He has conducted numerous presentations and workshops on issues related to civil rights and hate crimes. He has been honored with several awards for his work in civil rights.

**Marty Zanghi**

**Program Manager, Youth Development,  
 Institute for Public Sector Innovation**  
*University of Connecticut, MSW, 1985*

Mr. Zanghi has more than 25 years of experience working in child welfare directly with youth, public/private agency staff, administrators, policy-makers, and foster parents. He has created programs that specialize in youth leadership development, civic engagement and mentoring, and has authored articles and reports on the topics of transitioning youth from foster care, mentoring, youth development, and adolescent case worker competencies, and has delivered state, regional, and national trainings.

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