



**State of Oregon  
Department of Human Services  
Children, Adults and Families**

**FY 2009 Annual Progress and Service  
Report 10/1/08 – 9/30/09**

**Final Update to the 2004-2009 CFSP**

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## **SECTION I. SERVICE DESCRIPTIONS**

### **Final Child Welfare Services Update to the 2004-2009 CFSP**

#### **Accomplishments**

The Department of Human Services (DHS) Child Welfare has made progress in the following areas to manage child safety and improve child welfare services since our last APSR:

- The Interstate Compact on the Placement of Children (ICPC) program has redesigned the home study process for interstate placement of children. Regional caseworkers have been assigned throughout the state assigned to complete home studies requested from other states in order to expedite the completion of the home study within the ninety day time frame.
- The ICPC program successfully shepherded legislation during the 2007 session to include the interstate placement of children as a consideration during case planning and case review. (HB 2190)
- The Department successfully shepherded legislation during the 2007 session to allow criminal history checks during a CPS investigation prior to notification of the individual. (HB 2179)
- The Department implemented Karly's Law (HB 3328), which provides for photographing physical injuries of a child during a child abuse investigation, and medical assessment by a designated medical professional within 48 hours or sooner if the child's medical needs dictate, or a medical professional if the designated medical professional is not available. Further the Department convenes the Critical Incident Response Team within 24 hours after the department determines that a child fatality was likely the result of child abuse or neglect if the child was in the custody of the department at the time of death; or the child was the subject of a child protective services assessment by the department within the 12 months preceding the fatality.
- The Department implemented legislation (SB 282) to provide for the payment of the foster care reimbursement to a relative caregiver with

state funds when the child is not IV-E eligible, enabling the Department to pay all relatives providing substitute care for children.

- The Department has revised administrative rules and enhanced the child welfare database (FACIS) capacity to implement the requirements of SB 414. This legislation requires diligent efforts to place a child with relatives or with siblings who are already in foster care. The legislation also includes requirement to report to the court all visits between a child and his or her parents and siblings when in substitute care, a child's placement history and number of placements, educational services and educational history, number of high school credits earned, and whether or not the child is on target to graduate before the age of 19. The FACIS database has been enhanced to capture additional data elements and to provide automated entry of the information into a child's case plan. Administrative rule sets have been revised to incorporate these requirements (I-E.5.1, Maintenance and Treatment Payments, I-E.6.1, Title IV-E Foster Care and General Assistance, I-E.3.1, Placement Matching, I-E.3.5.1, Visits and Other Types of Contact, and I-E.8, Educational Services).
- The Department implemented administrative rules describing responsibilities during the assessment of an allegation of abuse in out of home care, and the requirement to inform certain parties of the report and the outcomes of the assessment (I-B.2.2.3, Department Responsibilities During Screening and Assessment of a Child Abuse or Neglect Report Involving the Home of a Department Certified Foster Parent or Relative Caregiver).
- The Department has added to its responsibilities the investigation of child abuse allegations in child care facilities. Administrative rules (I-AB.4.1, Day Care Facility Investigations) have been revised and database (FACIS) capacity has been enhanced to manage this change.
- The Department has enhanced Child Welfare Casework CORE training capacity, and has added two specialized training components to the contract agreement with the Child Welfare Partnership at Portland State University. The CWP has added Supervisor training in a cohort model, which will be delivered to all child welfare supervisory staff over an 18 month period, and has added Engagement Training, which will be



delivered to all casework staff throughout the state. The Department redesigned the training program for certified foster parents and relative caregivers, providing each District with designated resources to design a District foster parent training plan for each of the 16 Districts.

- The Department has published and issued the Child Welfare Procedure Manual, providing guidance to all casework staff and supervisors on procedures to follow throughout the life of a child's case. The Procedure Manual incorporates the practice changes implemented through the Oregon Safety Model, and references administrative rule appropriate to the procedure. The Procedure Manual was made available in hard copy to all child welfare staff, and is available online at the Department's website.

#### **Expanding and Strengthening Existing Services**

- The Department has taken initiative on many fronts to reduce the number of children in foster care. The Department is participating in a National Policy Academy with a focus on reduction of the number of children in foster care, and is participating with the Casey Foundation on the same issue. The Department is working collaboratively with key stakeholders in this effort, among them, the Governor's Policy Advisor, the Commission on Children and Families, Citizen Review Board, Juvenile Rights Project, and representation from the court.
- The Department is participating in the application for another National Policy Academy with a focus on addressing youth with mental health issues during the transition to adulthood. Initial focus of this multi-agency group is the identification of barriers due to multiple service providers with unique eligibility criteria, identifying successful advocacy and support services, and addressing state or federal policy barriers to successful transition for these special needs youth.
- The Department is taking proactive approach to addressing disproportionality of children in foster care, especially Indian children. The Department is including this issue in the work with the National Policy Academy and with the Casey Foundation.

- The Department has convened a statewide Child Safety Workgroup to examine the Department's practice in assuring child safety. The workgroup will report their recommendations to the Assistant Director of the Department.
- The Department has worked with the National Resource Center on a review of Oregon's Adoption process. The legislature had also convened a Sensitive Review Committee on an adoption that received much public scrutiny. Recommendations from these groups will be considered in the revision of adoption processes.
- The Department is making revisions to administrative rule regarding the placement of children with relatives to provide consistent guidance to casework staff in making decisions on relative placement.
- Child Welfare is part of a Department-wide initiative to transform the organization into a world-class organization. The Department contracted with an external organization, McKinsey & Company, to examine process inefficiencies and conduct a staff workload study. Next steps in this effort are selection of staff to work as "Lean Leaders." These staff will address the specific initiatives identified in the McKinsey study, to increase efficiency in Department processes.
- The Foster Care Program has begun work with the Consortium For Children on the implementation of the SAFE (Structured Analysis Family Evaluation) home study. The SAFE home study is the only home study process that is supported by research. Implementation of this model is intended to increase placement stability and reduce abuse in out of home care.
- The Residential Treatment Program has revised administrative rules and has recently accepted proposals from providers to more effectively provide placement and treatment services to children with specialized needs in substitute care.

## **Updated Goals and Objectives**

The goals of Children, Adults and Families (CAF) continue to be:

- Help individuals find and keep jobs, and advance to better employment.
- Help protect children and promote children's safety in their homes.
- Increase competitive job placements and increase wages earned for persons with disabilities.
- Help children who are unable to live safely in their homes live in settings that provide safety, stability and continuity with their families.
- Provide accurate, timely benefits that support Oregonians as they work toward family stability and economic independence.
- Help prevent the need for public assistance in future generations.
- Expand program partnerships and increase the cultural competency of DHS staff and partners to better serve Oregon's diverse communities.

## **Services To Be Provided in FY2009**

The Department will continue the implementation of the Oregon Safety Model. To that end, the Department will do the following.

- Ensure the least intrusive intervention into the family to manage child safety, including the provision of safety services and safety service providers in the child's home when an in-home safety plan can be supported. The Department is redesigning contracts with service providers to focus on safety and intervention services for identified family needs that will serve to keep children safely at home or to reunify them more quickly. Providing effective in-home safety plans, while parents continue with services to improve their protective capacity, will reduce the need and length of substitute care placements for their children

- Child Welfare casework staff review the safety plan every 30 days in order to ensure the ongoing safety plan is always the least intrusive intervention available to manage child safety.
- Child Welfare casework staff will focus and provide services to families to improve the diminished protective capacity that is directly related to the family's inability to keep the child safe. Focused intervention both increases likelihood of success and provides greater likelihood of the child's timely return home.
- Child Welfare casework staff will review the child's case plan every 90 days to ensure continued progress on the child's primary permanency plan or, if progress is not being made, ensure a concurrent permanency plan is realistic for the child.

The Department has completed the Child and Family Services Review (CSFR) and has completed the draft of the Program Improvement Plan (PIP). The Department is in the process of implementing the PIP, and is aligning much of the work with other initiatives noted in the steps the agency will take to improve services and child outcomes.

#### **Area To Be Served**

Child Welfare services are intended to be available statewide, however, there have been challenges in some of the rural areas of Oregon. As the Department enters into the activities of the PIP and realigns contractual agreements with service providers, it is anticipated that there will be improvement in this area.

## Promoting Safe and Stable Families

### Accomplishments

The recent Oregon Child and Family Services Review Statewide Assessment listed the following outcomes for Item 3: Services to family to protect child(ren) in the home and prevent removal or re-entry into foster care:

The 2001 rating for Item 3 was 75% compliance. Since then the Branch CFSR reviews conducted between 2003 and 2006 resulted in an average rating of 85%, and the two quarterly Branch reviews in 2006 and 2007 scored 97.1% and 94.5% respectively.

The Oregon Safety Model was implemented on March 20, 2007 to further improve safety outcomes for children. Family Based Services (Parent Training, Intensive Family Services, Intensive Home-based Services and Family Sex Abuse Treatment Services) will include an improved focus on safety throughout the life of the case by improving parental protective capacity and thereby reducing recurrence of maltreatment. Since 2007, the following outcome expectations and standards for program evaluation are included in contracts for Family Based Services. These standards are consistent with the Oregon Safety Model practices and procedures.

### OUTCOME EXPECTATIONS/PROGRAM EVALUATION

1. Family Based Services focus on expected outcomes identified during the Protective Capacity Assessment completed by the child welfare worker. The specific services within this contract focus on goals to achieve these outcomes, utilize family strengths to change behaviors, include the family in assessing change over time, and document change to resolve the following areas of concern:
  - a) Safety: The child will remain safe in child's own home. Re-abuse of a child will be reduced due to the effects of Family Based Services. Recommendations to reunify or maintain a child with the child's parents should be based upon evidence of reduction of identified safety threats.
  - b) Permanence: The child will have safer and more stable home through improvement and stability of their caregiver's

parental function, whether in the home of the child's parents or in an alternate placement.

- c) Well-being: Families will demonstrate enhanced capacity to provide for the child's educational, physical and mental health needs. Families will receive culturally competent services.

FBS currently has a contracted capacity of 4,265 families or groups per year. This capacity decreased from 4,640 in 2003 as a result of budget reductions in the last two biennia. During that same time, the growth in the child welfare caseloads has resulted in services being diluted to meet the additional demand.

### **Expanding and Strengthening Existing Services**

The review of FBS contracted services continues in 2009 with community focus groups to review recommendations from an ongoing FBS Development workgroup. The workgroup reviewed evidence-based, or research informed, models and community ideas for program improvement.

Stakeholder input from judges, district attorneys, service providers, Citizen Review Board members and CASAs indicate that the services most helpful to maintain children in their homes and prevent removal are those associated with drug treatment, parenting, mental health services, and caseworker support. Community input has also highlighted the need to select and integrate services within existing systems of care for children and families in each community.

A secondary outcome of the review was feedback from District managers in 2009 that local courts expect the Department to continue the current mix of services. Approximately 70% of Family Based Services are currently focused towards parents whose children are substitute care placement. Moving services towards in-home provision without an increase in funding has increased fears that the Department may not be able to maintain "reasonable efforts" to return children to their parent's care.

### **Revisions to Existing Goals and Objectives**

The next round of contracted services, beginning in 2010, will have to address these fears in order to gain local court acceptance. The recent

release of a Judicial Bench Book by the National Resource Center for Child Protective Services, may increase court acceptance of in-home safety services to meet “reasonable efforts” requirements. See additional description of “safety services” below.

### **Updated Goals and Objectives**

Oregon’s proposed 2010 Program Improvement Plan includes a Primary Strategy (4E) to improve Family Based Services. Two primary strategies have been identified:

1. Include Cultural proficiency in Family Based Services RFP’s
2. Redesign Family Based Services models to emphasize In-home safety services in future contracts, to support children in their own homes and those who have returned from Foster care.
3. Allocate services based on current caseload needs and historical utilization in each District of the State.

### **Services To Be Provided in FY2009**

Describe the services provided in FY2008-2009:

#### **INTENSIVE FAMILY SERVICES (IFS):**

IFS services are systemic, time-limited, family therapy services provided to assist referred families in strengthening the parent-child relationship and discovering solutions to the challenges and dilemmas that brought them in contact with DHS. Some IFS services will be provided to children in out-of-home placements and may include the child’s family as well as the foster parents as necessary. IFS providers work in cooperation with extended family members, interested neighborhood and community members, interested public and professional agencies such as schools and social service agencies, and DHS staff. Services are designed to meet the identified needs of the children and their families so variances from the recommended IFS model shall be agreed upon between Contractor and DHS to allow for more intensified or varied IFS services.

#### **INTENSIVE HOME-BASED SERVICES (IHS)**

IHS Services (“Homebuilder” model) are crisis services provided to families/parents in the home when the safety, permanence or well-being of a child or children is threatened. The crisis may be due to unsafe housing,

inappropriate discipline and child care, deficits in parenting skills and knowledge, or because a child has been neglected or abused. Some of the children may have been placed in DHS foster homes because the family is experiencing a crisis. Services build upon family strengths to increase safety and stability in the home and promote family independence.

#### FAMILY DECISION MEETING FACILITATION (FDM)

Family Decision Meetings are held to help DHS referred families create a plan for children who have been placed in protective custody. The FDM Facilitator will gather families and other interested parties and assist in development of the plan. Some FDM services will be provided to children in out-of-home placements and may include the child's family as well as the foster parents as necessary. Facilitators are expected to work in cooperation with extended family members, interested neighborhood and community members, interested public and professional agencies, such as schools and social service agencies, and DHS staff.

#### FAMILY SEX ABUSE TREATMENT (FSAT)

FSAT services provide treatment to victims of intra-familial sexual abuse and to the victim's non-offending parent and siblings. The goals of treatment are to: 1) help the victim resolve the trauma of the incest so it does not cause lifelong problems; and 2) help the non-offending parent protect the victim and siblings from further abuse, support the victim's recovery, make cogent, informed decisions about the offender, and understand the role the parent's own victimization played in putting their children at risk of abuse.

#### PARENT TRAINING SERVICES (PTS)

PTS services enable care givers to improve emotional attachments with their child, and then learn and practice effective and appropriate parenting skills. As a result, the parent's motivation and ability to protect and nurture their child will be improved.

Anticipated changes to Oregon Family Preservation and Support programs in 2009-2010:

#### FAMILY DECISION MEETING FACILITATION (FDM)

Family Decision Meetings are not expected to receive allocations in future years due to a lack of designated Federal or State funding for these services. The discontinuation of IV-E Waiver funding for Family Decision Meetings at the end of this waiver period will significantly reduce this service as a



separate contracted service, however child welfare workers may facilitate FDM's as staff time allows. Oregon statutes require "consideration" of Family Decision-making meetings whenever a child is placed in care for longer than 30 days, however current funding limitations limit the Department's ability to provide these services.

#### REDESIGN OF SERVICES;

A Family Based Services Development Work Group continues the re-design of services in 2009 according to the proposed values for future Family Based Services models.

#### Values:

1. The concepts of safety, permanency and well-being are best incorporated in services that promote a safe, supportive family and focus on the parent/child relationship.
2. Collaboration, coordination and communication are necessary elements to an effective child welfare service plan. As such, all efforts should be made to limit the fragmentation of service by limiting the number of provider changes and "wrapping" or tailoring services to the families' individual strengths and needs.
3. Foster care is an extremely intrusive intervention for children and their families and should be used as a last resort and in a limited way. Effort should be made to provide services that allow children to remain safely at home, or be safely returned as soon as possible. Special consideration should be given to a families' cultural preference.
4. DHS staff and contracted providers must have the skills and abilities to ensure the protection of children while engaging parents.

The opportunity for lasting change is improved when parents develop the skills they will require to act in their families' best interest when they no longer have a child welfare case.

The Work Group then recommended areas of modification for FBS services.

**Parent-child connections:**

- Use services to enhance or supplement parent/child visitation and other opportunities for parents and children to connect with each other.
- Use parenting education during or in conjunction with visits to assess and improve parenting skills.

**Parent-child relationship and interaction supports (parent education)**

- Increase skills to improve parent/child relationships
- Develop skills through coaching, mentoring and providing immediate, constructive feedback.

**Service Models:**

- Providers are skilled in using engagement and motivational procedures.
- Trauma informed services are incorporated into all child welfare and FBS service components.

**Wrap-around, individualized services** are critical in responding to the multiple needs of children and families involved with child welfare.

- The focus for child welfare services is to develop and maintain safety plans to protect children from their offenders. In Oregon this usually means separation of the offending person from the home, but other “Safety Services” may be provided by Family Based Service providers to maintain children in their homes.
- Services are strength based, flexible, and individualized to each family’s specific, unique needs.
- Families have concrete supports and services to address their daily living needs so they are able to make necessary changes and meet expected outcomes.
- Services are coordinated by providers, parents and the child welfare caseworker who communicate on a regular basis to jointly assess safety and service needs, review progress in services and determine when safety has been stabilized.
- Additional needs and supports may be identified throughout this process.

### **Contracting and Business Processes**

- New Requests for Proposals will incorporate these concepts into revised contracts expected to be in place by July 1, 2010.
- Services are coordinated and don't duplicate other DHS or community services.
- Contracts are developed using procedures to minimize administrative costs for DHS and providers.
- Contracts are created to maximize accountability and performance outcomes while avoiding administrative costs of hourly or piecework billing systems.

### **Oregon Safety Model Additions:**

The Department of Human Services has also consulted with the National Resource Center for Child Protective Services. The resource center provided a model for Family Based Services that emphasizes safety services as well as change focused services to improve parental protective capacity. This model includes the following service standards:

*Service provision will be individualized to address the family's unique needs and to best assist the family. The original safety services which will be provided to any family will be determined by the safety assessment, and will be identified by the initial assessment social worker. Safety services will be modified by the safety services manager based on subsequent and regular child safety re-assessments.*

*Services will occur primarily in the home. Emphasis will be placed on building on the family's strengths while seeking to control or stabilize those conditions which threaten child safety. Intervention strategies will always include establishing or increasing the family's linkage to other formal or informal support services in preparation for service termination no later than five months.*

This model emphasizes safety planning and safety stabilization for children in the home:

*The safety services identified in the Department's Child Welfare safety plan are designed to control for the safety of the children in the home, while maintaining the family intact. Consistent with this, the*

*focus of the safety services is the entire family unit, thus including all adults and children residing in the home. Safety services will include a comprehensive, often innovative combination of concrete and clinical services designed to fit the particular needs of each family served. Safety services are interventions designed to protect children while promoting family strength and stability and access to necessary long-term supports and resources. These services will be delivered across a broad range of programs and providers, including formal service systems, community- and faith-based resources, volunteer organizations, and the natural supports of families.*

By focusing on in-home safety as well as services to improve parenting behaviors, the Department hopes to reduce the number of children needing an out-of-home safety plan.

#### **Area To Be Served**

The population to be served through Family Based Services are families and children eligible for child welfare services due to documented child abuse and neglect. Services may be provided to prevent out of home placement or to successfully reunify children with their families after a protective removal. Family Based Services expect to currently have a contracted capacity of 4,265 families per year and services are available throughout the State.

## **Final Adoption Program Update to the 2004-2009 CFSP**

### **January, 2008, through June, 2009, program, policy, and practice initiatives:**

#### **Legal Assistance and General Program – Mediation and Openness**

- Continued providing funding and program coordination for mediation for post adoption communication
- Continued training (statewide 2x/year at Freeing and Placing; locally at various branch offices, permanency quarterlies, and supervisor's quarterlies as requested or needed, 1x in '08 for Court of Appeals Settlement Program/planning group on TPR appeals, 1x in '08 for DOJ)
- Continued discussions with contracted mediators to improve process/program
- ORS change effective 2008 (ORS 109.305): provided for legally binding mediated agreements for adoptive parents and birth relatives with emotional ties to the child (not just birth parent as in prior ORS) for children within the jurisdiction of the juvenile court; DHS participated in the legislative process for this bill and in subsequent trainings on the law change

#### **Rapid Process Improvement toward expediting adoption process**

- The department completed a LEA Rapid Process Improvement (RPI) Plan that assessed the process of freeing and placing children for adoption for potential savings in efficiency and effectiveness through a "leaner" operation. The resulting RPI plan addressed more than 79 actions to be taken spread across 6 separate plans: Legally Free Action Plan, Adoption Finalization Action Plan, Adoption Assistance Action Plan, Adoption Bulletin Action Plan, Adoption Committee Action Plan, and Guardianship Assistance Action Plan. While some identified actions were found to be non-achievable, nearly all of the majority of the actions conveyed in these plans have were pursued and completed between August, 2008, and June, 2009. Most actions did not have associated metrics; however, a significant remaining action

that has developed metrics is the bundling of the documents required to pursue legally freeing a child.

- Assessed and improved work flow and processes within the Adoption Program in order to expedite on (1) readiness to declare child legally free, schedule adoption committee and designate adoptive placement—bundling of necessary documents/forms from branch office at start of adoption referral process (2) preparation and review of consent for adoption materials in order to begin adoption finalization process (3) legal finalization of adoption (4) dismissal of jurisdiction at same time as adoption finalization for any adoption finalized on continuation of dependency petition (“petitionless” adoptions) (5) approvals and billings for contracted services such as adoption mediation
- Developing improved tracking process through ARMS database that will be accessible by C.O. and branch staff (and can be used for targeted tracking with workers, supervisors, etc.)
- Trained DHS paralegals and set up process for them to prepare affidavits in support of adoption

State wide adoption training through Freeing and Placing Children for Adoption training 2x/year

- Continued assessment and improvements to the training are done after each training session. Information on new procedures, policies and rules, ORS, best practice etc. are incorporated into the training. Training format and presentations are also updated on a regular basis in order to best engage the trainees.

TPR staffings and work with DOJ/Mult. D.A.s

- Updated staffing guidelines were developed which can guide the worker in order to be better prepared to staff case (increases likelihood that all information needed to make a decision about pursuing TPR will be available at staffing); also serves as staffing format for LAS and AAG/DDA
- Got laptop computers for LAS/staffings (speeds up note taking and allows for legible notes to be accessed by all)
- DOJ restructured in order to provide better AAG coverage (and legal review, advice, and work to resolve issues early in case planning such

as paternity, ICWA, etc) and assignment of same AAG to entire case process from jurisdiction through achievement of plans such as TPR

- Continued meetings and trainings with Adoption Program and DOJ/Mult. D.A.s to improve quality, understanding of current legal issues, and timeliness to TPR or R/S

#### Early and correct resolution of paternity issues

- C.O. (OSPC/Field Ops/CBU) paternity workgroup developed (1) state wide VCon training and training guides after ORS changes regarding paternity (2) computer based paternity training (3) paternity website with updated forms, practice guides, and links to other relevant agencies/departments ( i.e. CHS and DCS) (4) updated OAR, policy, and procedure
- See DOJ above re: early resolution of issues i.e. paternity

#### Concurrent Planning

- Worked with other program areas and field staff to develop guide to permanency
- Included training on various concurrent planning components within Freeing and Placing training (also included in CORE training by PSU)
- Have or are developing (with other program areas and stakeholders) updated procedures, OARs, ORS, and trainings regarding steps that assist in good concurrent planning (i.e. early relative identification and engagement including for permanent placement such as adoption, guard..; early assessment of child's needs and placement planning; early ICWA search and compliance, early paternity resolution etc)

#### Hague Convention/Intercountry Adoption Act

- The department has initiated efforts to develop policy, procedure and Rule to implement the Intercountry Adoption Act (IAA) in Oregon. The Department of State and a contracted Special Assistant Attorney General are being used as principle resources to guide the development of our practice and protocols to ensure full compliance with Hague Convention and IAA expectations and, to date, we have revised our home study, child-specific supervision agreements, and training expectations for children being placed abroad for the purpose of adoption and developed a draft flow chart to identify the steps

within our procedures for freeing and placing children that are additionally required to comply with the IAA. Furthermore, the Oregon Legislature is expected to pass implementing legislation in the 2009 session that will support and require these department efforts.

#### Placing Children and Finalizing Adoptions -

- The department sought NCWRCA recommendations on how to improve the adoption selection process and pulled together a NCWRCA work group to consider and develop an implementation plan for changes to the documentation of adoption committee decisions and recommendations about the committee process, to include membership and attendees. The department is continuing to explore the legal aspects of inclusion of the legal parties to an adoption in the entire adoption selection committee process. Rule revisions and procedural revisions are pending.
- The department is reviewing and considering changes to Rule addressing “Current Caretaker” adoptions that will streamline the process and facilitate earlier decisions to proceed with designation of the current caretaker, consider the current caretaker along with relatives and general applicants, or rule-out the current caretaker. It’s expected that this will help to reduce the number of requests for review of committee selection decisions by current caretakers and relatives who are not selected. Ultimately, pending legislation to increase the amount of time required before a current caretaker has preferential status by Oregon law as a potential adoptive resource will help to support and promote the criticality of relative preference as permanency resources, particularly for adoption, and will play into new, streamlined Rule changes.
- As a result of implementation of National Child Welfare Resource Center for Adoptions (NCWRCA) recommendations made in 2007, some of the adoption selection process will also undergo modification and Rules are currently being revised to reflect proposed changes. Training is pending on the NCWRCA proposed changes until they are finalized; however, the framework for the training curriculum has been developed.
- The vendor attorney contract was amended to allow for attorneys handling finalization to request dismissal of wardship when an adoption is finalized in court. This expedites the closure of the case and decreases timeliness to case closure.



- The department implemented the SAFE Home Study Module to improve the home study process and is graduating training, statewide, as the SAFE Home Study Module is rolled-out across the state. The SAFE model should improve the quality of studies and provide for a less cumbersome process for studies of current foster care providers.
- The department completed an RFP for a new Child Specific Recruitment Contract and selected A Family For Every Child (AFFEC), located in Eugene, OR. AFFEC is conducting adoptive parent training, preparing child-specific recruitment bulletins, recruiting through various available resources in-state and out-of-state, and they prepare and publish the department's Family Matters newsletter.
- The department continued general and some targeted recruitment via a contract with Boys' and Girls' Aid Society (BGAS) in Portland, OR, as a companion effort to the contract with AFFEC. In addition, the BGAS foster care recruitment line generates interest in adoption, too.
- The department implemented a statewide recruitment advisory committee that supports the efforts of the Adoption Program.
- The department provided additional adoptive and foster parent training (Foundations curriculum) through DHS and contracted providers. BGAS provided the training until AFFEC took on this responsibility under their new contract. BGAS has continued to provide training to non-DHS recruited families using their curriculum.
- The department continued to fund post adoption resources and support for adoptive families and children through the Oregon Post Adoption Resource Center (ORPARC).
- The department continued to collaborate with (SNAC) and the Council of Oregon Adoption Agencies (COAA) to extend the pool of general applicant adoptive homes available to children in the department's custody. This has been a strong relationship and the department often turns to the governing bodies of both entities for input on policy, procedure, and Rule, as well as sharing of evidence-based practice. SNAC and COAA work closely with our Independent Adoption Program Coordinator on licensing related matters and the department provides oversight for the work done by private agencies, to include quality of home studies.

**January, 2008, through June, 2009, changes to Oregon Administrative Rules impacting freeing and placing children for adoption:**

On 12/12/07 Adoption Selection Rule I- G.1.5 changed to reflect that OAR 413-120-0060 allows the Assistant Director of Children, Adults and Families Division of DHS, if the deadline for judicial review has not expired, to withdraw and reconsider the adoption committee's decision on adoptive placement of a child who is in the permanent custody of the Department or legal risk adoptive placement.

On 10/1/08 Adoption Assistance I-G.3.1 changed to reflect that pursuant to OAR 413-130-0070 (3) If a child under the age of eight years meets the eligibility criteria for special needs status ( OAR 413-130-0020) and has no documented medical, physical, mental, emotional condition or other clinically diagnosed disability, he or she will receive an adoption assistance subsidy that is below the regular foster care payment rate, or an "Agreement only." (This change was instigated by the Secretary of States Audit as a cost cutting measure for Oregon.)

On 7/1/08 Adoption Assistance Rule I-G.3.1 (change related to ICWA) changed to amend OAR 413-130-0000 through 413-130-0130 to change eligibility criteria for the Adoption Assistance program in order to make changes that enable children adopted through Tribes with IV-E eligibility to be eligible to receive adoption assistance.  
(This change provides Tribes with increased post adoption support)

On 11/3/08 Adoption Applications Rule changed in OAR 413-120-0190 to 413-120-0240 in order to allow applicants with non-contracted adoption agencies to be eligible to adopt a child in the Department's care. (This rule change increased the pool of applicants available to adopt children in the department's custody.)

**January, 2008, through June, 2009, Private Agency Domestic and International Adoptions:**

The department has oversight functions for private adoptions and adoptions of children who are wards of the state. These functions include: (1) timely processing of adoption petitions and reviewing them for compliance with federal and state laws and regulations; (2) issuing the statutorily required 90-

day waiting period waiver, and the waiver of the home study if applicable; (3) issuing departmental consent to the private adoption of children who are state wards; (4) approving home studies for private adoptions; and (5) providing post-adoption services. Many private agencies are accredited to perform functions related to incoming adoptions pursuant to the Hague Convention and the Intercountry Adoption Act (IAA) and the department has corresponding responsibilities associated with these activities. The department also maintains the Search/Registry used by adult adoptees, birth families, and other individuals.

The Department initiated or completed the following activities in these practice and program areas in the referenced period:

- Maintained the Adoption Information Database to track incoming international adoptions of children by Oregon families. The database captures information such as country of origin, names of birth parents and adoptive parents, county of jurisdiction, finalization date, etc.
- Responded to disrupted or dissolved international adoptions in which children entered department custody, to include development of alternative permanency plans for these children, such as adoption through the state or through private adoption, guardianship, residential treatment, etc., to meet the child's needs. Provided on-going training to DHS workers on dealing with these cases.
- Developed a web-based form, posted on the DHS private adoption website, for adoption agencies to report foreign adoption dissolution and disruption cases, in compliance with federal reporting requirements and the Inter-country Adoption Act (IAA).
- Maintained a web site dedicated to private adoptions in Oregon, including information on international adoptions, as well as the process for adopting in Oregon and providing tools such as a checklist and forms for re-adopting in the state. The forms, which are interactive, can be downloaded easily from the web site.
- Tracked annual foreign adoptions statistics, which are posted on the DHS web site.
- Revised and/or in the process of revising pertinent departmental rules to include procedures for complying with new IAA requirements and to ensure protections for foreign children placed with Oregon families or with relatives who reside abroad.

- Collaborated with community adoption partners such as the Special Needs Adoption Coalition (SNAC) and the Coalition of Oregon Adoption Agencies (COAA) by meeting with these organizations regularly and assigning a liaison to their governing entities.
- Worked closely with interagency partners and other programs to develop protocols for adoption of changes to background checks required by the Adam Walsh Law and inclusion of requirements in the department's and private agencies' adoption training curricula.
- The Voluntary Adoption and Search/Reunion program of the state continued to identify efficiencies such as translation of brochures into Spanish, language changes to make brochures more user-friendly, ensuring the integrity of the Search Program, which involves supervising and contracting out the services of a "searcher," through a regular review of the contractor's progress report.

**Generic changes implemented that impacted the work of adoptions and permanent planning for children:**

- Established clinical supervision training for casework supervisors
- Quarterly supervisory meetings ( Addressing policy, procedure and practice. Also problem solving.)
- Quarterly DM and PM meetings ( Addressing policy, procedure and practice- problem solving)
- 90 day staffings implemented to review progress towards reunification and concurrent planning.
- Ongoing training in the Oregon Safety Model and Confirming Safe Environments to establish safe foster and adoptive placements.
- Ongoing training in Cultural Competency for all caseworkers ( through the mandatory Diversity Training)
- Development of OR\_KIDS to enhance documentation and capture of casework practice in all stages of the case plan including adoptions.
- Enhanced Engagement skills of caseworkers through Engagement Training
- "Guidelines to Achieving Permanency" grid established as a tool for caseworkers, to assist them with concurrent planning
- Implementation of revised Case Plan narrative- revised 333a

- All supervisors and caseworkers trained on narrative recording using the 333 series. Narrative recording incorporated in to the New Worker Training
- Narrative recording guide shared with community partners, courts, judges etc
- Conducted review of Concurrent Plan by AAG staff
- Compelling Reasons reviewed by AAG at the permanency legal review hearing
- CRB and court engaged in consistent review of the agency's concurrent planning efforts
- Training on Concurrent planning provided to DHS staff and to community partners and the courts
- DHS developed a list of children on APPLA plans
- Ensured that all children in DHS custody receive a mental health screening



## **SECTION II. COLLABORATION**

### **Child Welfare Training Collaboration**

- **Statewide Caregiver Training Advisory Committee**

The Statewide Caregiver Training Advisory Committee meets on a quarterly basis. A sub-set of this committee was convened to review and modify for consistency, the participant's manual for the Foster Parent Foundations training. This sub committee was comprised of the Foster Parent Certifiers and Trainers from across the state. They began meeting early 2008 and completed the revision of the Foundations Participant's manual early in 2009. The manual is now available for our Foundation Certifiers and Trainers to order on line through DHS Forms and Documentation. In addition, the participant's manual has been translated into Spanish and is also available to order on line.

- **Learning Center Registration System**

The CAF Training Services Unit continues to work collaboratively with the DHS Training Unit in the administration of the online Learning Center registration system. With any new system, there are challenges that present themselves. The DHS Training Unit, CAF Training Unit and the Portland State University Child Welfare Partnership have worked collaboratively to investigate these challenges and come together to establish workable solutions for all parties involved. The DHS Training Unit and the CAF Training Unit continue to meet regularly to provide status updates and progress reports.

- **CAF Training Newsletter**

The bi-monthly CAF Newsletter continues to be an excellent source of coordination and collaboration of training offered statewide. Solicitation of information and articles for the CAF Training Newsletter is obtained from the Training Services Unit staff, field staff, Portland State University, and the Child Welfare Partnership. The purpose of the CAF Training Newsletter is to educate and inform Child Welfare Professionals and announce training opportunities. Web links for course registration and other training options are included in the Newsletter.

- ✓ <https://dhslearn.hr.state.or.us> (Learning Center course registration)
- ✓ <http://www.cwpsalem.pdx.edu> (Child Welfare Partnership, click on the Training Directory)

- **Statewide Foster Parent Lending Library**

The web-based Statewide Foster Parent Lending Library opened in February 2009. There are over 1000 books cataloged. We are still in the process of cataloging the videos, DVDs and other resource material. Regular announcements are being sent to our Foster Parent community welcoming them to take a look and see what we have to offer. All books and resource material are sent out to our patrons in a canvas bag with pre-paid return postage. The patrons for this library are our foster, relative, and adoptive parents.

A tutorial was created to help get acquainted with the new library. Announcements have been sent to our Child Welfare workers for them to see what the library contains and to encourage them to share this information with our foster, relative and adoptive parents. The Foster Parent Lending Library tutorial can be found at <http://oregondhs.booksys.net/opac/oregondhs/>

- **Oregon Tribes**

DHS works collaboratively with the Oregon tribes to provide critical training for their tribal members working in public Child Welfare. CAF reserves training space for tribal members for each Core classroom session. In addition, CAF provides advanced FACIS training for our tribal members.



## **SECTION III. Program Support**

### **CAF Training**

CAF Child Welfare Training Services Unit has accomplished a great deal in this past year in staff development and training. The Department has listened to the critical training needs of the field and has responded accordingly. The primary training focus has been and continues to be the full implementation of the Oregon Safety Model. The Oregon Safety Model emphasizes safety through the life of the case. A web site is available with the Oregon Safety Model Procedure manual as well as frequently asked questions.

### **Planned Updates**

#### **Oregon Safety Model**

The full implementation of the Oregon Safety Model (OSM) continues to be a primary training focus. The goal has been to train all DHS Caseworkers, Supervisors and Child Welfare Managers on the implementation of the Oregon Safety Model. A four hour OSM Overview was offered for all child welfare staff. As of April 2009, 2451 child welfare staff attended this training. In addition, 1352 Social Services Specialists attended a 2 hour OSM narration training and 1083 community partners received a 3 hour OSM Overview training.

May 2009 to October of 2009, we will be offering child welfare supervisors additional coaching and mentoring on the full implementation of the Oregon Safety Model so that they can continue to work closely with their caseworkers in the full implementation.

During this time, focus will be on embedding and sustaining the OSM and working with supervisors on areas they specifically identified to increase their information and knowledge base, critical thinking skills and transferable knowledge.

The training model will use very small groups and lots of individual work with supervisors and program managers for this required training. The trainers will include the use of local cases that supervisors provide as training examples. Program consultants will join the trainers in local offices.

## **Oregon Safety Model Procedure Manual**

The first addition of the Oregon Safety Model Procedure Manual was completed the end of 2008. The Oregon Safety Model Procedure Manual provides guidance for all Oregon Department of Human Services Child Welfare professionals. This manual focuses on best practices in working with families, providers, and colleagues to attain positive outcomes for Oregon children and their families.

The purpose of this manual is to elevate the standard and improve consistency in practice of child welfare service delivery in Oregon. This manual provides comprehensive direction to caseworkers about what child safety assessment entails and how monitoring and intervention are accomplished throughout the life of a case.

### **Supervisory Learning Circles- Preparing Youth for Adulthood: Supervising for Success**

Oregon concluded their grant work with the National Resource Center for Family Centered Practice and Permanency Planning at the Hunter College of Social Work in New York in September 2008. At the conclusion of the three year training grant, a competency-based training curriculum for child welfare supervisors was developed. This material is now located on the web-site <http://www.hunter.cuny.edu/socwork/nrcfcpp/pass/>

This training curriculum utilizes the concept of Learning Circles. Learning Circles are small, facilitated focused discussion groups designed to increase knowledge, skills and abilities needed by child welfare supervisors to support the successful preparation of youth in foster care for adulthood. In order to sustain this project beyond the life of the grant, and to expand opportunities outside of Child Welfare, the Learning Circle Model has been shared with trainers from other agencies within DHS. This group of trainers have come together to adopt this model and currently are working to refine the material for their own agency needs.

In addition to the training curriculum, digital stories were created. These are stories told by youth in their own words and voice. Each story is 3-4 minutes in length and the youth is able to tell their story of experiences and

challenges of being in the child welfare system. These powerful stories are excellent training tools and have already been used to demonstrate the facts and realities of children living in and aging out of the child welfare system. In August of 2007 we produced 7 digital stories. In August 2008 we produced 3 more stories.

## **Training Conferences**

- **Supervisor Quarterlies**

The Department has been working with the National Resource Center to address the needs supervisors have for continued learning and being a support for their staff. A focus on practice related issues began in April 2009. Several sessions have been held where supervisors have been candid in expressing what they want to achieve out of Supervisor Quarterlies. Their goal is to have productive learning opportunities on very specific topics that would be most helpful to them as they support our Child Welfare workers.

- **Shoulder to Shoulder**

The CAF Training Services Unit continues to help in the program development and delivery of the Shoulder to Shoulder Conference. This is an annual one day training event for all who work and volunteer on behalf of children and youth in Oregon's child welfare system. The conference includes numerous presenters, workshops and networking opportunities.

- **Diversity Conference**

DHS-CAF continues to co-partner in the planning of the annual Diversity Conference. The conference is held in the fall time frame and includes expert presenters, engaging workshops, networking opportunities, cultural awareness learning, and opportunities for skill building and personal development. The Diversity Conference is open to all DHS staff.

- **ICWA Conference**

CAF continues to collaborate with the Oregon Tribes in the development and coordination of the annual ICWA Conference. The goal is an ongoing

effort to maintain and improve the relationship between the state and the Tribes in addition to the promotion of ICWA compliance.

- **Child Welfare Support Staff Forums**

Plans were underway to hold a Child Welfare Support Staff forum in August 2008. Due to budget and travel constraints, these plans were cancelled. The role of support staff is critical to Child Welfare work. The Department will continue to look for other training opportunities for these professionals.

### **Video Conferencing (VCON)**

Over the past year, DHS has seen an increase in the use of video conferencing for both staff training and for meetings.

In the last six months it has been used for the regular meetings of field staff, MMIS Training Rollout, Quality Assurance workgroup, Food Stamps Policy workgroup, GAIN Tools Workgroup, and Work Incentives Network, as well as many others.

DHS has also used this technology to collaborate with community partners in PSU Child Welfare Training Development, Oregon Council For Developmental Disabilities, Homeless Programs Steering Committee, Medical Transportation Committee, Emergency Procedures for Vulnerable Populations and a Foster Parent Book Club.

DHS has hosted VCON trainings and meetings for other departments as well - such as Joint Ways and Means Committee, Dept of Revenue, Dept of Agriculture, Dept of Justice and the Legislature. Currently the E-Learning Workgroup is exploring this modularity in sharing effective Distance Learning Techniques.

Oregon currently has 71 video conferencing sets installed across the state. We have had 142 DHS staff and partners attend VCON User Training, familiarizing them with video conference technology and help them to understand how to access and use this equipment for their events, such as:

- Department wide informational broadcasts
- Interest trainings, and other informational events
- Service Delivery Area leadership team meetings

- Staff, Unit, Line manager, Committee meetings
- Training for new staff and/or new programs
- Mandatory Reporter trainings
- Hearings and various other proceedings

**Usage from Apr 2008 - Apr 2009:**

VCON Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
MP	34	27	28	30	27	40	35	43	35	33	42	38	45
STS	2	12	25	19	11	17	19	56	91	104	88	106	110
Total Events:	36	39	53	49	38	57	54	99	126	137	130	144	155

*In the above table, MP=Multipoint Events and STS=Site to Site events.*

**Portland State University Child Welfare Partnership**

The CAF Administration and the CAF Training Services Unit have continued to maintain a strong partnership with Portland State University Child Welfare Partnership to develop and deliver a high volume of classroom and distance training events for our Child Welfare Professionals. The role of the liaison between CAF/DHS and the Portland State University Child Welfare Program continues to expand. Efforts are in place to refine the monitoring and tracking of the Child Welfare mandatory trainings. A variety of formal meetings are in place, as well as informal meetings, to maintain consistency and to address any training topics as they arise. The Child Welfare Partnership training program includes:

✓ **Core Training (Classroom)**

Child Welfare Core Training is the four week classroom component of the year long training plan and is mandatory for new Social Service Specialists. It is designed to provide a comprehensive foundation in child welfare practice, encompassing safety, permanency and well-being throughout the life of case and key legal concepts.

The four weeks is currently designed so students attend classroom training for two weeks, and then have one week off for work at their branch office. During that week, students work on field activities for hands-on experience,

complete distance delivery training and support activities with their supervisors and experienced staff. This allows them the opportunity to experience in the field what they have learned in class. The students then return for two more weeks of classroom training to complete their Core training before they are assigned a case load.

A new training design of the Core classroom training has been introduced and approved for the next biennium. The four week classroom component will be comprised of two 2-week clusters with 2 entry points. This will allow new Social Service Specialist to start their training sooner, which will result in them being allowed to carry a caseload much sooner.

#### ✓ **Core Training (Distance Delivery)**

Several mandatory Core Training sessions are offered through Distance Delivery. It is recommended that students begin working on the Distance Delivery trainings during the week they are back at their local branch office of their Core classroom training. These include:

- Confidentiality (mandatory)
- Multi-Ethnic Placement Act (mandatory)
- Adoption and Safe Families Act (ASFA) (mandatory)
- Independent Living Program (ILP)
- Interstate Compact Placement of a Child (ICPC)
- Behavioral Rehabilitation Services (BRS)

The Child Welfare Partnership Core training team continues to develop a model for a Year-Long Training Plan that includes field activities that new workers can complete before and after classroom training in their branch, including hands-on activities, distance delivery training and support activities for supervisors.

### ✓ **Engagement Skills Training**

Engagement Skills is an interactive, one-day training designed for child welfare caseworkers. Engagement is a foundational skill that answers one of our deepest professional concerns to know not only what to do but how to do it when it comes to building helping relationships supportive of parents in the struggle for change. Participants will learn and practice listening and interviewing strategies that elicit client self-motivational statements, examine the concepts of readiness to change through Stages of Change Theory and learn principles and approaches to successfully respond to resistance.

This one-day training began in June 2008 with geographic offerings three to four times each month up to December 2009 to ensure that all current Social Services Specialist attend this mandatory training. Beginning in August 2008 Engagement Skills was included in Core training to ensure all new Social Services Specialists receive this training as well.

### ✓ **Social Services Assistant**

Social Services Assistant (SSA) training is required training for all Social Services Assistants. This is a six day interactive training spread out over two weeks.

In this training, SSAs learn about the valuable role they play in supporting child welfare caseworkers to engage families and keep children safe. This training provides entry-level instruction on key practice and policy topic areas related to the primary functions of the Social Services Assistant position. Topics include, but are not limited to:

- Using the Oregon Safety Model to ensure safe and meaningful visits;
- Family Culture and Parenting Styles;
- Parent Coaching;
- Child Development;
- Engagement and Communication, including information on the stages of change and examples of how to de-escalate various forms of resistance;
- Documentation and Court presentations.

### ✓ **Certification & Adoption Worker Training**

Participants in this training receive the most up to date information on policy and best practice with ample time for group interaction. Topics include recruitment, emergency placements, relative placements, safety standards, birth family relationships, assessment, choosing not to use families, committee presentations, supporting resource families, allegations in subcare, caring for sexually reactive children, developmental challenges of adoption, disruption, supervision, finalization, financial assistance through permanency, transition, and mediation and openness. The training is designed for adoption workers, foster home certifiers, and staff who complete relative, foster care, and adoption home studies.

### ✓ **Foundations in Fostering, Adopting or Caring for Relative Children (Train the Trainer)**

Foundations in Fostering, Adopting or Caring for Relative Children is a three-day long review of Oregon's Foundational Curriculum for training foster, relative, and adoptive families.

The training covers the entire 8 weeks of material staff will use to train families who wish to care for Oregon's children in foster/relative and adoptive care. Trainers have the opportunity to ask questions about the curriculum, practice group exercises, and consider how to implement or refine the training for families.

The newly revised Foster/Adoptive/Relative Parent Foundation Participant's manual has been well received. The Child Welfare Partnership has made revisions to the curriculum to match the order and flow of the participant's manual. The participant's manual has been translated into Spanish and is also available to order on-line through DHS Forms and Distribution.

### ✓ **Freeing and Placing**

All aspects of legal and social work responsibilities required in freeing and placing children for adoption are addressed in this two-week training. Supervisors nominate staff who have legal assistance or adoption placement responsibilities.



### ✓ **Clinical Supervision Training Cohort**

The Clinical Supervision Training Cohorts began in February 2008. The evaluations received have been very positive. Supervisors have indicated that the tools used to build self awareness have been particularly helpful and they have expressed an interest in using them with their staff. Participants also indicated that the interaction and discussion with other supervisors has been very valuable.

10 Clinical Supervision Training Cohorts were scheduled over an 18 month period of time. 175 supervisors will be trained by December 2009. Once all current Child Welfare Supervisors are trained, we will then move to schedule 2 new cohorts per calendar year to provide this cohort intensive training for all of our newly hired Child Welfare supervisors per year. This has built in capacity to train up to 50 new supervisors per year.

The Clinical Supervision Training consists of 6 training modules:

- Effective Leadership: Making the Transition from Social Worker to Supervisor
- Achieving Excellence in Staff Performance  
Achieving Excellence in Performance
- Building Cohesive Work Group
- Promoting the Growth and Development of Staff
- Case Consultation and Supervision
- Managing Effectively Within the Organization

### ✓ **Supervisor Mentoring Forum**

Child Welfare supervisor training is the next phase of professional development. The Child Welfare Partnership is in the process of implementing the Child Welfare Supervisory Mentoring Program. The child welfare supervisory mentoring program will match new supervisors with experienced child welfare managers/supervisors to provide additional guidance, support, coaching and insights to enhance the supervisory experience. The length of the mentoring relationship will be determined individually, but is recommended for one year. Matching of mentors will be

based on the preferences identified by supervisors and available resources within the mentor pool.

✓ **Distance Delivery Training (NetLinks)**

In addition to the distance delivery trainings (NetLinks) that are offered as part of the Core classroom training, the Child Welfare Partnership offers a wide variety of other NetLink type of trainings to both the Child Welfare staff and to our Caregivers.

**Child Welfare Staff**

- Matching Needs
- Quality Visitation
- Coaching Foster Parents
- Enhancing N.A. Outcome
- Trauma Stress  
Parents
- Internet Safety
- Contact for Caregivers
- 30-Day Contact
- Transitions
- FASD 201
- Generic OSM
- Incarcerated Parents
- Culturally Competent Interview
- Mental Health Diagnoses

**Caregivers**

- FASD 201
- ADHD
- Caregivers & Juvenile Court
- Grief & Loss
- Confidentiality for Foster  
Parents
- Mental Health Diagnoses
- Child Development
- Promoting Permanency
- Internet Safety
- Incarcerated Parents
- Caregivers and the OSM

**Portland State University MSW and BSW Stipend Program**

The CAF Administration and the CAF Training Services Unit have continued to maintain a strong partnership with Portland State University Child Welfare Education Program. Quarterly CAF/PSU meetings are held to review student stipend accounts, discuss any student issues and follow up on training topics as they arise.

The Masters of Social Work (MSW) program through Portland State University continues to be well received. 26 students have applied for the stipend for the fall 2009 term. 14 of those are DHS employees and 12 are

recruits. In April 2009 2 CAF Child Welfare supervisors and the CAF training liaison participated in the interviews for the stipend program (campus and distance).

The total number of students currently enrolled in the campus and distance programs is 49 (25 DHS employees and 24 recruits). 13 students will graduate with their MSW in June 2009, including 6 DHS employees and 7 recruits. Portland State University continues to provide ongoing advising and field placement direction for all Child Welfare Education Program students.

Portland State University Administration completed the documentation for accreditation of the Bachelors of Social Work (BSW) program. This program began the fall term of 2008-09. It is designed for the junior and senior years. Currently there are 27 students in the BSW program. The BSW program offers stipend assistance for the senior year. 5 applications were received for the stipend assistance.

## Quality Assurance

Although Oregon's Child Welfare Research, Reporting and Quality Assurance unit is not currently staffed to independently conduct on-going evaluations of interventions or treatment programs, the agency actively supports a wide range of research teams and projects aimed at establishing evidence-based practice in child welfare. The unit currently reviews and responds to research and data requests in support of NSCAW II, TIV-E Waiver evaluation, the Byrne Grant (Drug Court) evaluation, Wendy's Wonderful Kids, Healthy Start, and a constellation of projects conducted by the Oregon Social Learning Center, to name a few. In 2008, the unit established a standard protocol for research and data requests from outside entities, and has convened a team of program, field, research and administrative specialists to review the steady stream of requests received.

Since 2001, Oregon has used a combination of CFSR-type case review and performance reports based on administrative (SACWIS) data to monitor quality assurance in Child Welfare. Oregon's Quality Assurance program in Child Welfare was rated as a strength in the 2007 CFSR.

Although management and staff reported that they found tremendous added value in using the CFSR review as both a Quality Assurance process and a training tool, the branch-by-branch case review process being used was deemed unsustainable by the state for several reasons:

- In most instances, branches were only reviewed once in the seven year period from 2001-2007. This did not provide sufficient or frequent enough feedback to management and staff for the kind of continuous system improvement Oregon seeks to achieve.
- There were insufficient staff resources sustain, much less increase, the number or frequency of branch reviews
- Branch-by-branch reviews made it difficult to obtain the comprehensive, statewide perspective Oregon seeks for CFSR/PIP reporting.
- While the CFSR instrument provides a clear guide to desired Child Welfare case outcomes and SACWIS-based performance reporting provides a comprehensive statewide view on selected outcomes, Oregon continued to face challenges in sustaining improvements achieved in its 2001 PIP. As a result, Oregon has identified a need to

monitor the processes that lead to those outcomes in order to make the practice changes that will not only achieve but maintain state and Federal outcome and performance goals

To this end, Oregon, in consultation with NRC-OI, pulled together workgroups to identify case review needs and search for existing review tools in use by other states. The work of these groups has resulted in the decision for Oregon to contract with Human Systems and Outcomes to develop a case review tool for use in Oregon.

On time and within budget, Oregon and the contractor Human Systems and Outcomes drafted a QSR protocol, trained pilot reviewers, and conducted a pilot review of 12 cases between July and December 2008. Protocol revisions were made, another cohort of reviewers received baseline training, and two additional reviews (24 additional cases) were conducted between December 2008 and March 2009. All three reviews were praised by workers and supervisors as providing information they could use and were recognized as providing modeling and tools for case practice and clinical supervision. Focus groups with stakeholders provided much food for thought, but, along with the case stories themselves, raise questions about how to best analyze and use the information gleaned from the QSR process with community partners. Oregon is continuing to work to streamline its QSR protocol; present results in such a way that the members of the child welfare community as a whole can identify and partner to address common goals and needs; and design an ongoing QSR process that is sustainable in these lean times.

At the same time Oregon is using the QSR to understand how its system of care is working for children and families whose cases were reviewed, we are also moving ahead with the abbreviated CFSR case review and administrative data reporting needed to track our new CFSR Program Improvement Plan and achieve Federal outcome goals.

As outlined in the Oregon Program Improvement Plan approved January 30, 2009, an abbreviated CFSR case review process has been designed to collect information not routinely captured in Oregon's electronic case records. [*Oregon Program Improvement Plan*, pp 19-23]. As of this writing, over 60 of the 240 cases to be reviewed in 2009 have been completed, and the second 60-case batch is well underway. Oregon's baseline for CFSR items 3, 4, 7, 10, 17, 18, 19, and 20, based on these first 120 case reviews, will be

submitted by July 31, 2009. Oregon will continue to review approximately 60 cases per quarter as long as any of the above-named CFSR items fall short of Oregon's federally identified PIP goals. As per Oregon's PIP plan, cases from each of Oregon's child welfare branches will be reviewed each year, with the number of cases reviewed being proportionate to the size of any given branch's case load. A branch review schedule is specified on page 22 of the *Oregon Program Improvement Plan*.

Oregon PIP performance on CFSR items 1, 2, 6, 8, 9, Absence of Maltreatment in Foster Care and Achieving Permanency for Children in Foster Care for Long Periods of Time is based on NCANDS and/or AFCARS data, and reports displaying state and local performance on these measures is being made available to Child Welfare staff via a new, consolidated reporting website. This website also contains an assortment of other child welfare performance reports such as the weekly Face to Face Contact Report, Adoptions Tracking/Timeline Report and the new Foster Care Point-in-Time report aimed at supporting workers' case administration. The new website has been developed to support field staff until the ORKids reporting system is deployed in 2010.

All of these efforts represent a concerted effort on Oregon's behalf to enhance capacity in the area of Quality Assurance to enable the Oregon Child Welfare system to better respond to the needs of Oregon's children and families.

## **Oregon Program Improvement Plan Measurement Methodology**

Oregon quarterly PIP measures and reporting will be based on either administrative data or data collected via case review using an abbreviated version of the CFSR case review tool.

### **PIP measures based on Administrative Data**

Oregon administrative data, which includes Oregon's AFCARS and NCANDS data, will be used to report on Oregon's progress for CFSR Items 1, 2, 6, 8, 9, and 10. AFCARS 08A/08B and the FFY 2008 NCANDS report will be used for Oregon's baseline, and baseline measures calculated or collected from other sources will also reference the FFY 2008 reporting period. The following measures will be reported based on data for the 12 months preceding the report:

- Item 1: [Timeliness of CPS response] will be tracked using an annualized version of Oregon's Timeliness of CPS Response report from ORBIT. This annualized version will be available by 1/31/08 and will provide data for the FFY 2008 baseline. On this date Oregon will also provide for ACF approval the specifics of what the report measures, definitions for fields entered by users, and the actual calculations of the data.
- Item 2: [Safety 1; Absence of repeat maltreatment] will be tracked using a national standard derived from Oregon's NCANDS DCDC file;
- No # Absence of Maltreatment of Children in Foster Care, source will be NCANDS and AFCARS.

The following items will be tracked using Federal CFSR composites:

- Item 6: [Placement Stability] Permanency Composite 4; AFCARS,
- Item 8: [Re-unification] Permanency Composite 1; AFCARS;
- Item 9: [Adoption] Permanency Composite 2; AFCARS;
- No # Achieving Permanency for Children in Foster Care for Long Periods of Time, Composite 3, AFCARS.

In addition, Oregon will be following two measures; Absence of Maltreatment of Children in Foster Care, and Achieving Permanency for children in Foster Care for Long Periods of Time. These measures will be tracked by a combination of NCANDS and AFCARS data and solely by AFCARS data respectively.

### **PIP Measures based on abbreviated CFSR Case Review**

For the both the PIP baseline and for quarterly PIP reporting, Oregon will use abbreviated CFSR case review data for items where administrative data are not sufficient or not available to address the item of concern.

- Item 3: [Services to maintain children in their homes]
- Item 4: [Risk Assessment and Safety Management]
- Item 7: [Timely establishment of permanency goals]
- Item 10: [Achieving Permanency for Children in Foster Care for Long Periods of Time]
- Item 17: [Comprehensive assessment of child/parent/foster parent needs]
- Item 18: [Child and Family Involvement in Case Planning]
- Item 19: [Face to face contact/child] and
- Item 20: [Face to face contact/parent].

### *Baseline Measurement*

To establish a baseline, reviewers will cover 120 cases in the 6 month period that encompasses January 2009 through June 2009. The period under review will be the 12 months prior to the date the case is read. The baseline case reading will be completed by June 30, 2009 and submitted by July 31, 2009. Subsequent case review data will be submitted on a quarterly basis. Approximately 33% of the cases reviewed will be In Home cases and approximately 67% will be foster care cases. 30 of the 120 cases proposed for review in the first six months will be from Multnomah. The remaining 80 cases will be drawn from Washington, Benton, Clackamas, Crook, Deschutes, Jefferson, Lane, Lincoln and Linn counties. The number of cases reviewed per county will be proportional to the number of Child Welfare supervisors in that county. A minimum of one case per county, and up to 30% of the foster care cases reviewed in each county, will be children/youth in OPPLA plans. The number of OPPLA cases reviewed will not exceed 30% of the cases reviewed in each county unless the sole case reviewed in a



county takes us over the 30% maximum (in instances of very small counties), in which case we reserve the right to prioritize a topic more salient to that county.

***On-going PIP measurement using Case Review***

Oregon will be shifting to an on-going/rolling review process. Reviewers will work in teams of two. Oregon currently has 2 FTE in assigned case-review positions. The following table outlines the elements of Oregon’s Case Review plan:

When to review	District(s)	Number of Supervisory Units	Sample size	Review results ready for reporting
September-March	2 (half of Multnomah), 16	42	60 (30 from District 2, Multnomah)	March
December-June	4, 5, 10, 15	42	60	June
March-September	1, 2 (the other half of Multnomah), 6, 7, 9, 13, 14	39	60 (30 from District 2, Multnomah)	September
June-December	3, 8, 11, 12	40	60	December

- |            |  |             |
|------------|--|-------------|
| District 1 | Clatsop, Columbia, Tillamook                 | District 9  |
|            | Gilliam, Hood River, Sherman, Wasco, Wheeler |             |
| District 2 | Multnomah                                    | District 10 |
|            | Crook, Deschutes, Jefferson                  |             |
| District 3 | Marion, Polk, Yamhill                        | District 11 |
|            | Klamath, Lake                                |             |
| District 4 | Benton, Lincoln, Linn                        | District 12 |
|            | Morrow, Umatilla                             |             |
| District 5 | Lane   | District 13 |
|            | Baker, Union, Wallowa                        |             |
| District 6 | Douglas                                      | District 14 |
|            | Harney, Malheur                              | Grant,      |
| District 7 | Coos, Curry                                  | District 15 |
|            | Clackamas                                    |             |
| District 8 | Jackson, Josephine                           | District 16 |
|            | Washington                                   |             |

This rotation was established to ensure a diversity of branches by size and geographic location in every reporting period. The overall sample in any two consecutive quarters will consist of 25% District 2 (Multnomah) and 75% balance from the rest of the state.

Case review data will be gathered both via case reading and interviews; interviews will be more limited than in a full CFSR review, but will include parents whenever appropriate (for example, parents whose rights have been terminated would not be interviewed). Focus groups with community partners will not be part of these reviews as they are being done for outcome measurement rather than for understanding community process.

The PIP improvement goal will be considered achieved with the combined data from two consecutive quarters meets the improvement goal and the number of applicable cases meets or exceeds the number of applicable cases for the item in the final CFSR report.

## **SECTION IV. TRIBAL CONSULTATION**

### **Measures Taken to Improve or Maintain Compliance**

Participation and consultation of Tribal representatives is an important process of the Title IV-B plan development. Tribal consultation is considered an on-going process with statutory and agency policy. Numerous opportunities are in effect that provide for consultation and collaboration with Oregon Tribes. Some of the structured involvement is through Title IV-B child welfare plan development, SB770, Health Cluster Quarterly meetings, ICWA Quarterly Advisory Committee meetings, Quarterly ICWA Regional Liaison meetings, Tribal representation on statewide Child Welfare Advisory Committee, ICWA conference planning committee, Native American ILP conference planning committee, and other special initiatives. These are addressed in more detail through out the report.

The Oregon Tribal representatives recommend goals and objectives for the five-year plan and those goals and objectives are worked on throughout each year. Outcome measures and progress are discussed at the ICWA Tribal/State advisory meeting. Small work groups are organized depending upon the project.

### **Quarterly ICWA Advisory Committee**

The Oregon Tribal/State ICWA Advisory Committee meets quarterly and serves two main functions:

1. To identify barriers in department policy and rules in providing services to Indian children, in both state and Tribal custody; and,
2. To work on direct communications between the Department of Human Services (DHS) and the Tribes.

The Children, Adults and Families (CAF) ICWA Advisory Committee continues to work on outstanding issues and develop stronger consultation and collaboration between the state of Oregon and the Oregon Tribes. Tribal representation on CAF program work groups is critical to policy development that may affect Indian children, families and the Oregon Tribes.

### **Senate Bill 770 Health Services Cluster Meetings**

The SB 770 meetings allow both administrators from DHS and Tribal Representatives to meet quarterly and work on issues together to maintain a cooperative relationship with the Tribes. This meeting is an outcome of Executive Order from the Governor and legislative action, with the expectation that departments within State government form and strengthen relationships with Tribes.

### **Title IV-E Training**

The State and Title IV-E have on-going training, either on-site with individual Tribes, or group training for Tribes (the non-Title IV-E Tribes are also encouraged to participate, if they chose). The trainings are primarily focused on providing technical assistance to Tribes with Title IV-E agreements, but can be expanded to all Oregon Tribes, depending on the topic. The trainings are intended to shorten the response time for questions from the Tribes and allow more frequent discussion between the State and the Tribes, while providing an opportunity to follow-up on training related to federal funds. In 2006-2007, the Federal Compliance Manager who has primary responsibility for the Title IV-E agreements and staff provided numerous training sessions with the Tribes. The department developed a manual for the Tribes that provides information on policy/compliance, funding and financial updates and process for the Tribes. Technical assistance and training is essential to the current Title IV-E Tribes and is an on-going process utilizing DHS staff expertise.

### **District Managers Collaboration with Oregon Tribes**

Monthly or quarterly contact between District Managers, Tribal Managers and respective staff has been strongly encouraged to strengthen relationships. Some districts have developed processes with the Tribes which enable them to have better relationships. The agency has encouraged other districts to take the model and work through the process with their local tribe. It is more about working through the process with each other that strengthens the relationship. DHS also encourages the involvement of the Tribes in local planning and training.

Many of the District offices have regularly scheduled meetings with the Tribes throughout the state to network and discuss issues. This has proven very beneficial and continues to be suggested to other Districts as a way to promote better collaboration between the agency and local tribes.

### **Consultation and Collaboration with Central Office DHS**

The co-chair of the ICWA Tribal/State advisory committee is the representative to the statewide Child Welfare Advisory, which is a statutory committee. Administrators and program managers attend the Quarterly ICWA Tribal/State advisory meetings. Administrators have also recruited Tribal participation on DHS committees which effect policy. There are a total of 65 ICWA liaisons in all of the DHS Child Welfare offices; as the designated staff, they are the first point of contact for Native American cases that may be identified as ICWA. The liaisons also communicate with the Oregon Tribes in their region. The state of Oregon has two ICWA units, (Portland and Salem) that are fully staffed with supervisors, and staff to address the high native population and provide ICWA services to the children and families.

### **Tribal Agreements**

DHS/CAF currently has six intergovernmental Title IV-E Agreements. These agreements include the opportunity for the Tribes to receive Title IV-E administration, training and foster care maintenance resources. The administrative and training resources require implementation of a time study for two weeks out of each quarter. There are also five intergovernmental ICWA Agreements in place. DHS is currently working with all the nine Oregon Tribes to update signed ICWA agreements. Access to other state and federal resources are also in place and accessible by all of the Oregon Tribes, including: System of Care (SOC), IV-E waiver, Title IV-B and Title XX and ILP. The agency provides technical assistance to the Tribes for all agreements and contracts.

### **Outcomes**

- Increased communication and collaboration between the State and the Tribes.
- The Tribes are better informed about significant policy, program and staff changes in CAF.
- Tribes benefit from increased federal funding, with the State providing general fund match.
- Better services and outcomes for Indian children and families.
- Current and up-to-date ICWA agreements.

### **Measurement**

- State and Tribal participation in CAF ICWA Advisory Committee and statewide Child Welfare Advisory Meetings
- State and Tribal participation in SB770 Meetings
- Status reports and feedback from the Tribes on their perception of improvements in consultation with CAF.
- Tribes participate in DHS work groups that effect state policy.
- Appointment of the Co-chair ICWA Tribal/State advisory to the legislative statewide Child Welfare Advisory Committee.

### **ICWA Compliance**

The federal Indian Child Welfare Act (ICWA) and Oregon statutes, administrative rules and policy establish the requirements for provision of services to eligible Native American children and families. ICWA applies to all eligible Indian children from the point of initial involvement with DHS. When children who are being assessed and/or served by Tribal welfare services, the federal Indian Child Protection and Family Violence Prevention Act (PL 1-1-630) applies. Outlined below is a summary of DHS and Oregon Tribe's efforts to comply with ICWA.

A Tribal survey was conducted in the Spring of 2007, to request Tribal representatives to evaluate DHS workers' knowledge and training around ICWA and cultural issues; 60% of respondents reported it was at least acceptable. When asked what areas of caseworker training they felt should be enhanced to improve outcomes for children and families, the responses were; ICWA compliance of early identification and notification, caseload management, emotional intelligence workshops, NetLink opportunities around best practice standards, stressing contact with Tribal workers when any questions arise and morale building.

### **Access to Services/Resources**

CAF continues to work with Tribes to improve compliance with the Indian Child Welfare Act of 1978. While significant progress has been made in many areas, barriers remain in Tribes' ability to serve their own children in foster care and other out-of-home care. For example, in some situations, transfer of jurisdiction or establishing jurisdiction in Tribal court is the preferred course of action and in the child and Tribe's best interests. For Tribes that have Tribal courts, a barrier has been lack of funding and resources to effectively serve children in foster or other out-of-home care. The State has a responsibility to comply with the ICWA. When issues arise,

they are usually due to staff not following the state rules and an attitude by local managers that ICWA does not rise to a priority of importance. The managers also know that there is no accountability or consequences for their failure to adhere to the federal mandate.

The State and Tribes have identified the recruitment and retention of Native American foster homes as a challenge. Disproportionality is also a significant issue of Native American children in care at a higher percentage than other children based on the state Native American population. The ICWA Manager and the Oregon Tribes are working on these issues and will implement changes in order to better serve Indian children in state custody. In May 2009 the 9 Oregon Tribes and DHS staff along with several community partners convened the N8V Summit, partially funded by grant monies from the Casey Family Programs grant to DHS, to address the issues of ICWA compliance and the disproportionality of Native American children within Oregon's child welfare system. There were a total of 12 teams with each tribe having a team, one team from each of the ICWA Units and one team from CAF Central Office. The teams put together action plans specific to their areas that included addressing culturally appropriate resources and services.

In November 2008 the DHS ICW Program Manager, along with a CWLA representative, provided technical assistance to the Confederated Tribes of the Umatilla Indian Reservation in the form of a program audit. The tribe has been undergoing major restructuring and changes in personnel and they requested assistance. The technical assistance is on-going with periodic on-site visits to assist them in their efforts to get their program up and running to full capacity. This has also re-connected them to their local DHS partners.

### **ICWA Case Review**

ICWA notification and case consultation by the state is strong but continued improvement can always be made. The Oregon Tribes have identified "non-active efforts findings" as an on-going issue that concerns them. While some of the assumptions were subjective, processes have been put into place to address their concerns. Non-active efforts findings are reported to the District Managers and the information is sent to central office management. The monthly ICWA case reviews conducted in the Multnomah County area (District 02) continues to be of benefit to caseworkers. These reviews have also been expanded to include invitations to Clackamas and Washington

counties. Recommendations of culturally competent resources and compliance are identified for caseworkers and supervisors. The review team is made up of experienced and knowledgeable ICWA liaisons; Tribes of their respective cases are invited to participate in the reviews.

### **Access to Information**

Processes and accessibility to information have been identified as issues for the Oregon Tribes. Many of the programs in CAF have added the Tribal Directors to list-serves that provide extensive information regarding policy, resources, training and meetings.

### **SACWIS Access**

Tribal access to the state SACWIS system has been implemented at all of the Tribal sites that requested access. Group and on-site training is on-going for the Tribes. Access to the SACWIS system provides the Tribes with information and screens that will meet their needs and reduce the need to develop a data system that is a stand-alone. Access to SACWIS had been identified as high priority for DHS and the Tribes; meeting this goal has been a major accomplishment. As the State continues to update and change the SACWIS system, the Oregon Tribes will be consulted. The ICWA Manager has also developed critical data elements for the team that is updating the system. Once the system is updated it is anticipated that the State will have more accurate data of Native American children.

### **Oregon Tribal Child Safety & Risk Assessment Curriculum**

The resource center on Child Maltreatment "Action for Children" has developed a Tribal training curriculum and provided a consultant to Oregon to implement changes in the curriculum for the Oregon Tribes. The Tribal child safety and risk assessment curriculum is similar to the Oregon child Safety Model which was rolled out in 2007. The enhancement of the curriculum fits within the Oregon Tribal communities with an emphasis on the culture, traditions and resources of the Oregon Tribes. The agency, Portland State University and the Tribes conducted "Train the Trainers" training in August 2006. Subsequent trainings have been provided with more being requested.

### **Independent Living**

Each Tribe is allocated \$1,400 in ILP Discretionary funds to assist Native American teens with items or services necessary to achieve their goals for transition. The ILP Coordinator routinely notifies the Tribes of the amount



remaining and how to expend the funds. As determined by the ICWA Representatives several years ago, DHS contracts with the Confederated Tribes of Warm Springs and the Native American Youth and Family Center (NAYA) for Native American-specific ILP services. All other ILP eligible Native American teens are served by the local ILP Contractors.

Polk County Youth Services ILP is working with the Confederated Tribes of the Grand Ronde to provide culturally appropriate services to Native teens in Polk County. Polk County Youth Services ILP staff has met with the elders, assisted youth to conduct geneograms, and participated in a lunch with the elders and assisted youth with making connections. The ILP Coordinator has extended the offer for all Tribes to partner with their local ILP Provider to ensure services are culturally sensitive and relevant. The ILP Contractors are also encouraged to connect with their local Tribe to learn the customs and expectations of Native teens as they transition to adulthood. The ILP partners work with the Tribes to conduct a Native Teen Gathering each year. Planning has been delayed for this year's event. The agency ILP Coordinator is a regular participant at the ICWA Tribal/State Advisory meetings.

The ILP Coordinator is a regular participant at the ICWA Quarterly Meetings between DHS and the nine federally recognized Tribes in Oregon. Each Tribe is allocated \$1,400 in ILP Discretionary funds to assist any Native American teens with items or services necessary to achieve their goals for transition. The ILP Coordinator routinely notifies the Tribes of the amount remaining and how to expend the funds.

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to ensure services are culturally sensitive and relevant. The ILP Contractors are also encouraged to connect with their local Tribe to learn the customs and expectations of Native teens as they transition to adulthood.

The ILP partners with the Tribes to conduct a Native Teen Gathering each year. Planning has been delayed for this year's event. We are hopeful that the Gathering will still occur during the summer.

### **Identification Process**

Oregon law, rules and policy require an inquiry for Indian ancestry of every parent or custodian and child at the beginning of DHS Child Welfare intervention or assessment. This applies to voluntary and involuntary cases, regardless of whether a child is taken into protective custody. CAF Form 1270 is the instrument for gathering and documenting DHS efforts to obtain required information, and, when applicable, to initiate a diligent search process to determine ICWA eligibility. ICWA search clerks were implemented at local offices to assist caseworkers in identifying Indian children more timely. A desk reference manual has been developed for the search clerks for consistency and compliance with ICWA identification and process. Search clerks throughout the state receive training and technical assistance and the Multnomah County area search clerks are meeting quarterly, this has been expanded to include Clackamas and Washington counties. These continue to be very beneficial to support staff. Periodic meetings with search staff in other parts of the state are being implemented due to the success of the Multnomah County area meetings. The Multnomah County area has a higher percentage of identified Native American children than other areas of the state. Case practice guidelines and HB2611 establish that a suspected ICWA case be treated as an ICWA case until and unless it is determined that a child is not ICWA eligible.

Timely notification to the child's Tribe regarding DHS intervention is mandated. DHS workers are also required to identify an expert witness, preferably from the child's Tribe or in consultation with the Tribe, to testify at the initial jurisdictional hearing. Expert witness identification by Tribes out-of-state is an issue, since the Tribes don't always respond and provide an expert witness to testify. This creates an issue requiring the agency and the courts to have a professional testify as an expert witness. A committee of

tribal representatives and DHS staff has been formed to implement a plan to identify and maintain an accurate up to date listing of expert witnesses both for in state and out-of-state tribes.

Notification and the search process training are provided to DHS staff regarding the policies, procedures and practices. ICWA training is also incorporated into CORE training/orientation and provided to field staff, judicial officers, Court appointed Special Advocates (CASA) and the Citizen Review Board (CRB). The ICWA manager provides ICWA training statewide as requested by agency offices.

Resource materials, including updated Tribal listings, Tribal contact persons, DHS field ICWA liaisons and management staff, and other ICWA related resources are posted on the DHS Policy Website, allowing more immediate access to information for workers and supervisors. In addition, an annual ICWA conference, co-sponsored by DHS and Oregon Tribes, is held every fall to promote collaboration, relationship building, provide additional training, and to increase awareness of ICWA compliance procedures. The ICWA Manager provides on-going consultation on ICWA issues and consultation on complex ICWA cases, CAF policy, procedures and training. The ICWA Manager also provides consultation with the Attorney General's office. The ICWA Manager is the Tribal liaison in CAF for all Tribal issues and communication between the State and the Oregon Tribes.

#### **Field Office ICWA Liaisons**

There are currently 65 ICWA liaisons statewide, who are a resource for local staff regarding ICWA requirements, compliance and Tribal issues. The ICWA liaison is an initial contact for local Tribal child welfare staff and local DHS staff to consult on cases and resolve issues. In addition, District 02 (Multnomah County) and District 03 (Marion, Polk and Yamhill Counties) have ICWA units responsible for on-going services for Native American families. Statewide ICWA training and meetings are held throughout the year. In an effort to reduce travel costs, teleconferencing is utilized for liaisons to participate by phone, but attendance continues to be an issue. The ICWA Manager has the overall responsibility regarding statewide policy and compliance, but it is important for all of CAF to be responsible and accountable for ICWA compliance.

Our goal is to enhance access to culturally specific resources for Indian children and their families.

#### **Method of Measurement**

- Activities/training by the ICWA Manager.
- Child and Family Services Review (CFSR- ICWA- related data).
- Other Data Sources.

#### **Notification Process**

DHS Policy identifies a process in compliance with the ICWA to ensure timely notification to Tribes of a potential Tribal child in custody. ICWA agreements address the need to increase the efficiency and speed of notification.

DHS continues to work toward an expedited process for identifying ICWA cases and identifying culturally appropriate services and resources. Within the context of “a child’s safety is the paramount concern,” the initial and desired goal is to prevent the removal of Indian children whenever possible. For Indian children who do come into care, the goal is to provide active efforts to reunify Indian families. If these active efforts and services do not result in reunification, other permanency goals are established, in consultation with the child’s Tribe to the extent possible, to identify an alternative permanency plan within the federal Adoption and Safe Family ACT (ASFA) and ICWA laws and guidelines.

#### **ICWA Child and Family Service Review (CFSR)**

**The Oregon Tribes are included in the CFSR consultation meetings that have been held through out the year for the 2<sup>nd</sup> review which will be held in Sept. 2008. Representation of Tribal staff through surveys was completed earlier this year. The Oregon Tribes have been solicited to participate in workgroups.**

#### **Method of Measurement**

Review Permanency outcome data for Indian children.

Assess data elements and implement changes that will measure ICWA compliance.

ICWA CFSR review.

Quality assurance ICWA case review.

Case findings reported within 24 hours to CAF Administrator.

### **Placement Preferences**

DHS statutes and policy list the placement preferences for ICWA children as mandated in the ICWA. DHS/CAF recognizes the need to improve the availability of Indian foster homes throughout the state. A Native American agency in Portland contracted with DHS in the development of strategies to improve the agency's recruitment and retention of Indian foster homes in the Multnomah County area. Oregon honors Tribally licensed, certified or designated foster homes. CAF's more recent foster home licensing standards were developed with Tribal representation and input included as part of the process. The ICWA Manager participated in a work group with the Child Welfare League of America (CWLA) and the National Resource Center on Foster Care and Permanency Planning for the Recruitment and Retention of Native American Foster/Adopt Providers tool kit developed for States, Tribes and private child placing agencies.

### **Outcome**

Tribal consultation to help identify other specific measures for improving compliance.

### **Method of Measurement**

- Number of Indian children in Indian Foster Homes.
- Number of Available Indian Foster Homes.
- Number of Indian children in Relative Homes.

### **Active Efforts**

ICWA requires that "Any party seeking to effect a foster care placement of, or termination of parental rights to, an Indian child under State law shall satisfy the court that active efforts have been made to provide remedial services and rehabilitative programs designed to prevent the breakup of the Indian family and that these efforts have proved unsuccessful." This means DHS must make active efforts to provide appropriate services subsequent to a CPS assessment and before a decision is made to place an Indian child out of home. This does not preclude the need for emergency removal to prevent imminent physical damage or harm to a child. Active efforts must also be made, when a child is taken into custody, for the life of the case. Case

records should document what active efforts have been made, as well as court and CRB active efforts findings.

An “Active Efforts Guiding Principles and Expectations” document was developed in a cooperative effort between the federally recognized Tribes of Oregon, the Department of Human Services, and the Citizen Review Board. Training for the use of this document and guidelines continues to be provided throughout the state. The ICWA manager is asked to provide training on active efforts at various venues. This document is posted on the ICWA Worker’s tools website for easy access.

### **Outcomes**

Provision of “active efforts” helps to focus attention on preventing placement, reuniting Indian families and/or helping to achieve permanency for Indian children.

### **Method of Measurement**

- Permanency data for Indian children.
- Statewide training.
- Quality assurance of ICWA compliance.

### **ICWA Procedures Manual**

After a year long process of writing, review and revisions the ICWA procedures manual was completed early 2008 and has been integrated into the CAF Procedures Manual. The draft ICWA Procedures Manual was distributed for review to the Oregon Tribal/State Advisory Committee for comment. In addition to the ICWA procedures manual, notification letters and tools were updated and posted to the website. A stand-alone ICWA procedure manual has been distributed to the Oregon Tribes, ICWA liaisons, ICWA search staff and the Child Welfare Program Managers. The ICWA procedures manual training will be held at the liaison meetings to ensure practice consistency and compliance throughout the state. This is the first ICWA procedures manual that leads a worker from a Child Protection Service to permanency. The ICWA Procedures Manual is posted on the Oregon State DHS website along with tools and letters of notification.

## **Responsibility of Protecting Tribal Children Delineated in Section 422(b)(8) of the Act**

The federal Indian Child Welfare Act (ICWA) and Oregon statutes, administrative rules and policies establish the requirements for provision of services to eligible Native American children and families. ICWA applies to all eligible Indian children from the point of initial involvement with DHS. When children who are being assessed and/or served by tribal welfare services, the federal Indian Child Protection and Family Violence Prevention Act (PL 1-1-630) applies. Outlined below is a summary of DHS and Oregon tribe's efforts to comply with ICWA.

In addition, consultation with the Oregon Tribes about coordination with Tribes regarding the Section 422 Protections for Indian Children, whether in State or Tribal custody, has been addressed through a number of processes. The "Guiding Principles of Active Efforts Expectations" document, quarterly ICWA liaison tribal/state meetings, pilot Quality Assurance for ICWA compliance, local Tribe and District protocol and process of cross reporting, case consultation of children in state or tribal custody. The Tribal/State Advisory committee is responsible for identifying the protocol and process through ICWA and Title IV-E government to government agreements. Consultation with the Oregon Tribes occurred in a number of forums throughout 2008, including Quarterly Advisory meetings, District/Tribal monthly meetings, ICWA liaison tribal/state quarterly meetings, the Title IV-B plan is reviewed and identified goals updated at the Tribal/State Quarterly Advisory meetings and teleconference consultation meetings.

The value of consultation with the Oregon Tribes is not a one time occurrence but a process of on-going consultation throughout the year which is inclusive of Tribal representation through numerous forums.

The Tribal child welfare agency takes responsibility for care and placement of children in the custody of the Tribe; the State child welfare agency takes responsibility for placement and care of Tribal children in the custody of the State.

The State maintains an information system with all of these capabilities for all children in the custody of the State, including Tribal children. When a child in the custody of a Tribe with an approved Title IV-E agreement is

determined Title IV-E eligible, that child is also entered into the State's information system. Tribal children in the custody of a Tribe with an approved Title IV-E agreement who are found ineligible for Title IV-E are tracked in the Tribe's own information system.

The State maintains a case review system for all children in the custody of the State, including Tribal children. Title IV-E eligible children in the custody of a Tribe with an approved Title IV-E agreement are also tracked through the State's case review system, however, the administrative reviews and permanency hearings are conducted through a Tribal Court.

The State child welfare program provides a full range of services designed to reunite children with their families, when it is possible to do so. When reunification is not possible, services are geared towards locating and implementing an alternate permanent placement plan for the child. For Tribal children in the custody of the State, the State takes responsibility, in full consultation with the Tribe, for providing these services, developing and implementing a permanency plan for the child. When the child is in the custody of a Tribe, the Tribe is responsible for providing these services.

The Tribal child welfare agency is responsible for providing pre-placement preventive services to Tribal members. The state agency is responsible in providing "active efforts" to prevent the removal of Indian children and reunification with family if possible. Volunteer services are also provided by the State and Tribes.

#### **Consultations With Indian Tribes, Relating to Chafee**

The tribes' use of Title IV-B (2) funds differs from county uses in a few significant ways. Supporting families in poverty is a much higher priority. It is also common to need support in overcoming transportation barriers to accessing services. Improving family management and life skills is another recurring theme.



## **SECTION V. Monthly Caseworker Visit Data and State Plan Requirements**

### **Additional Funding to Support Monthly Caseworker Visits**

Oregon has chosen to invest the monthly caseworker visit grant funding to pilot various technology enhancements for front-line staff with a goal of increased efficiency and therefore additional time available for face-to-face meetings with children. Pilots are underway in seven districts (2-Multnomah, 3-Marion, 5-Lane, 6-Douglas, 11-Klamath/Lake, 13-Baker/Grant/Union/Wallowa, and 16-Washington). The technology being evaluated includes laptops, tablets, aircards, digital voice records, and ActiveInk software which allows for inkable forms that can be completed in the field with a stylus. The pilots are being evaluated over a six to nine month timeframe (ending in July) and then additional “proven” technology will be purchased.

A portion of the funding was also used in support of a new Quality Assurance instrument and training, which will allow us to determine the quality and frequency of face-to-face visits and report any concerns back to our field structure.

### **Procedures to Track and Report Caseworker Visit Data.**

Child Welfare workers and managers use our case management system (FACIS) to track and report caseworker visit data. In early 2007, the FACIS system for recording caseworker visits was enhanced to require data entry of a location for all “face-to-face” visits, which gave us the ability to track the percentage of face-to-face contacts occurring in the child’s residence.

### **State Standards for Content and Frequency of Caseworker Visits**

Oregon’s Child Welfare Procedure Manual, in Chapter II, section 18 -- Visitation, lists the following information:

The CPS worker ensures that parent or caregiver-child contact and interaction is maintained appropriate to the circumstances of the case when a protective action or an ongoing safety plan involves any kind of out-of-home placement. A visitation plan should ensure that caregiver-child face-to-face

contact is as frequent as possible, but no less than once a week unless case circumstances (e.g., geographic obstacles) indicate otherwise.

The CPS worker must refer to Child Welfare Policy I-E.3.5, "Visits and Other Types of Child and Family Contact," OAR 413-070-0800 to 413-070-0880, and Chapter 4, Family Visitation and Contact.

State standards for content and frequency of caseworker visits are defined in Child Welfare Policy I-B.1, OAR 413-080-0059, shown below:

**413-080-0059: Monitoring the Safety and Well-Being of the Child or Young Adult in Substitute Care**

- (1) To monitor the safety and well-being of the child or young adult when the parent or legal guardian is unable or unwilling to protect the child or young adult from the identified safety threats and substitute care is necessary to assure child safety, the caseworker must make the following contacts:
  - (a) Face-to-face contact with the child or young adult every 30 days;
  - (b) Contact with the relative caregiver, foster parent, or provider every 30 days; and
  - (c) Face-to-face contact with the relative caregiver, foster parent, or provider in the home or facility a minimum of once every 60 days. The face-to-face contact must include at least one of the certified or licensed adults who provide direct care for the child or young adult.
- (2) Monitor and assess the child or young adult's safety and well-being in substitute care with a relative caregiver or foster parent.
  - (a) Within each 30-day period, the caseworker must complete all of the following activities:
    - (A) Have a conversation with a verbal child or young adult.
    - (B) Assess the child or young adult's progress in and adjustment to the placement.

- (C) Receive updates from the child or young adult and from the relative caregiver or foster parent.
- (D) Assess the safety and well-being of the child or young adult in the home by determining whether each of the following conditions exists in the home:
  - (i) The child or young adult is comfortable and the environment of the home is supportive and safe.
  - (ii) Adults in the home take an active role in caring for and supervising the child or young adult in the home.
  - (iii) Adult family members possess the physical, emotional, and cognitive capacity to sufficiently care for the child or young adult.
  - (iv) Family members and the child or young adult have formal and informal contact with others in the community.
  - (v) The child or young adult is accepted as part of the household.
  - (vi) The relative caregiver or foster family understands and is attentive to the vulnerability and need for protection of the child or young adult.
  - (vi) The relative caregiver or foster family is amenable to Department oversight and willing to partner with the Department.
  - (vii) When the child or young adult is placed with a relative caregiver, the child or young adult's parents and other family members understand the role of the relative caregiver in managing safety as a substitute care resource.

- (ix) The child has a sufficiently positive relationship with the relative caregiver or foster family's own children who live in the home.
- (x) The relative caregiver or foster family is caring for children matching the preferences and experience of the family.
- (xi) The interactions between the child or young adult and other children placed in the home are sufficient to assure safety.
- (xii) The present demands of the home do not exceed the ability of the relative caregiver or foster parent to provide safe and protective care.

(E) Document the date, time, location, and observations of the conditions that exist in the home in FACIS case notes.

(b) If one or more of the conditions described in paragraph (a)(D) of this section do not exist in the home, and the caseworker cannot confirm safety and well-being of the child or young adult in the home of the relative caregiver or foster parent, the caseworker must –

- (A) Assess child safety immediately and determine if there is a safety threat as described in OAR 413-015-0420(1)(f)(A)(i) and (ii).
- (B) If a safety threat is identified, immediately:
  - (i) Consult with the caseworker's supervisor to determine any immediate protective action required to assure the child's safety or any action required to assure the safety of the young adult; and
  - (ii) Contact a CPS screener and report the identified safety threat to the child.

- (C) Document the behaviors, conditions, or circumstances observed in the home and any immediate protective actions in FACIS.

(c) When the child or young adult is currently safe in the home, but the conditions described in this rule or Child Welfare Policy II-B.1, "Certification Standards for Foster Parents, Relative Caregivers, and Pre-Adoptive Parents", (OAR 413- 200-0301 to 413-200-0396) are not fully met, the caseworker must:

- (A) Document date, time, location, and current behaviors, conditions, or circumstances observed in the home in FACIS notes and notify the certifier or certifier's supervisor within one working day.

- (B) The caseworker must have face-to-face contact with the relative caregiver or foster parent within the next 30 days and the visit must occur in the home. The caseworker must observe the behaviors, conditions, or circumstances of the foster parent or relative caregiver, the child, and other children in the home, and conditions in the home.

- (i) When the caseworker can confirm that current conditions in the home provide safety and well-being for the child or young adult, the caseworker must:

- (I) Document the date, time, location, and observations of the condition of the environment in FACIS notes; and

- (II) Notify the certifier of the improved behaviors, conditions, or circumstances in the home.

- (ii) When the caseworker cannot confirm that current conditions in the home provide safety and well-being for the child or young adult, the caseworker must:

- (I) Consult with the supervisor to determine whether to recommend to the certifier

implementation of a Placement Support Plan to assist the relative caregiver or foster parent, or whether the child or young adult should no longer remain in the home because the conditions necessary to provide safety and well-being cannot be sustained in this home.

- (II) Send written notification to the certifier of the behaviors, conditions, or circumstances in the home.
- (III) Document the date, time, location, and the behaviors, conditions, or circumstances in the home in FACIS notes.

(3) Monitoring and assessing safety when the child or young adult is in a provider placement.

- (a) During each 30-day period, the caseworker must:
  - (A) Assess the progress in and adjustment to the placement of the child or young adult;
  - (B) Have a conversation with a verbal child or young adult;
  - (C) Receive updates from the child or young adult and from the provider;
  - (D) Assess the safety of the child or young adult in the home or facility by determining whether each of the following conditions exists:
    - (i) The child or young adult is comfortable and the environment is supportive and safe.
    - (ii) Adults take an active role in caring for and supervising the child or young adult.

- (iii) Adults possess the physical, emotional, and cognitive capacity to sufficiently care for the child or young adult.
  - (iv) The child or young adult has formal and informal contact with others in the community.
  - (v) The child or young adult is accepted as part of the household or facility.
  - (vi) The provider understands and is attentive to the vulnerability and need for protection of the child or young adult.
  - (vii) The provider is amenable to Department oversight and willing to partner with the Department.
  - (viii) The child or young adult has a sufficiently positive relationship with other children in the home or facility of the provider.
  - (ix) The provider is caring for children matching the preferences and experience of the provider.
  - (x) The interactions between the child or young adult and other children placed in the home or facility is sufficient to assure safety.
  - (xi) The present demands of the home or facility do not exceed the ability of the provider to provide safe and protective care.
- (E) Document the date, time, location, and observations of the condition of the environment in FACIS.
- (b) If one or more of the conditions described in paragraph (a)(D) of this section do not exist in the home or facility, and the caseworker cannot confirm safety and well-being of the child or young adult, the caseworker must:

- (A) Assess child safety immediately and determine if there is a safety threat as described in OAR 413-015-0420(1)(f)(A)(i) and (ii).
  - (B) If a safety threat is identified, immediately:
    - (i) Consult with the caseworker's supervisor to determine any immediate protective action required to assure the child's safety or any action required to assure the safety of the young adult; and
    - (ii) Contact a CPS screener and report the identified safety threat to the child.
  - (C) Document the behaviors, conditions, or circumstances observed in the home or facility and any immediate actions in FACIS case notes.
- (c) If the caseworker does not identify a safety threat but the conditions described in paragraph (a)(D) of this section are not fully met, the caseworker must complete the following activities:
- (A) Contact the child-caring agency's management and the Department's Child Caring Agency Licensing Program to report the conditions in the home or facility and request additional supportive resources for the provider.
  - (B) Document in FACIS the contact required in paragraph (A) of this subsection.
  - (C) Have face-to-face contact with the provider within the next 30 days in the home or facility of the provider, and:
    - (i) Observe the actions and behaviors of the provider, the child or young adult, and other children in the home or facility, and conditions in the home or facility.



- (ii) Confirm that current conditions in the home or facility provide safety and well-being for the child or young adult.
  - (iii) Contact the child-caring agency's management and the Department's Child Caring Agency Licensing Program to confirm the conditions in the home or facility provide safety and well-being for the child or young adult.
- (D) After the contact required in paragraph (C) of this subsection, when the caseworker cannot confirm that current conditions in the home or facility provide safety and well-being for the child or young adult, the caseworker must consult with the supervisor to determine:
  - (i) Whether an immediate protective action is required to assure the child's safety or any other action is required to assure the safety of the young adult; or
  - (ii) Whether consultation with the child-caring agency's management is necessary to determine what additional support is necessary to assure the safety of the child or young adult in the home or facility of the provider.
- (E) After the actions required in paragraph (D) of this subsection, the caseworker or caseworker's supervisor must contact the Department's Child Caring Agency Licensing Program. The caseworker must report the date, time, location, observations of the conditions of the home or facility, and any actions taken by the caseworker during or after the visit.
- (F) Document the date, time, location, observations of the condition of the home or facility, and any actions in FACIS case notes.

Fiscal year 2008 data on the percentage of children in foster care visited on a monthly basis and the percentage of visits that occurred in the residence of the child:

<b>Title IV-B Monthly Caseworker Face-to-Face Visit Reporting FFY 2008</b>		
	<b>Count</b>	<b>Percent</b>
Children with 1 to 12 complete months in care	11,596	
Children that were not visited in ALL complete months in care	6,924	
Children that were visited in ALL complete months in care	4,672	40.3%
The total Visit Months in the population of children with 1 to 12 complete months in care	92,859	
Visit Months at child's residence in the total population	59,807	64.4%
Visit Months at child's residence in the population of children that were visited in ALL complete months in care	38,694	
The total Visit Months at child's residence in the population of children that were visited in ALL complete months in care	25,329	65.5%

### **Children in Foster Care Visited on a Monthly Basis**

Oregon's performance on the IV-B measure has been mixed. While the percent of children visited in all complete months in care has declined slightly from 43.2% for FFY2007 to 40.3% for FFY2008, the percent of visits occurring in the child's residence has increased from 34.9% to 65.5%.

We continue to focus attention and emphasis on face to face visits through our monthly Dashboard reports, weekly ORBITS reports, and through the piloting of new technology. We have also begun a number of Transformation initiatives aimed at streamlining administrative processes and freeing up caseworkers time to spend with children and families.

**Future plans**

The following action items are proposed in the draft PIP to the CFSR:

- Continue responding to the Transformation Initiative Phase 1 Report findings to equalize the workload.
- Use of Clinical supervision in prioritizing work for workers so face-to-face contact with children is prioritized.
- Use of Clinical supervision, specifically during the 90 day staffings, to review the quality of face-to-face contacts with children.
- Use of caseworker Engagement Training to assist workers in engaging children in planning during face-to-face contacts.
- Update Oregon Child Welfare Procedure Manual to make expectations for face-to-face frequency and content clear and adding tips for caseworker time-savers (e.g. scheduling visits geographically)
- Pilot efficiency recommendations of the 2008 child welfare workload report
- Complete the pilots of technology to improve the more timely input of face-to-face contacts

**Targets**

	2008	2009	2010	2011
Percent visited during each and every calendar month	44%	48%	65%	90%



## **SECTION VI. Final CAPTA State Grant Update to the 2004-2009 CFSP**

Based on input received during the planning process, Oregon developed and implemented projects to support and improve the state's child protective services system in several of the fourteen areas over the last five years. DHS focused on six (6) of fourteen (14) areas during the last year of the plan (CAPTA State Plan FFY2005-2009). The areas were (1, 3, 4, 6A, 7, 10) and are noted in bold.

1. the intake, assessment, screening, and investigation of reports of abuse and neglect;
2. (A) creating and improving the use of multidisciplinary teams and interagency protocols to enhance investigations; and  
(B) improving legal preparation & representation, including-
  - (i) procedures for appealing and responding to appeals of substantiated reports of abuse and neglect; and
  - (ii) provisions to appoint an individual to represent a child in judicial proceedings;
3. case management, including ongoing case monitoring, and delivery of services and treatment provided to children and their families;
4. enhancing the general child protective system by developing, improving, and implementing risk and safety assessment tools and protocols;
5. developing and updating systems of technology that support the program and track reports of child abuse and neglect from intake through final disposition and allow interstate and intrastate information exchange;
6. developing, strengthening, and facilitating training including –
  - (A) training regarding research-based strategies to promote collaboration with the families;
  - (B) training regarding the legal duties of such individuals; and
  - (C) personal safety training for caseworkers;
7. improving the skills, qualifications, and availability of individuals providing services to children and families, and the supervisors of such individuals, through the child protection system, including improvements in the recruitment and retention of caseworkers;
8. developing and facilitating training protocols for individuals mandated to report child abuse or neglect;

9. developing and facilitating research-based strategies for training individuals mandated to report child abuse or neglect;
10. developing, implementing, or operating programs to assist in obtaining or coordinating necessary services for families of disabled infants with life-threatening conditions, including-
  - (A) existing social and health services;
  - (B) financial assistance; and
  - (C) services necessary to facilitate adoptive placement of any such infants who have been relinquished for adoption.
11. developing and delivering information to improve public education relating to the role and responsibilities of the child protection system and the nature and basis for reporting suspected incidents of child abuse and neglect;
12. developing and enhancing the capacity of community-based programs to integrate shared leadership strategies between parents and professionals to prevent and treat child abuse and neglect at the neighborhood level;
13. supporting and enhancing interagency collaboration between the child protection system and the juvenile justice system for improved delivery of services and treatment, including methods for continuity of treatment plan and services as children transition between systems; or
14. supporting and enhancing collaboration among public health agencies, the child protection system, and private community-based programs to provide child abuse and neglect prevention and treatment services (including linkages with education systems) and to address the health needs, including mental health needs, of children identified as abused or neglected, including supporting prompt, comprehensive health and developmental evaluations for children who are the subject of substantiated child maltreatment reports.

### **CAPTA Activities/Projects**

The following gives a brief overview of the activities, projects and training funded by the CAPTA grant.

#### **Projects and Activities**

The Department of Human services in conjunction with the Refugee Child Welfare Advisory Committee provided training to child welfare staff about

working with refugee children and families that become involved with child protective services. A one day training, in Portland on June 27,2008, was presented to protective services workers and supervisors.

The training addressed the following issues:

- Cultural differences in parenting styles, expectations for children and child discipline.
- The special needs of refugee groups.
- Systemic barriers that affect services to refugee families and how those barriers impact service outcomes.

CAPTA grant funds were used to assist with training and related expenses.

### **Ongoing Activities/Projects**

#### **Child Protective Service Coordinators**

Child Protective Service (CPS) Coordinator positions are critical to developing policies and procedures for CPS response, providing training and consultation to staff on how to apply to daily practice. They are involved in writing administrative rules and procedures to direct and guide staff in the screening (intake) and assessment (investigation) of child abuse and neglect. In addition, the coordinators participate in designing, developing and implementing modifications and enhancements to the Data Collection Information System. The coordinators also work to support changes in administrative rule and CPS procedure. These efforts will increase consistency in practice across the state in screening and assessment.

The areas addressed in administrative rule and procedures include direction and guidance on identifying and establishing services to maintain child safety. Obtaining medical examinations, as well as psychological, psychiatric and mental health evaluations are also addressed. A CPS consultant is a member of the child welfare and policy council, and participates monthly in the review of policies and administrative rules related to all aspects of casework practice, including face-to-face contacts, service delivery and treatment.

CPS Coordinators are involved in the OR-Kids project, including attending vendor demonstrations and developing requirements for the development of a data collection system that would support case management and increase efficiency.

Coordinators assist in development and delivery of training related to administrative rules, practice changes and technical changes.

**Child Protective Service Coordinator - Position 1**

Section	CPS Areas	CFSR Items
106(b)(2)(C)(ii),(iii)	All 16 areas	1, 2, 3, 4

**Objectives**

1. Provide statewide technical assistance and direction to District managers, child welfare managers, supervisors and workers as well with community partners on implementation, management and evaluation of CPS program and practice.
2. Evaluate effectiveness of CPS policy, performance, service delivery and outcomes.
3. Develop and establish goals and objectives for policy and training as a part of the Children, Adults and Families (CAF) CPS program staff and in collaboration with other state agencies.
4. Improve communication between the state program office and local service delivery offices.
5. Participate in coordination of the state child welfare founded disposition review process.
6. Conduct quality reviews of CPS/Child Welfare practice, procedure and performance.
7. Provide technical consultation to child welfare staff, other DHS staff, community partners and the general public on sensitive, high profile and high-risk family abuse situations.
8. Provide technical assistance to the state CPS program manager in research, policy and protocol development and legislative tracking.

**Approach**

This project funds a 1.0 FTE Child Protective Services Program Coordinator position to ensure the quality and consistency of child protective services practice and policy on a statewide basis. The person in this position works in



coordination with the other CPS Program Coordinator in CAF administration under direction of the CPS Program Manager. One role of this position is to develop and implement strategies for more effective communication between the state program office and child welfare field on child welfare policy and practice issues. Another key role for this position is involvement in the development of goals and objectives for policy and training in collaboration with other state agencies. The position also allows for increased opportunities to provide quality reviews of CPS/Child Welfare practice, procedure and performance.

**Summary of Activities**

- Oregon Safety Model Implementation (OSM): Coordinators continue to train (practice forums, supervisor quarterlies and worker quarterlies) on the OSM concepts. This includes training and ongoing consultation with designated OSM trainers.
- Participating in the Department of Human Services development of the Program Improvement Plan. This included development of a quality assurance tool to be used with CPS assessments. These quality reviews provide information regarding where training is needed in the field.
- Development of best practice procedures for CPS workers and supervisor use. Topics have included: marijuana and child welfare cases, threat of harm guidelines, assessing teens as parents and sexual abuse issues.

**Child Protective Services Program Coordinator - Position 2**

Section	CPS Areas	CFSR Items
106(b)(2)(C)(ii)(iii)	All 16 areas	1, 2, 3, 4

**Approach**

A permanent, full time position was created in 2001 to ensure the quality and consistency of child protective service practice statewide. The CPS Program Coordinator is located in the state administrative offices of Children, Adults and Families and works closely with the Child Welfare Program Manger.

## Accomplishments

The person in this position received the Director's Excellence Award for their work in the development of the Critical Incident Response Team (CIRT) Protocol and development of the policy and process for Child Welfare staff to access the Law Enforcement Data System. The CIRT protocol guides the Department of Human Services' response to fatality or serious injury cases or other highly concerning events where child abuse or neglect is suspected and there is emerging media or public interest. This position has been very successful in providing more consistency statewide in child welfare practice through extensive reorganization and development of new or revised child welfare policy, administrative rules and protocols including the following:

- CPS Rules for CPS in general (which includes definitions), screening, assessment (which includes safety analysis), DHS and law enforcement cross reporting, child abuse assessment dispositions, daycare facility investigations and access to the law enforcement data system in local offices.
- Develop mandatory reporting curriculum and statewide tracking system.
- Protocols for child fatality review and critical incident response.
- Procedures for all aspects of CPS, including the creation and revision of forms.

In addition this position works closely with other agencies and community partners representing child welfare on a variety of work groups and committees such as:

- Rule Advisory Committees
- Founded CPS Assessment Disposition Review Committee (Appeal process)
- CPS and Office of Investigation and Trainings meetings
- Policy Council
- Law Enforcement Data Systems Meetings
- Change Control Board for information system that supports CPS
- State Child Fatality Review Team

### **Summary of Activities**

- Updating Chapter 2 (Screening and Assessment) of the Child Welfare Procedure Model.
- Provide Mandatory Reporting Training.
- Re-writing and updating Critical Incident Response Protocol.
- Complete case reviews.
- Facilitate improvements to the founded disposition review/appeal process.
- Analyze CPS related legislation.
- Collaborate on modifications to the Child Welfare information system (SACWIS).
- Develop Protocol for Rule Advisory Committee Process.
- Collaborating and finalizing revisions of the Domestic Violence Guidelines.
- Ongoing revision of CPS rules.
- Rewriting Service Reporting Administrative Policy.

Over 50% of yearly CAPTA OCAN Basic state grant funds are allocated for the two CPS Program Coordinator positions.

### **Family Based Service Consultant**

The Family Based Service (FBS) Consultant position is critical to develop policies and procedures for child welfare response and to provide training and consultation to staff on applying these policies and procedures to daily practice. The person in this position consults with child welfare caseworkers and supervisors to guide staff in the application of the Oregon Safety Model to maintain children safely in their home or to reunify them with their parents as quickly as possible.

In addition, the Consultant participates in work groups that design, develop and implement or modifies administrative rules and procedures. The Consultant trains staff and provides ongoing feedback about changes in administrative rule and FBS procedure. These efforts will increase consistency in practice across the state in maintaining children safely at home and in returning them home more quickly.

## Family Based Services Consultant

106 (a)(1), (b) (2),(C)(ii)(iii)	CPS Areas	CF SR Items 1, 2, 3, 4
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### Objectives

1. Provide statewide technical assistance and direction to District managers, child welfare managers, supervisors and workers as well with community partners on implementation, management and evaluation of FBS program and practice.
2. Evaluate effectiveness of FBS policy, performance, service delivery and outcomes.
3. Develop and establish goals and objectives for policy and training as a part of the CAF FBS program staff and in collaboration with other state agencies.
4. Improve communication between the state program office and local service delivery offices.
5. Conduct quality reviews of FBS/Child Welfare practice, procedure and performance.
6. Provide technical consultation to child welfare staff, other DHS staff, community partners and the general public on sensitive, high profile and high-risk family abuse situations.
7. Provide technical assistance and feedback to the state FBS program manager with current practice issues for field staff such as supervisors and caseworkers.

### Approach

This project funds a .5 FTE Family Based Services Consultant position to ensure the quality and consistency of child safety practice and policy for two districts encompassing six counties in Oregon. The person in this position works in coordination with four other Family Based Services Consultants and the FBS Program Coordinator within the Office of Safety and Permanency for Children under direction of FBS CPS Program Manager.

One role of this position is to develop and implement strategies for more effective communication between the state program office and child welfare field on child welfare policy and practice issues. Another key role for this

position is involvement in the development of goals and objectives for policy and training in collaboration with other state agencies. The position also allows for increased opportunities to provide quality reviews of FBS/Child Welfare practice, procedure and performance.

### Summary of Activities

- Oregon Safety Model Implementation (OSM): Consultants continue to train and consult (practice forums, supervisor quarterlies and worker quarterlies) on the OSM concepts. This includes training and ongoing consultation with designated OSM trainers.
- Participate in the Department of Human Services development of the Program Improvement Plan. This included development of a quality assurance tool to be used with FBS assessments. These quality reviews provide information regarding where training is needed in the field.
- Development of best practice procedures for use by caseworkers and supervisors. Topics include: development of an initial in-home safety plan, conditions for return of children safely to their homes, assessing the protective capacity of parents and the use of the Child Safety Meeting to engage extended family members.

#### Baby Doe – Public Law 98-457

Section	CPS Area	CFSR Items
106	1, 3	N/A

In accordance with Oregon Administrative Rules 413-020-06600 through 06650 and State Office for Services to Children and Families, Client Services Manual I, Number I-B.2.2.2, Section B, Subsection 2, Subject 2, “Investigation of Suspected Medical Neglect – Infants”, a portion of our OCAN CAPTA Basic state grant is set aside annually to contract with medical providers to comply with Public Law (PL) 98-457, if needed.

Medical provider(s) will supply neonatology and consulting services to DHS referred clients and consult with DHS employees during investigation of DHS Child Protective Service cases and supply information used to determine if reasonable medical judgment is being applied by attending physicians and hospital sites where clients are being reviewed.

The PL requires Oregon's CPS program to respond to reports of suspected medical neglect, including reports of withholding medically indicated treatment for disabled infants with life threatening conditions. The legislation requires that appropriate nutrition, hydration and medication shall always be provided to the infant, and that the effectiveness of treatment shall not be based on subjective opinions about the future 'quality of life' of an infant. The parents are decision makers concerning treatment for disabled infant based on the advice and reasonable medical judgment of their physician(s) with advice from a Hospital Review Committee, if one exists. It is not the State's intention to make decisions regarding the care and treatment for a child except in highly unusual circumstances where the course of treatment is inconsistent with applicable standards established by law.

Due to the sensitive nature of these cases and the specialized skills required to complete investigations, Oregon's response to PL 98-457 was implementation of Administrative Rules which require that DHS, Children, Adults and Families (CAF), Child Protective Services (CPS) Unit designate a CPS staff person in three cities in Oregon, (Eugene, Medford and Portland), to specialize in Medical Neglect Investigations.

The Medical Neglect Investigators (MNI), along with the CPS Program Manager, will be available to provide telephone consultations and to investigate reports alleging medical neglect of handicapped infants with life-threatening conditions. The MNI will form a special investigative 'team' with a Designated Consultant Neonatologist and a local CPS caseworker to assess suspected medical neglect of disabled infants with life threatening conditions.

As of May 2009, funding has not been necessary for these services but funding continues to be allocated from the OCAN CAPTA Basic State grant budget.

**Early Intervention Referrals**

Section	CPS Area	CFSR Items
106 (b)(2)(A)(xxi)	1, 3	21

On June 25, 2003, the U.S. Congress passed the Keeping Children and Families Safe Act of 2003. The Child Abuse and Prevention and Treatment Act (CAPTA) requires:

*States receiving CAPTA funds must develop and implement "provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under Part C of the Individuals with Disabilities Education Act." 42 USC § 5106a(b)(2)(A)xxi.*

In addition, the Individuals with Disabilities Education Act (IDEA) 2004 requires "a description of the State policies and procedures that require the referral for early intervention services of a child under the age of 3 who (A) is involved in a substantiated case of child abuse or neglect; or is (B) is identified as affected by illegal substance abuse, or withdrawal symptoms resulting from prenatal drug exposure." 20 USC § 1437(a)(6). DHS and Oregon Department of Education (ODE) agreed to meet the requirements of these two new federal legislative mandates by doing the following:

- Have consistent contact to review referral policies and procedures and revise as needed.
- Develop models of program collaboration based on shared information and shared decision-making at both the state and local level.
- Develop tools for implementation such as authorizations for the release of confidential information and referral/enrollment procedures.
- Create protocols with additional partners that provide the easiest and quickest way for families and infants to be referred to early intervention and to receive early intervention services for those who qualify.
- Define roles and responsibilities of each agency.
- Seek solutions focused on what is in the interest of children and families.
- Support and promote this agreement with our local partners.
- Require county-level implementation plans regarding screening, referral and evaluation of this population of children.

The Child Welfare (CW) Administrative Rule directs CW staff to refer all children 'under the age of 3' to their local EI/ECSE program. DHS policy,

CW Procedure Manual and form changes were made to clarify the Early Intervention Referral process. DHS will add a field (service code) for Early Intervention Referrals in their FACIS database. This will provide DHS with a better method for tracking how well child welfare is making referrals.

Each Child Welfare office and county Early Intervention (EI) program have an interagency agreement that prescribes referral procedures used for each child within 30 days of the founded date and follow-up procedures to ensure that child victims of abuse or neglect, under the age of three (3), are referred to the EI program in the county where the child resides. Any child under the age of three (3), with a founded abuse disposition, must be referred to EI using the 'CPS Early Intervention Referral' form (CF 323 - Version 12/07). For a child age three (3) up to kindergarten, a referral for Early Childhood Special Education (ECSE) is recommended, but not required. Up to kindergarten is defined as 'the child is not yet in kindergarten'.

DHS and ODE reviewed the rate of founded cases of abuse and neglect for children 'under the age of three' and the referrals received by local EI/ECSE Programs. DHS and ODE met with CW supervisors to discuss the need to increase referrals in their counties and statewide. Data for '*founded cases of child abuse and neglect for children 'under the age of three' compared with referral forms received by Early Intervention*' suggests under referrals in most Districts with approximately 23% of referrals made. It is recognized that low referral rates could be from a number of factors (i.e., clients being referred, but not being recorded or data not being recorded correctly at EI/ECSE programs or clients not being referred for various reasons.

DHS and ODE continue to review referrals on a quarterly basis and will review the rate of referrals received by EI/ECSE Programs by comparing them to the annual The Status of Children in Oregon's Child Protection System report to watch for increased referral rates. The DHS CAF and ODE participate in a DHS division of Addiction and Mental Health workgroup working to establish guidelines on mental health assessments and evaluations for children meeting the criteria for receiving EI referrals.

DHS created a website for CAPTA resources including the following information on Early Intervention:

<http://www.oregon.gov/DHS/children/committees/capta.shtml>



- Memo from Assistant Director (12/05) mandating CW referrals for Early Intervention & Early Childhood Special Education (EI/ECSE)
- Referral form (CF 0323)
- EI/ECSE Services in Oregon brochure
- Excerpts from the Child Welfare Procedure Manual
- PowerPoint Presentation from October 11, 2007 meeting with CW Supervisors
- Early Intervention Referral Data Comparison (DHS/ODE)

**Citizen Review Panels (CAPTA panels):  
Jackson, Multnomah and Malheur Counties**

Section 106 (c)	CPS Area All (Panels Option)	CFSR Items N/A
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Citizen Review Panels or CAPTA Panels, as they are known in Oregon, work on local systemic issues related to child abuse and neglect within the three designated geographic areas (Jackson, Malheur and Multnomah counties) and provide feedback and recommendations to DHS.

DHS utilizes approximately 11% of the OCAN CAPTA Basic state grant to support the Citizen Review Panels (CAPTA) in Oregon. More information on the Citizen Review Panels (CAPTA panels) is included in the section titled Citizen Review Panel Annual Reports.

**Completed Projects**

Refugee Child Welfare Training to child welfare CPS and supervisors to address refugee children and families that become involved in child protective services.

**SERVICES AND TRAINING**

**Ongoing and New Training**

**Child Welfare Alcohol and Drug Addiction Education and Training**

Section 106	CPS Area Alcohol Recovery Teams	CFSR Items 17
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## **Child Welfare Alcohol and Drug Addiction Education and Training**

A provider, contracted with CAPTA funds, provided alcohol and drug addiction education, treatment and training modules to Child Welfare (CW) Caseworkers and parents involved in the CW process. The contractor researches current effectiveness of evidence based and best practices in alcohol and drug treatment and education and collaborates with parents to ensure that they are receiving appropriate services for their addiction issues.

### **Ongoing**

DHS has chosen to provide alcohol and drug addiction education and training modules to CW Caseworkers and parents involved in the CW process. Eight

one-day training sessions were provided to DHS CW staff on Best Practices in Case Planning: Clients with Methamphetamine Abuse/Addiction, Clients with Heroin Addiction and Working with Methadone Maintenance Treatment Programs, Clients with Marijuana Addiction and Working with Marijuana Users and Clients with Alcoholism.

### **New**

Seven four-hour Marijuana education classes were taught in the Portland-metro area of Clackamas, Washington and Multnomah counties to child welfare parents and caseworkers. Real life information on strategies to work more effectively with addicted clients is part of this training module. Speakers will share experiences of addiction, recovery process and working with staff from state agencies.

### **Completed Training**

No additional trainings were completed.

### **Substantive Changes in State Law**

There were no substantive changes in Oregon law.

## **Citizen Review Panel Overview**

### **Purpose**

The Child Abuse Prevention and Treatment Act (CAPTA) was originally enacted in 1974 to provide annual federal grants to states, based on the population of children under the age of eighteen, in order to improve the child protective services system. An amendment in 1996 added a new eligibility requirement for states to establish citizen review panels. CAPTA panel members are volunteers who broadly represent the community in which the panel is established. The mandate of these panels is to “evaluate the extent to which the agencies (state and local) are effectively discharging their child protection responsibilities”. The panels are examine policies, procedures, and where appropriate, specific cases handled by state and local agencies providing child protective services. The panels also “prepare and make available to the public, on an annual basis, a report containing a summary of the activities of the panel”.

The act was most recently amended in June 2003 when “Keeping Children and Families Safe Act,” Public Law 108-36, was signed by the President. The law reauthorized CAPTA through federal fiscal year 2008. Public Law 108-36 revised citizen review panel duties to include: 1) requiring each panel to examine the practices (in addition to policies and procedures) of the state and local child welfare agencies, 2) providing for public outreach and comment in order to assess the impact of current procedures and practices upon children and families in the community, and 3) requiring each panel to make recommendations to the state and public on improving the child protective services system. In addition, the appropriate state agency is required to respond in writing no later than six months after the panel recommendations are submitted. The state agency’s response must include a description of whether or how the state will incorporate the recommendations of the panel (where appropriate) to make measurable progress in improving the state child protective services system.

### **Background/History**

Citizen Review Panels were established in three counties in Oregon: Multnomah, Jackson, and Malheur. The counties were selected to reflect the demographic, economic, social and political conditions found in different

areas of Oregon. Together the panels provide a significant depiction of the varied conditions of child protective services in Oregon. Technical assistance, guidance and coordination are available to the panels through the Grants Coordinator for Family Based Services, Children, Adults and Families (CAF). CAF has contracted with the child abuse intervention (assessment and advocacy) centers in each of the selected communities to provide facilitation and staff support for the panels.

**Citizen Review Panel Annual Reports**  
*Jackson County 2008 Annual Report*  
**Oregon CAPTA Panel**  
**Annual Report**  
**Jackson County - 2008 Annual Report**

**October 1, 2007 through September 30, 2008**

**Panel Members**

<i>Chair:</i> Roxann Jones	Senior Project Coordinator, Commission on Children & Families
<i>Support Staff:</i> Lorna Conroy	Administrative Secretary, Children's Advocacy Center
Jan Hall (new member) Welfare	Intake Supervisor, DHS Child
Mary-Curtis Gramley	Executive Director, Family Nurturing Center
Diana Hamilton	Program Manager, Jackson County Victim Witness
Marlene Mish	Executive Director, Children's Advocacy Center (CAC)
Michelle Pauly County	Deputy District Attorney, Jackson
Linda VanBuskirk	Medical Coordinator, Children's Advocacy Center
Rene' Wold (new member) Council	Program Coordinator, The Job
Karen Doolen Member	Community Volunteer, CAC Board
<i>Other Attendants:</i>	
Thomas Price, PhD DHS	Family Based Services Consultant,
Mary Chambers	Supervisor, DHS Child Welfare
Penny Esser	Foster Family Recruitment & Retention Specialist, DHS
Heather Mowry	Grants Coordinator, CAPTA DHS Child Welfare
Becky Mosier	Intake Worker, DHS Child Welfare

Karla Carlson  
Denise Swort  
Welfare

Supervisor, DHS Child Welfare  
Temporary Supervisor, DHS Child

### Meetings

<i>Date</i>	<i>Time</i>	<i>Location</i>
Monday, October 29, 2007	3:30 pm – 5:00 pm	CAC
Monday, December 3, 2007	3:30 pm – 5:00 pm	CAC
Monday, January 7, 2008	3:30 pm – 5:00 pm	CAC
Monday, March 17, 2008	3:30 pm – 5:00 pm	CAC
Monday, June 16, 2008	3:30 pm – 5:00 pm	CAC
Monday, August 18, 2008	3:30 pm – 5:00 pm	CAC

### Activities

1. The Jackson County CAPTA panel in partnership with the Jackson County Fatality Review Team sponsored and distributed 14,000 English and 1,000 Spanish Life Savers flyers to local schools and daycare centers in an effort to provide prevention tips regarding preventable child fatalities. In 2007, eight child fatalities were reviewed in Jackson County. While one child fatality is unacceptable, only two of the deaths reviewed were determined non-preventable. That means that the remaining six might have been prevented if appropriate prevention efforts had been in place. The prevention topics covered on the Life Savers flyer were suicide prevention, water safety, firearms safety, smoke detector information, and co-sleeping.
2. Two members of our panel attended “The River Rushes On” 7<sup>th</sup> Annual National Citizen Review Panel Conference, Keeping Children Safe from Abuse and Neglect in St. Paul, Minnesota. Our representatives were able to attend workshops that covered topics such as: 1) involving citizens in the child protection system; 2) best practices for Citizen Review Panels – ways in which Citizen Review Panels can collaborate to keep children safe; 3) child safety, permanency and well-being; 4) Indian Child Welfare Act; 5) court improvement projects; and 6) overview of Minnesota’s child maltreatment prevention program (very closely resembles Oregon’s Community Safety Net model and Family Support and Connections model).

The conferences provided an opportunity to network with other panels from across the United States and learn how other panels operate. Additionally, of great importance was the opportunity to hear how to influence policy makers and legislation to meet the safety, permanency and well-being needs of all children.

3. Our panel reviewed OAR 413-015-0520 – Legislation requiring Child Welfare to investigate allegations of abuse by childcare providers/centers. No additional funding was provided to meet the requirements of this new mandate.

New panel member Rene' Wold, presented to the panel the status of childcare in Jackson County. The panel noted a concern that it is quite possible for legally exempt child providers to never receive any training for recognizing and reporting child abuse and neglect, and for others to only attend training once on mandatory reporting. Additionally, legally exempt child care providers are not regulated and would not be required to pass a criminal background check unless they accept DHS child care subsidy payments for low income families.

We made inquiries of the Child Care Division of how many reports they felt would happen monthly based on the new legislation. Initially upon our inquiry it appeared that the increase caseload impact for Child Welfare workers would be approximately the equivalence of a part-time worker (.5FTE). However, after closer review in August 2008, it appeared that it was too soon to be able to realistically measure the impact on the system. Our panel has agreed to revisit this topic in the future if it becomes an issue.

4. Our panel is part of a countywide collaborative to rollout "Stewards of Children" as a countywide child sexual abuse prevention program. The program seeks to protect children from sexual abuse by placing responsibility squarely on adult shoulders. Our goal is to educate adults to prevent, recognize and react responsibly to child sexual abuse.

We have materials available provided through CAPTA funds and a grant from Jackson County Health & Human Services to present training in English and Spanish free of charge to our community. The Jackson County Commission on Children and Families is providing staff for coordination of the trainings in the community. The collaborative consist of trained facilitators from the Children's Advocacy Center, Family Nurturing Center, The Job Council, Community Works, Neighborhood Watch, and the Commission on Children and Families. We have provided trainings to over 175 Jackson County residence representing: volunteers; school personnel; agency staff; and students in the Human Service track at the Rogue Community College and Southern Oregon University Higher Education facility.

### **Future Plans/Next Steps**

1. Review cases in DHS/Child Welfare that have teen parents and their children in care. Goal is to review the current resources, issues, and ways to enhance the system for this special population.
2. Explore prevention activities focused on youth in the DHS population that would impact and decrease the rising trend in our county around teen pregnancy. Research conducted by *Chapin Hall for Children* indicated that foster care youth are more likely to report having sexual intercourse, and 2-5 times more likely than those not in foster care to have been pregnant.
3. Recruit new members to participate in CAPTA to insure that our panel is a broad representation of the community, and that expertise in prevention, intervention and treatment of child abuse and neglect is represented. Additionally, provide training opportunities for CAPTA panel members to guarantee they are prepared to meet the responsibility of assisting the State of Oregon in improving the child protective system.



## Recommendations

1. DHS/Child Welfare and the Child Care Division strive for better coordination between the agencies. Insure that there is a coordinated response between the two agencies when conducting interviews with the child care centers and families involved in the child abuse cases. Additionally, better coordination will insure that the Child Care Division and Child Welfare are not duplicating each other's efforts.

## Looking Ahead

We look forward to being informed of DHS's responses to our local CAPTA panel recommendations in a written report as information becomes available. We appreciate the opportunity to assist the State of Oregon in improving our child protective services system, to be accountable for safety, permanency, and wellbeing of children.

<b>County: Multnomah</b>	<b>Date: December 31, 2008</b>
<b>Time Period: 10/1/2007-9/30/2008</b>	

**Mission Statement:** N/A

### Panel Members:

<b>Name</b>	<b>Agency</b>
Alenka Abbasov (coordinator)	CARES Northwest
Judy Brandel	Multnomah County Health Dept.
Kevin Dowling (facilitator)	CARES Northwest
Karen Gibbs	DHS
Miriam Green	DHS
Pat Haley	Multnomah County Ed. Service District
Shelley O'Brian (coordinator)	CARES Northwest
Christine Stoleberger	Parent Mentor

Ruth Taylor	Parents Anonymous, Morrison Center
Rod Underhill	Multnomah County DAs Office
Matt Wagenknecht	Portland Police

In addition to the members listed above, the Multnomah County CAPTA Panel actively encourages other community members to attend and participate in meetings. Additional attendees over the course of the year included:

Name	Agency
Heather Mowry	CAPTA Grant Coordinator/DHS
Janvier Slick	DHS
Jennifer Bren	DHS
Glenna Hayes	Center for Family Success
Dr. Leila Keltner	CARES Northwest
Ted Keys	DHS
Dr. Mel Kohn	State Epidemiologist
Kelly Sullivan	Open Adoption and Family Services
Russell Janson	DHS
Sara Woodcock	DHS
Ronika Ferguson	DHS
Lauren Fries-Brundidge	Multnomah County Health Dept.
Dr. Dan Leonhardt	CARES Northwest
Allison Long	DHS
Chris Uehara	Portland Police

**Meetings:**

Meetings were held December 14, 2007, February 1, 2008, May 2, 2008, and August 1, 2008. All meetings were held at Emanuel Hospital from 11:00 am – 1:00 pm.

## Activities:

Panel activities continued to focus on the issue of chronic neglect, following up on the Community Neglect Summit sponsored by the CAPTA Panel with funds from the Children's Justice Act Task Force in the summer of 2007.

Members were involved in ongoing training opportunities, including:

- October 2007 – the annual “Prevention Institute” sponsored by the Children's Trust Fund of Oregon focused child neglect
- October 2007 -- Dr. Keltner (CARES Northwest Medical Director) presented “Child Neglect in 2007” at CARES Northwest's annual “A Clinical Response to Child Abuse”
- Fall 2007 -- Dr. Keltner and Karen Gibbs (DHS), presented to approximately 80 members of the Multnomah County Health Department on chronic neglect
- December 2007 -- Kirsten Brown, DHS CPS Consultant presented at CARES Northwest on the Oregon Safety Model as it relates to assessing neglect
- August 2008 – the CAPTA Panel helped sponsor a day of training by Tony Loman, Ph.D. from the Institute of Applied Research in St. Louis, Missouri. The topic was “Chronic Neglect and Frequently Encountered Families in Child Welfare and Child Protection.”

In addition to the activities listed above, the Panel provided input to staff from the Portland Children's Investment Fund regarding the needs of our community's children as they related to child abuse intervention and prevention. Needs identified included:

- Specialized training regarding child trauma, for: 1) Therapists, to specialize in assessment and treatment; 2) Parents – to help them better understand and respond to their children's needs; 3) Foster Parents – to help them better understand and respond to children in their care;
- Consistent access to medical, mental health and developmental assessments for children entering foster care;
- Access for caseworkers to child abuse medical experts to help them evaluate the health and safety of children (especially those at risk for chronic neglect);
- One-stop-shops placed in high-risk communities to provide families access to support and services under one roof;

- Educating all parents with newborns about Shaken Baby Syndrome (e.g. could use “Period of Purple Crying” video and materials);
- Community-wide training for parents about childcare and the difficulty of parenting.

The Panel also made it a priority to invite DHS staff to meetings to review cases involving chronic neglect. Information learned from those reviews highlighted the challenges and successes involved in working with children exposed to chronic neglect, and helped form the basis of our recommendations.

*Subcommittees: A number of subcommittees formed following the 2007 Community Neglect Summit. CAPTA Panel meetings included updates from those subcommittees that were still active. More detailed information was made available in our “Multnomah County Community Child Neglect Summit Action Plan Final Report” submitted earlier this year. For example, the committee named “Stop Neglecting Chronic Neglect” led by Dr. Mel Kohn drafted a white paper in 2008 highlighting the impact of chronic neglect on children and making recommendations that included DHS adopting an operational definition of neglect, conducting more holistic assessments of children, and providing parent-child attachment interventions for families meeting the definition of chronic neglect.*

#### **Future Plans/Next Steps:**

Panel members discussed possible topics for 2009. Those included minor victims of sex trafficking, a continued focus on chronic neglect, and how DHS responds to sex abuse cases. Panel members agreed on having DHS’ response to child sexual abuse as the main topic for the February 6<sup>th</sup> meeting. Prior to that meeting, Panel members will be asked to respond to the following questions: “What are your key questions for DHS about how they respond to child sex abuse cases? What are the gaps in their response? What are the strengths of their response?” The agenda will be built around discussing the answers to the questions raised, and clarifying what specific areas within the topic of child sex abuse we want to focus on.

## **Recommendations:**

1. Our Panel's first recommendation last year was for DHS to establish a working definition of chronic neglect. This year, the Panel recommends DHS adopt a definition of chronic neglect consistent with those proposed by experts Anthony Loman and Dee Wilson. For example, a case would be identified as chronic neglect if a child's family had at least three referrals to CPS in one year, at least four in two years, or at least five in three years. The referrals would not need to be founded or associated with any one form of child maltreatment. As noted last year, our efforts to identify, understand and successfully intervene in cases of chronic neglect were hampered by the lack of a clear definition.
2. Following up on the first recommendation, the Panel recommends DHS work with community partners to educate professionals (including judges) on the definition of chronic neglect.
3. The Panel recommends Oregon consider a 90-day assessment period for DHS to respond to cases involving chronic neglect (as defined above), instead of a 30-day timeline. This is in recognition of the fact that it frequently takes more time to gather information given the chronic nature and complexity of factors associated with chronic neglect.

### *Looking Ahead:*

We appreciated the work of Heather Mowry and Janvier Slick of DHS in support of the Multnomah County CAPTA Panel this past year. Ms. Mowry was a regular attendee at meetings, and Ms. Slick was readily accessible to answer questions, clarify issues, or attend meetings when needed. We look forward to hearing their response, on behalf of DHS, to our Panel's three recommendations listed above.

### **Acknowledgements:**

The work of our CAPTA Panel relies on the close partnership with the Multnomah County DHS staff. We would like to acknowledge the DHS staff managers, supervisors and caseworkers who responded to the Panel's

request to come to the CAPTA Panel meetings and present cases for review. Their willingness to openly share issues associated with some of their most challenging cases was critical in the Panel's efforts to better understand our child protection system, and identify opportunities for improvement.

We also want to recognize the commitment of the Panel members and attendees, who gave of their time and expertise, who made it a priority to participate on the CAPTA Panel despite the many other demands on their time, and who share in a commitment to actively work together toward promoting the safety and well-being of our community's children.

**Oregon CAPTA Panel  
Annual Report**

**County:** Malheur  
Report

**Date:** 2008 Annual

**Time Period  
October 1, 2007 – September 30, 2008**

**CAPTA Panel Members:**

Jeana Critchfield, Executive Director-Project Dove

Amy Grosvenor, Shelter/Transitional Housing Coordinator

Keely Ponce, STAR Center Coordinator

Christina Bautista, SART Advocate, STAR Center

Bobbi Rudell, CASA P.O. Box 1355 Ontario, Oregon 97914

Jane Pagett, DHS

Kelly Poe, Executive Director Malheur Commission on Children and

Families Angie Uptmor, Malheur Commission on Children and Families

Ontario

Suzi Douglas Sapp, Ontario Middle School, Ontario OR

\*Keely Ponce resigned her position on September 19, 2008

\*Christina Bautista resigned her position on September 30, 2008

**Meetings:**

November 7, 2007

December 12, 2007

January 9, 2008 (Planning session for April Events)

February 6, 2008, February 20, 2008, (Planning session for April Events)  
March 5, March 12, March 26, 2008 (Planning session for April Events)  
April 9, 2008 (Finalization Session for April Events)  
May 21, 2008  
June 11, 2008 (Quarterly meeting)  
August 20, 2008 (World Child Abuse Prevention Planning session)  
October 1, 2008 (CAPTA recruitment and information meeting for World  
Prevention Day)

**Activities:**

Throughout the year the train the trainer, “How to Protect your Children: Advice from a Child Molester” presentation has been utilized and presented. The presentation was done for the Ontario School District Administrative personnel and they were very interested in providing this training to more of their teachers, staff and parents. Scheduling the training and presentations has been more difficult. Two trainings were scheduled for the Four Rivers Cultural School, a charter school in our community. One was cancelled due to lack of attendance and one was attended by a small group of parents.

For the 2008 April Child Abuse Awareness Month, CAPTA engaged in several activities to involve all members of our community and raise awareness regarding child abuse and neglect. CAPTA provided the Ontario Chamber of Commerce an educational presentation regarding the statistics and types of abuse and neglect most commonly seen in our area as well as what to do if they suspect abuse and neglect and resources that they could use. Each Chamber meeting during the month of April we honored an individual who was nominated by community members/agencies who provided services to children and families in reducing the effects of child abuse and neglect. We honored four individuals with the “Making a Difference” award. During the month of April we provided two free presentations, one in English and one in Spanish, on “How to protect your Children: Advice from a Child Molester”. Thirty parents/adults attended the English presentation and 12 adults attended the Spanish session. We provided a family fun run/walk where there were drawings for bikes and various other prizes. This event was sponsored by many organizations and businesses in our community. We were able to provide a t-shirt to every participant and we had 250 participants.

During the month of May, CAPTA provided information at Nyssa, OR kids fair. Brochures, bracelets, and necklaces were distributed at the Kids Fair. In June a similar Kids Fair was held in Ontario, OR at the County Fair grounds. Similar brochures, bracelets and necklaces were distributed.

June 17, 2008 CAPTA sponsored a training presentation on the Relief Nursery model and how it could work in our community to prevent child abuse and neglect.

**Subcommittees:**

None for this period.

**Future Plans/Next Steps:**

CAPTA plans to participate in the World Child Abuse Prevention Day November 19<sup>th</sup>, 2008. CAPTA plans to utilize the information that is provided as well as add specific data and information specific to our county. In addition to this, CAPTA plans to assist the local FAPA (Foster Adoptive Parent Association) with their annual Christmas Toy Drive for foster and adopted children in our community.

CAPTA plans to continue educating the community, parents especially, regarding protecting their children from child molesters. We strongly believe that this is an issue that needs to be addressed in our community and that responsibility to protect children needs to be on the shoulders of adults. Unfortunately we had two of our presenters for this training resigned their positions with Project DOVE and the CAPTA panel. Reorganization and commitment from remaining trainers needs to be renewed.

CAPTA looks forward to activities in April 2009 for Child Abuse Awareness Month. The planning will begin in January and we hope to form new partnerships and renew old relationships with community organizations in order to include a variety of activities that are unique and informative to the public regarding the effects of child abuse and the need to prevent such abuse. With the success that we experienced in 2008 we hope to continue to encourage the growth of this event.



### **Recommendations:**

Malheur CAPTA Panel makes the following recommendations in the areas of number 7 and 8 in the CAPTA 14 Program Areas.

#7- Surveying workers who have been in the child welfare system for five or more years and identify coping strategies, trainings and personal self-care practices that allow them to continue working in a difficult population and field is key. There are those workers who have maintained in the child welfare system for many years and who continue to work tirelessly to assist children and families. What makes these individuals different from those who burn out quickly and how can DHS recruit workers that will be able to sustain and maintain in a high stress career and make the difference needed?

#8- We recommend that at both the County and State level more trainings are conducted for professionals and paraprofessionals in schools, private non-profits that work with children and families, individual counselors or behavioral mental health agencies that come into contact with children and families be required to have additional trainings in the area of mandated reporting and that protocols are more “spelled” out for reporting child abuse or neglect.

### **Looking Ahead:**

We would request that our recommendations and feedback come in the form of written or oral reports quarterly from our local County DHS agency.

### **Acknowledgments:**

We have several that deserve to be recognized for their contributions in our efforts to educate and prevent child abuse and neglect. Our local Walmart in Ontario has been a consistent partner in assisting us with space to educate patrons in our community and provide donations for our events. Ontario Police Association provided support and bike donation for our Family Fun Run/Walk in April. Safe Kids of Malheur County also partnered with CAPTA in order to provide activities for kids and parents at the Family Fun Run/Walk. Malheur Commission on Children and Families assisted with the training presentation on the Relief Nursery. Malheur Department of Human Services allows us to meet for CAPTA meetings in their building as needed.

We also appreciate our CAPTA Panel members who continue to give of their time and assist in our efforts to prevent child abuse and neglect.

## RECOMMENDATIONS AND RESPONSES

### Jackson County CAPTA Panel

#### Recommendation 1

DHS/Child Welfare and the Child Care Division strive for better coordination between the agencies. Insure that there is a coordinated response between the two agencies when conducting interviews with the child care centers and families involved in the child abuse cases. Additionally, better coordination will insure that the Child Care Division and Child Welfare are not duplicating each other's efforts.

#### DHS Response 1

DHS Child Welfare and Child Protective Services workers work with representatives of other entities such as the Child Care Division when investigating a day care facility as required by OAR 48.747(2)(e) and 419B.020.1. Training is ongoing and is usually provided at statewide CPS worker quarterly meetings. Child Welfare trains CPS workers to investigate child care facilities. The Child Care Division has received training as requested to train certifiers concerning DHS contact with day care providers. DHS is responsible for child safety and has the authority to investigate a childcare facility through OAR 657A.400. The rules require DHS to notify the Child Care Division of an inspection and work with the division as DHS contacts the childcare providers accused of abuse and neglect.

DHS appreciates the recommendation and acknowledges the benefit and challenges of two agencies working cooperatively to ensure safety for Oregon's children.

## Multnomah County CAPTA Panel

### **Recommendation 2**

Our Panel's first recommendation last year was for DHS to establish a working definition of chronic neglect. This year, the Panel recommends DHS adopt a definition of chronic neglect consistent with those proposed by experts Anthony Loman and Dee Wilson. For example, a case would be identified as chronic neglect if a child's family had at least three referrals to CPS in one year, at least four in two years, at least four in two years, or at least five in three years. The referrals would not need to be founded or associated with any one form of child maltreatment. As noted last year, our efforts to identify, understand and successfully intervene in cases of chronic neglect were hampered by the lack of a clear definition.

### **DHS Response 2**

The Child Protective Services (CPS) unit is studying the recommendation and will release their findings at a future date.

### **Recommendation 3**

Following up on the first recommendation, the Panel recommends DHS work with community partners to educate professionals (including judges) on the definition of chronic neglect.

### **DHS Response 3**

The Child Protective Services (CPS) unit is studying the recommendation and will release their findings at a future date.

### **Recommendation 4**

The Panel recommends Oregon consider a 90-day assessment period for DHS to respond to cases involving chronic neglect (as defined above), instead of a 30-day timeline. This is in recognition of the fact that it frequently takes more time to gather information given the chronic nature and complexity of factors associated with chronic neglect.

## **DHS Response 4**

The Child Protective Services (CPS) unit is studying the recommendation and will release their findings at a future date.

### **Malheur County CAPTA Panel**

#### **Recommendation 5**

CAPTA Area #7- Surveying workers who have been in the child welfare system for five or more years and identify coping strategies, trainings and personal self-care practices that allow them to continue working in a difficult population and field is key. There are those workers who have maintained in the child welfare system for many years and who continue to work tirelessly to assist children and families. What makes these individuals different from those who burn out quickly and how can DHS recruit workers that will be able to sustain and maintain in a high stress career and make the difference needed?

#### **DHS Response 5**

The McKenzie Group was hired by DHS to study and make recommendations about changes to the Departments organizational structures including Child Welfare. McKenzie was specifically charged with examining the workload of child welfare caseworkers and staff turnover. Their work included a survey of child welfare staff and an examination of the percentage of time that caseworkers spend to accomplish required duties. They also examined factors that assist in retaining staff.

The McKinsey Corporation analyzed the manner in which case work is performed in Oregon's child welfare system and examined how casework could be performed in the most efficient manner. They reviewed tasks of every position from the caseworker to support staff by reviewing work processes. The results quantified and documented, in a way never done before, the over-burdened work of frontline staff. The report showed, in a different, more thorough manner than case-staffing numbers previously used, what level of work is needed by staff for each child and family on their caseload.

The workload assessment study resulted in a list of areas for improvement. The study found that consistent approaches are not used throughout the state to help children in care, nor is there an easy way to share best practices among districts. Some areas have more local resources than others. Staffing standards are outdated and staff-to-case ratios vary among districts. The workload study demonstrated clearly the need for additional staff and that many caseworkers lacked equipment, such as laptops and Blackberries that could help them be productive while traveling or waiting for court hearings.

Various studies addressing the challenges new social workers face and describing strategies to recruit and retain child welfare workers provide insight into long-term retention. One study “Rookie Burnout: Eager College Grads Hit Culture Shock with Poor Urban Kids” discusses the challenges new social workers face when confronted with troubled youth and families, and describes strategies to recruit and retain new front-line staff. Strategies for preventing burnout include being up-front about the rigors of the job, looking for applicants with real-world experience, providing orientation and classroom training and supporting staff.

A Children and Youth Services Review study from University of Georgia, examined Child Welfare (CW) workers intent to remain in child welfare and the role of human caring, self-efficacy beliefs and professional organizational culture. Core findings revealed human caring as an important and new variable linked to CW employees’ intentions to remain employed in CW. Many factors contribute to child welfare employees’ decisions to remain in or leave their jobs such as personal characteristics, organizational constraints, low salaries and benefits, lack of career mobility and opportunities for advancement, and many other factors.

#### **Recommendation 6**

#8- We recommend that at the County and State levels more trainings are conducted for professionals and paraprofessionals in schools, private non-profits that work with children and families, individual counselors or behavioral mental health agencies that come into contact with children and families. These groups would be required to have additional trainings in the area of mandated reporting and that protocols are more “spelled” out for reporting child abuse or neglect.

## DHS Response 6

The “The Role of Mandatory Reporters in Child Abuse Cases” (A video guide for mandatory reporters) was revised in 2007 and DVD copies were distributed to the superintendent all school districts in Oregon.

Copies of the “What you can do about child abuse” booklet are available by calling DHS, Juanita Raymond at (503) 945-6624 or Lisa Zacharias at (503) 945-5683. The first five (5) copies are available at no cost; additional copies are available for one dollar each.

The video of “The Role of Mandatory Reporters in Child Abuse Cases” (A video guide for mandatory reporters) is available at the following website <http://www.oregon.gov/DHS/children/committees/capta/capta.shtml>.

MDTs routinely provide training in their counties concerning the responsibilities of Mandatory Reporters.





## **SECTION VII. CHAFEE FOSTER CARE INDEPENDENCE PROGRAM (CFCIP)**

### **Title IV-B Five Year Progress and Services Report FFY 2005 - 2009 October 1, 2004 through September 30, 2009**

#### **Responsible State Agency**

The State of Oregon, through its Department of Human Services (DHS) is the responsible entity in Oregon for administering the Title IV-E federal programs, including the Chafee Foster Care Independence Program. The Department (DHS) has delegated this responsibility to its Children, Adults and Families (CAF) Division, in the Office of Safety and Permanency for Children.

Children, Adults and Families implement this federal grant program through supports and services for youth and young adults which are primarily delivered within the local communities by independent contractors. In Oregon, this system of support and services for youth and young adults are referred to as the Independent Living Program. The community contractors for the Independent Living Program (ILP) are for-profit, non-profit, and governmental agencies throughout the state offering skills training and support services for youth and young adults. In addition, the department contracts with the Oregon Student Assistance Commission (OSAC) another state agency for assistance in administering the Chafee Education and Training Vouchers (ETV) program.

In Oregon, as services and programs are being developed and defined for our young people we have found it important to define which group of young people are eligible for different services and programs. Throughout this report reference to “youth” means: young people under the age of 18 years old; and references to “young adult” means: young people between the age of 18 and not yet 21 years of age.

## A. Program Design

There have been no significant changes in the overall scope of the program area in Oregon since the development of the plan FFY2004, although the utilization, the quality and consistency of services has continued to develop rapidly. The five distinct but interrelated program services are: Independent Living Program (ILP) - Skills Training, Independent Living Program (ILP) - Discretionary Funds, Independent Living Subsidy Program, Chafee Housing, and Chafee Education and Training Vouchers (ETV).

1. ILP Life Skills Training: Oregon implements these services through an array of local community contractors. ILP Life Skills Training is a basic curriculum which has been standardized across the state.
2. Chafee Housing Program: The Chafee Housing Program serves former foster youth, age 18 or older. The young adults may receive up to \$512 per month to live independently, for a maximum of \$6,000 or age 21, whichever comes first.
3. Independent Living Subsidy Program (ILSP): The Subsidy Program serves current foster youth and is primarily funded with State General Funding. Youth may receive up to \$512 per month to live independently through this program for a maximum of one year (12 months). The funds are intended to provide assistance with housing and other monthly expenses.
4. ILP Discretionary Funds: The funds are to assist youth and young adults with items or services to accomplish goals set forth in their comprehensive transition plan that may not be otherwise available through traditional services and supports.
5. The Chafee ETV: The services and program is discussed in a separate section of this report.

## B. Accomplishments and Progress Achieved

The following information is a summary of accomplishments, steps taken to expand/strengthen programming, and goals achieved over the past five years.

### 1. Transition Services:

Oregon has accomplished the majority of goals set forth for this domain. Individual goals and progress made to-date are listed below by topic area.

Transition Services outcomes will be listed at the end of the goals section for this purpose of the CFCIP.

a) Policy:

- i. *Revise Policy to incorporate the new Chafee Education and Training Vouchers (ETV) purpose.*
- ii. *Revise Policy to incorporate the new language, requirements and forms generated as a result of Senate Bill 808(2003), implemented in 2004 (including the 2005 requirements of SB 1034).*
- iii. *Determine if new eligibility criteria is needed. If yes, revise policy to reflect new criteria.*

Informational and Policy Memorandums to field staff providing clarification and program revisions have taken place over the past five years. However, the overall ILP Policy has not been redesigned or revised. Currently, the department is on track to have the redesigned policy and supplemental training implemented in the fall 2009. A Policy workgroup has been reviewing policy and crafting new language since early 2008. The department has developed a Child Welfare Procedures Manual incorporating transition services needs in Chapter IV, Section 29.

The development of the new policy/procedure that has occurred over the recent year will help clarify the difference between transition planning for youth and ILP services. The policy will assist with clarifying the role of DHS case workers and ILP contractors regarding transition planning with foster youth. We have planned for the policy to incorporate the new eligibility criteria for general ILP services and for the Chafee ETV, as a result of the Fostering Connections legislation. Once the ILP Policy is finalized a copy will be provided to the federal Administration for Children and Families, Region X office.

b) Transition Plans:

- i. *Youth will have a comprehensive transition plan by age 16.*
- ii. *Promote the Youth Decision Meeting process across the state.*
- iii. *Transition Plan will be reviewed every 180 days (six months).*
- iv. *Increased coordination between child welfare workers and ILP Contractors regarding court dates and documentation deadlines.*

Significant progress has been made in this area. Oregon statute and department policies now require a need to develop a comprehensive transition plan for youth age 16 or older, with the passage of Oregon's Senate Bill 808 (2003). There has been much attention was drawn to the planning process and areas to be covered (education, employment, housing, health, supportive relationships and community connections). The statute also requires youth be involved in crafting their plan. With this increased awareness and interest from the courts, and community partners the increased awareness, quality of plans and involvement of youth in the planning process has been remarkable.

The Youth Decision Meeting (YDM) is a process that has gained popularity over the past five years. This is one way to ensure the youth is involved in crafting their comprehensive transition plan. Workers receive an overview of the YDM process during a mandatory NetLink training (required within the first year of employment).

As a result of a program review which occurred by the National Resource Center for Youth Development the program area worked to redesign a position which will focus solely on Comprehensive Training Planning, training casework staff and being a resource for cases which hit barriers. This position has just recently come on board and is beginning the work now.

Areas needing additional attention;

- More work needs to be done to ensure every youth's comprehensive transition plan is reviewed and updated once every six months.
- Citizen Review Board and Juvenile Court Judges were trained on the transition plans and requirements. Continued training and an established judicial review of the transition plans at the annual permanency hearings.

The ILP Contractors held their first ILP Provider Retreat in October, 2008, in The Dalles, Oregon. Fourteen of the 20 ILP Contractors participated. Training topics included positive youth development, resilience, street culture, engaging youth, and an overview of the DHS contract requirements. A survey was conducted in early 2009 to determine if the ILP Providers and DHS caseworkers felt there was adequate knowledge and coordination

regarding documentation deadlines. Of those responding, 58 percent did not believe there was adequate understanding and coordination between ILP and DHS; 54 percent indicated there was not adequate training. Due to the limited number of ILP Desk staff, in-depth training in this area has been sporadic, at best. This goal has been carried over to the new five year plan.

c) Life Skills Assessment:

- i. *Youth will be involved in an individualized life skill assessment.*
- ii. *Ansell-Casey Life Skill Assessment (ACLSA) is preferred assessment.*
- iii. *Improve coordination of assessment process with community partners, foster parents, and child welfare caseworkers.*

The first two sections of the Life Skills Assessment goal have been accomplished by requiring all ILP contractors to use the ACLSA with youth accepted to their program. The ACLSA allows the youth to provide their opinion of their skills and knowledge. DHS is also working to update policy to require all youth receive an ACLSA prior to crafting a comprehensive transition plan. Currently, only youth participating in an ILP Contracted program are required to receive an ACLSA.

Coordination with foster parents, community partners and child welfare workers has improved slightly. There are more foster parents completing the caregiver portion of the ACLSA than in prior years. However, more work needs to be done. As you will note in the new five year plan, Oregon needs to increase the number of local trainers available to train to the ACLSA. Once a cohort of trainers is available, training will be provided to child welfare workers, ILP Providers, foster parents, and other supportive adults, including homeless and runaway transitional living program staff.

d) Housing:

- i. *Increase housing options for youth in and out of care (including transitional living programs for foster youth).*
- ii. *Form workgroup to assess and provide recommendations regarding housing options for youth.*

Progress has been made in this area. The workgroup created a list of housing types that will be incorporated in the Child Welfare Procedures Manual. The purpose of creating and defining the types of housing and

skills youth should possess to be deemed appropriate for the various types of housing is to provide youth, workers and supportive adults an understanding of the level of independence and life skills required to be successful in each type of housing. Connections have also been made with developers and non-profit organizations interested in creating housing options for foster youth. This goal will continue through the next five years.

e) Life Skills Training:

- i. *Increase opportunities for youth empowerment.*
- ii. *Increase staff and community partner's awareness and knowledge of the needs of youth in care preparing for the transition to adulthood.*
- iii. *Increase awareness of the services available through the ILP.*

Progress has been made in these areas. The most significant development to increase youth empowerment opportunities is the creation of the Oregon Foster Youth Connection. In FFY07, DHS set aside Chafee ILP funds to promote the creation of a youth advisory group. The first meeting of the Oregon Youth Advisory Council (O-YAC) was held February 9, 2008. The group grew slowly, and lacked a clear direction partially due to the fact that being an entity of DHS carried many restrictions regarding staffing and legislative activities. During May 2008, discussions began with a former foster youth Pamela Butler, who is now employed at Children First for Oregon (CFFO). CFFO obtained a grant to create a youth advocacy group. In June 2008, the O-YAC merged with CFFO to become the Oregon Foster Youth Connection (OFYC). Since that time the group has tripled in size, made several visits to Oregon's legislature, put forth a bill, and participated as guest speakers at multiple events. The OFYC is also assisting in raising awareness of foster youth issues. The group collaborated with FosterClub, Inc., to create a YouTube video for Foster Care Awareness month. The group is also in the process of collecting duffle bags for foster children and teens. DHS plans to provide funding at continually decreasing levels until the OFYC can become self-sustaining.

In FY07, the Independent Living Program began conducting NetLinks for staff and community partners. This has helped increase the awareness of the services available through the ILP. Another significant development to increase awareness was the addition of 36 more Behavioral Rehabilitative Services (BRS) beds designated for Independent Living Services (ILS).

This was a much needed service. The ILP Coordinator also hosts display tables at various events over the past five years. The ILP Desk purchased a table runner to better identify the Program when hosting a display table. The implementation of the DHS Procedures Manual also helped to raise awareness of the ILP services available to help youth achieve their goals for transition. DHS is currently in the process of collaborating with FosterClub, Inc., to host an Oregon page on their website. This will provide Oregon's foster youth and alumni with youth friendly access to accurate and current information. This collaboration may also be one method for remaining in contact with youth for the purpose of complying with the National Youth in Transition Database (NYTD) regulations.

### **Transition Services Outcomes achieved:**

#### Life Skills Training:

During FFY08 (10/07 – 9/08), DHS and ILP Contractors provided life skills training to 1,456 teens and young adults. This is a four percent increase of the youth served in FFY07. The number of youth served over the past five years has increased by 25.4 percent (FFY04 youth served totaled 1,161).

To date for FFY 2009 (10/08 - 3/09), ILP Contractors are serving an average of 914 youth per month. This represents a 5.5 percent increase for the same time period last year. Following are the referral and discharge statistics for the youth served during FFY08:

- 690 youth began ILP services in a prior fiscal year (+4.5%)
- 765 youth started ILP services in FFY 2007 (+4.9%)
- 816 youth continued ILP services into the next fiscal year (+3.3%)
- 640 youth were discharged in FFY2007 (+5.4%)

**FFY 2008 Youth Served by ILP Services, by Foster Care  
Status in FFY08**

Status	Number	Percent
Former Foster Youth	298	20.5%
Served in Foster Care in FFY 2008	1,158	79.5%
Total Served	1,456	100.0%

Following are highlights from the ILP Contractors Annual Report. Note that the information below is for youth served between 7/1/07 and 6/30/08 (annual contact cycle and reporting period). For a full report of outcomes and services provided by the ILP Contractors, please see Attachment A.

<u>Goals</u>	<u>06/07</u>	<u>07/08</u>	<u>% +/-</u>
Graduating with regular diploma 12%	215	189	-
Obtaining a GED 64%	31	51	+
Graduating with Modified Diploma 8.6%	23	25	+
Accessing ILP housing 31%	110	76	-
Employed 16%	458	384	-
With improved daily living skills 8%	806	871	+
Post-secondary education/training 28%	120*	154	+
Post-secondary degree/certificate obtained	* *	2	
Youth who obtained own housing	**	254	
Youth living without agency maintenance	**	248	

\* *This is a correction to last year's report.*

\* *\*Data was not captured during first two years of contractor reporting.*



Health related classes/workshops totaled 86 with approximately 550 youth participating. An additional 1,432 one-on-one sessions discussing this topic were held with individual youth and young adults.

Supportive Relationships and Community Connections related classes/workshops totaled 127 with approximately 632 youth participating. An additional 1,857 one-on-one sessions discussing this topic were held with individual youth and young adults.

Housing related classes/workshops totaled 91 with approximately 480 youth participating. An additional 1,667 one-on-one sessions discussing this topic were held with individual youth and young adults.

ILP Discretionary Funds:

DHS continues to set aside ILP Discretionary funds in the amount of \$70,000 per year for caseworkers to access to assist youth with items or services necessary to achieve the youth's goals for transition. Funds are allocated to both DHS Districts and Oregon's federally recognized tribes. DHS anticipates continuing this practice.

Subsidy Housing:

In FFY04, the Subsidy Program served 59 teens. In FFY08, 70 youth received Subsidy services. This reflects an increase of 20 percent over FFY04 and a decrease of 10 percent from FFY07. For FFY09, the Subsidy Program is currently serving an average of 33 youth per month, an insignificant increase (less than 1%) from the same time period in FFY08 (October-March). Additional information on those youth is as follows:

Age at time of ILSP enrollment

<b>FFY 2008 (10/07- 9/08)</b>	<b>FFY 2009 (10/08- 3/09)</b>
16 years old: 2 (+100%)	16 years old: 1 (+100%)
17 years old: 10 (+25%)	17 years old: 7 (+250%)
18 years old: 44 (+2.3%)	18 years old: 23 (+43%)
19 years old: 11 (-50%)	19 years old: 11 (+266%)
20 years old: 3 (no change%)	20 years old: 2 (no change)

The Subsidy Program experienced a bit of a yoyo effect during the past five years. However, it appears that enrollment is on the rise once again. As the

above statistics show, there is a significant increase in all ages accessing the Subsidy Program. This may be due to the Department's ability to maintain legal custody to age 21. Oregon has also seen a continual increase in the number of youth accessing post-secondary education and training. Many youth are choosing to take advantage of both Subsidy and Chafee ETV.

ILP Contractors:

DHS was successful in implementing a standardized reporting format for the ILP Contractor's annual report in FFY07. As mentioned above, a complete summary of the ILP Contractor's report is listed in Attachment A. In FFY07, DHS also contracted with Human Services Research Inc. (HSRI) to complete a review of all contracted independent living programs. An area where all Contractors continue to struggle is documentation. An ILP Contractor's Binder was created to help ILP Providers quickly reference contract expectations, forms, procedures and resources. The Binder was distributed at the Provider Retreat in October, 2008. The ILP Coordinator has also conducted individual trainings with several ILP Contractors and will continue to do so into the next year.

In FFY07, DHS was able to increase in the number of ILP Contractors. A new Contractor was added in District 2 (Multnomah County) to provide neighborhood specific services. This Contractor is contracted to serve 40 youth in a northwest area neighborhood of Portland. The referrals were a bit slow initially. However, the program is now at full capacity and may soon be implementing a waiting list. The goal of the citing of this program is to increase youths local access while increasing collaborations within neighborhood associations that have not otherwise been involved in this program area. In addition, this provides "choice" for foster youth in the urban area for service delivery.

Additional IL services (non-Chafee funded):

Two years ago, the CAF Treatment Services and Licensing Unit (TSLC) conducted an extensive study and found that Behavioral Rehabilitative Services (BRS) programs were doing a poor job of helping youth make a successful transition to adulthood. Prior to July 1, 2008, there were only five BRS beds dedicated to helping youth transition to adulthood. On 7/1/08, the TSLC unit developed 41 beds for a BRS level of care called Independent Living Services (ILS). This represents an increase of 720 percent. The TSLC unit has approximately \$5,926,450 committed for the ILS beds.

The TSLC unit also added independent living related contract language to the Enhanced Therapeutic Foster Care contracts for youth who have borderline intelligence or a history of sexually aggressive behavior. The contracts now state, "6 hours of the Skill Building services must be provided by Contractor's staff to help the child integrate into the community."

Youth Engagement/Empowerment:

Two foster youth were selected to receive the Governor's Youth Award. Both youth were from the Portland area. Youth were selected based on their ability to overcome adversity, leadership skills and collaborative activities.

**2. Employment:**

The DHS goal set forth for this domain was fairly basic:

*Increase employment training and placement opportunities for foster youth.*

Unfortunately, due to the recession employment rates for Oregon's foster teens (served by ILP Contractors) has declined by 16 percent in the past year. Oregon is currently at an all time high unemployment at approximately 12% statewide for all people. To address these challenges ILP is collaborating with CAF Self Sufficiency Programs to provide foster youth specific work slots on the Oregon Youth Conservation Corp work crews for summer 2009.

DHS partners with the Community Colleges and Workforce Development's WIA Coordinator, Evelyn Roth, to inform DHS caseworkers, foster parents, CASA's, ILP Providers, and other supportive adults of the opportunities available through this years WIA summer jobs program. Youth and young adults who have applied for a Chafee Education and Training Grant have also been notified of the potential opportunities through the WIA summer jobs programs. Improvement in this area will continue to be a goal for the next five years.

Classes/workshops provided:

Employment related classes/workshops totaled 98 with approximately 478 youth participating. An additional 1,421 one-on-one sessions with youth occurred.

### Partnerships and Collaborations:

DHS continues to partner with various Workforce Investment Act agencies, Oregon Youth Conservation Corps, the Northwest Youth Corp and other youth serving organizations to bring employment related trainings, workshops and employment opportunities to Oregon's foster youth.

### **3) Post-Secondary Training & Education Preparation:**

Oregon goals set forth for this domain are as follows:

- a) *Expand outreach efforts to eligible youth.*
- b) *Research effective programs that provide supports for foster youth in college.*

Oregon's outreach efforts have been an immense success. This success is based on the continued increase in the number of youth who apply and access the Chafee Education and Training Vouchers. Oregon distributed 32 ETV awards for the 2003-2004 academic years. To-date, for the 2008-2009 academic years Oregon has distributed 272 ETV awards; an increase of 750 percent. This goal has been accomplished through contracts with OSAC and the ASPIRE Program to conduct regional trainings, and to incorporate the ETV information into the OSAC universal application and ASPIRE training curriculum. The ILP Desk also began sending emails directly to Chafee ETV applicants to remind them of deadlines, other scholarship opportunities, and leadership or service learning opportunities. ILP Contractors assist youth with college tours, college applications and financial aid forms.

DHS and OSAC had hoped to obtain funding for a Resource Coordinator to provide support to ETV award recipients. However, given the current economic issues, funding is not available from Oregon's legislature. Consequently, the ILP Desk staff have implemented an outreach plan to Oregon's post-secondary institutions in an attempt to catalog individual financial aid processes, learn who youth can turn to for assistance on campus, and provide the school with a contact person should they encounter a foster youth who is struggling and in need of assistance. The ILP Coordinator and Youth Transition Specialist hope to complete the handbook by September 30, 2009. The handbook would then be placed on FosterClub's State Page for Oregon. Youth would be provided the link to the handbook at all educational trainings and workshops. ASPIRE mentors would also have access to the information.

#### Services/workshops provided:

The ILP Contractors provided 100 classes to assist youth with educational skills, financial aid, and postsecondary options, including vocational training. This is an increase of 56.3 percent when compared to the 05-06 contract year. Although, it is a decrease of 27 percent when compared to the 06-07 contract year of 127 classes. ILP Contractors nearly doubled the number of individual (one-on-one) sessions with teens: 07-08 resulted in 2,490 individual sessions related to education; 06-07 provided 1,272. In addition, the ILP Contractors assisted youth to access outside training or activities related to postsecondary education or training (ASPIRE, College Goal Oregon, etc.).

DHS has been distributing the *Opportunities; Oregon Preparing for Higher Education Guide and Workbook* to the ILP Contractors, Tribes, and SOC Education Experts at each branch since first published four years ago. The ILP Coordinator also distributes information through her vast email Listserv. The Listserv members received notices regarding the following educational opportunities: ASPIRE Foster Youth Training (10/18/08 & 10/25/08), College Night (11/24/08), and College Goal Oregon (1/24/09). Information regarding scholarships, deadlines, and updates are also provided via the Listserv.

#### **4. Mentors and Interactions with Dedicated Adults:**

Oregon has made minimal progress regarding the goals set forth for this domain. Individual goals by topic area are listed below. Also listed is the progress made to-date for each goal.

- a) *Designate resources specifically for this purpose.*
- b) *Assess existing mentor programs throughout the state.*
- c) *Research mentor programs nationwide for best and promising practices.*

Chafee ILP funding does not exist to provide a separate allocation for mentoring services. Approximately \$100,000 has been provided through the Treatment Services and Licensing Unit for approximately 25 teens. This represents a 43 percent increase over last year. The teens are age 14 or older and in a residential treatment program due to severe behavioral and supervision issues. The mentors work one-on-one with the youth to integrate them back into the community and help develop their independent living skills.

In April 2009, the Foster Care Program Manager participated as a panelist in a statewide conference for mentors; Oregon's Mentoring Summit to share insights as to the needs of foster youth, specifically transitioning youth and requested needs of mentoring services to target this population of young people.

A workgroup did research programs nationwide and locally in Oregon (Powerhouse and Heart Gallery mentors). Powerhouse was an example of best practice regarding supporting and training mentors to work with the foster care population. In 2006, the workgroup was able to host a meeting at the annual Oregon Mentors conference. The purpose of the meeting was to raise awareness of the need of mentors for foster youth.

Services/workshops provided:

Nine of the ILP Contractors indicate they connect youth with mentor activities and programs. ILP Contractors increased the number of classes relating to supportive relationships and community connections by 126.8 percent over the past two years. ILP Contractors provided 127 workgroups and an additional 1,857 individual sessions regarding supportive relationships and community connections.

DHS continues to partner with Powerhouse Mentors (Multnomah County) and the Heart Gallery Mentors (Lane County) to connect foster teens to mentors.

**5. Services for Former Foster Youth:**

Oregon goals set forth for this domain are as follows:

- a) *Increase outreach to youth that have left care and may be struggling with the transition to self-sufficiency.*
- b) *Improve connections to other youth serving entities and programs.*

Achievement of this goal is not as easily defined. As noted in previous years, Oregon provides eligible former foster youth and young adults access to all ILP services (life skills training, Discretionary funds, housing services and ETV). Of the 387 youth who aged out of care, 72 returned to receive at least one ILP service, or 19 percent. Of the 72 youth, 59 youth received life skills training. Of those 59 youth, 15 also received Chafee Housing services. One of the 59 received Chafee Education and Training Vouchers as well as

the life skills. There were 14 youth who only accessed the Chafee Education and Training Vouchers.

The total eligible former foster youth population is 2,093 youth. Of the total youth served, 298 were voluntary service clients (foster care alumni who accessed services), or 14 percent of the eligible former foster youth. As mentioned previously, the ILP Coordinator has conducted outreach to a variety of organizations and agencies. In addition, the ILP Contractors are collaborating in their local areas to increase access and connections with other youth serving entities in effort to meet the needs of Oregon's former foster youth.

#### Chafee Housing Services:

The only ILP service that is limited to only former foster youth is the Chafee Housing Program. DHS expended \$162,320 in FFY07 Chafee Housing funds between July 1, 2007 and June 30, 2007, or 5.7 percent of the total FFY07 ILP allotment (a 6.8 percent decrease from FFY06 funding). DHS has expended \$82,111 of FFY08 funds on Chafee Housing from July 1, 2008 through April 30, 2009. Note that DHS expends the bulk of CFCIP/ILP funds in the second year of the expenditure cycle as allowed by the CFCIP grant.

The Chafee Housing program provided services to 73 former foster youth. This is a decrease of 12 percent from FY07 and a decrease of 31 percent from FFY2004. A total of 25 Multnomah County youth were served, a decrease of 19 percent from FFY07 and a decrease of 53 percent from FFY2004. The rest of the state served 48 youth, a decrease of 7.7 percent from FFY07, and a decrease of 9 percent since FFY2004. Additional information on the youth served is as follows:

#### Age at time of Chafee Housing enrollment

<b>FFY 2008 (10/07 – 9/08)</b>	<b>FFY 2009 (10/08- 3/09)</b>
18 years old: 32 (+45%)	18 years old: 10 (+25%)
19 years old: 26 (-38%)	19 years old: 10 (+25%)
20 years old: 15 (-21%)	20 years old: 3 (-25%)

FFY 2008: Median number of months on Chafee: 6.89 months  
Least amount of time on Chafee: 1 month  
Longest amount of time on Chafee: 15 months

Unlike the IL Subsidy Program with its ups and downs, the Chafee Housing Program has had a steady decline since clarification was issued in FFY2006 regarding the prohibition of accessing Chafee Housing funds while receiving Chafee ETV funds. It appears that Multnomah County has been the hardest hit by the reduction of youth accessing Chafee Housing services. The rest of the state seems to be rebounding. Further investigation needs to be done to determine why Multnomah County does not appear to be rebounding at the same pace as the rest of the state. Ideally, if reconsideration of federal regulations would allow for a young adult to utilize Chafee Housing and ETV services simultaneous it would reduce the pressure significantly on youth who are attempting transition through the support of Higher Education programs.

#### **CHAFEE ILP GRANT EXPENDITURES**

It is important to note that Oregon has traditionally expended the Chafee funds during year two of the spending cycle. Efforts are being made to gradually shift Oregon's ILP spending cycle to match the state's fiscal year – July 1 to June 30. This gradual shift has resulted in an overlap of federal fiscal year expenditures (funds from two federal fiscal years may be expended during the months of July through September). This is due to the fact that the final balances are not known until late in the fiscal year. Therefore, flexible budget items may not be purchased until August or September. Yet mandatory budget items (contract payments, salaries, training) are being expended on a 12-month period beginning July 1.



### **FFY2007 – Final Expenditures**

Following is Oregon's accounting of funds expended from July 2007, through September 30, 2008:

#### ILP Budget

FFY2007 HHS ILP Grant Funds (Basic Allocation)	\$2,844,837
FFY2007 ILP State Match (Contractors/DHS SOC/Other)	\$ 711,209
<b>TOTAL SUPPORT/REVENUE</b>	<b>\$ 3,556,046</b>
(1) ILP Desk Salaries and OPE	\$ 113,678
(2) Supplies & Equipment	\$ 10,370
(3) Travel, Training, Materials, and Publications	\$ 53,426
(4) Annual Teen Conferences	\$ 24,761
(5) State Advisory Board	\$ 7,151
(6) ILP Contractor Payments (includes Basic, Additional Match Funds, and value of Contractor Generated Match)	\$2,653,703
(7) DHS Match (System of Care, and other)	\$ 180,964
(8) ILP Discretionary Funds (including voluntaries)	\$ 58,725
(9) Chafee Housing (7% CFCIP allot., 5% of expenses)	\$ 162,320
(10) Program Reviews	\$ 37,966
(11) Special Projects (CTB, FC All-star, OSAC/ETV, etc.)	\$ 252,982
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,55,046</b>

FFY2007 HHS ETV Grant Funds (Basic Allocation)	\$ 975,517
FFY2007 ETV State Match	\$ 243,879
<b>TOTAL SUPPORT/REVENUE</b>	<b>\$ 1,219,396</b>
(1) ETV Scholarship Awards via OSAC	\$ 857,206
(2) ETV Disbursements via DHS Service Delivery Areas	\$ 36,406
(3) Outreach and Other (including OSAC Admin)	\$ 46,129
(4) Staff, .5 FTE	\$ 35,776
(5) In-kind sacs./supplies (OSAC/ASPIRE/FosterClub/FFC Scholarship)	\$ 243,879
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,219,396</b>

### **FFY2008 – Projected Expenditures**

Following is Oregon's current budget indicating the anticipated amount of ILP and ETV FFY2008 funds to be expended from July 2008 through September 30, 2009:

ILP Budget	
FFY08 HHS ILP Grant Funds (Basic Allocation)	\$2,696,877
FFY08 ILP State Match (Contractors/DHS SOC/Other)	<u>\$ 674,219</u>
<b>TOTAL SUPPORT/REVENUE</b>	<b>\$ 3,371,096</b>

Expenditures:

(1) ILP Desk Salaries and OPE	\$ 115,000
(2) Supplies & Equipment	\$ 1,000
(3) Travel, Training, Materials, and Publications	\$ 85,950
(4) Annual Teen Conferences (Retreats/Gathering)	\$ 60,000
(5) State Advisory Board and OFYC	\$ 12,000
(6) ILP Contractor Payments (includes Basic, Additional Match Funds, and value of Contractor Generated Match)	\$2,608,927
(7) DHS Match (System of Care, and other)	\$ 148,219
(8) ILP Discretionary Funds (including voluntaries)	\$ 70,000
(9) Chafee Housing Services	\$ 150,000
(10) Program Reviews/Strategic Planning/NYTD Expenses	\$ 60,000
(11) Special Projects (CTB, FC All-star, OSAC/ETV, etc.)	<u>\$ 60,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,371,096</b>

FFY08 HHS ETV Grant Funds (Basic Allocation)	\$ 932,170
FFY078 ETV State Match (* required to access full federal allotment)	<u>\$ 233,043*</u>
<b>TOTAL SUPPORT/REVENUE</b>	<b>\$ 1,165,213</b>

(1) ETV Scholarship Awards via OSAC	\$ 783,895
(2) ETV Disbursements via DHS Service Delivery Areas	\$ 16,000
(3) Outreach (includes OSAC Admin Fees)	\$ 102,125
(4) Staff, .5 FTE	\$ 30,150
(5) In-kind services/supplies (OSAC/ASPIRE/FosterClub)	<u>\$ 233,043</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,165,213</b>

## **SECTION VIII. CHAFEE EDUCATION & TRAINING PROGRAM (ETV)**

### **Program Administration:**

DHS receives a separate Chafee funding allocation to assist youth with postsecondary education and training. The ILP Desk administers the ETV program, in collaboration with the Oregon Student Assistance Commission (OSAC). This collaboration with another Oregon State entity has significantly helped in limiting administrative costs, improved efficiency, and streamlined access and outreach opportunities to potential youth.

### **A. Program Design**

Foster youth and former foster youth who are eligible may receive financial assistance for the costs of attendance, pro-rated by term or semester, for an eligible Post-secondary education and training program. Funding is limited to a maximum of \$4,000 for allowable costs during 2010-2011 and may be adjusted annually based on available funding.

The preferred method of accessing funds is for youth to complete the Chafee Education and Training Grant (ETG) application. The ETG applications are submitted electronically to OSAC. The ILP Desk has access to an electronic Portal to review the applications and determine eligibility. The ILP Desk updates the Portal with the youth's eligibility status. If the youth submitted a complete, error free FAFSA (free application for federal student aid) application, OSAC then notifies the school that the youth is eligible to receive up to \$4,000 in Chafee ETG funds. The school determines the student's financial need and issues the ETG award.

The bulk of the Chafee ETV/ETG funds are expended through the grant process. However, there is a second method for accessing Chafee ETV funds. Youth with an open DHS case are able to obtain a small amount of ETV funds through their DHS caseworker. The DHS caseworker may request Chafee ETV funds through a Voucher Request (CF78A). Vouchers are now only processed for emergency purposes. Missing an ETG/ETV deadline is no longer considered an emergency. The funds are used as a

means to bridge the need until the formal financial aid process occurs (i.e. dorm deposits, college start-up fees/costs).

Oregon will revise eligibility criteria in the FFY 2010-2014 plan to comply with the Fostering Connections to Success and Increasing Adoptions Act of 2008. DHS will determine which youth may be allowed to be grandfathered into the program. Effective October 1, 2009, eligibility for ETV/ETG funds is as follows:

- 1) Youth must be age 16 or older and in child welfare substitute care (DHS or Tribal), or
- 2) Youth age 16 or older was in child welfare substitute care for at least 180 cumulative days prior to discharge from care, or
- 3) Youth was adopted or entered a guardianship from foster care after the age of 16, and
- 4) Youth must be on the program prior to age 21.
- 5) If youth is receiving services at age 21, he or she may continue to receive support until 23<sup>rd</sup> birthday.
- 6) Youth must be accepted/enrolled in a postsecondary education or training program in order to receive funds (application available at: [www.osac.state.or.us/ChafeeEtv.html](http://www.osac.state.or.us/ChafeeEtv.html))

Note: Youth may not be able to access both the ETG funds and Chafee Housing funds at the same time. The ability to access both will depend on the school's costs of attendance. If Room & Board is not included in a school's cost of attendance, the youth may be able to access both programs.

## **B. Accomplishments and Progress Achieved**

The following information is a summary of accomplishments, steps taken to expand/strengthen programming, and goals achieved over the past five years.

*Goal: Finalize design of the ETV Database.*

This goal was partially accomplished. The database is semi functional. All efforts are currently being diverted to the OR-Kids Project. The new system should allow easy tracking of all pertinent information. This task should be accomplished by October 1, 2010.

To-date, DHS has issued 272 ETV awards for the 08-09 academic years, for a total of \$851,009. This is not a final figure as there are still awards being issued for the spring and summer terms. This represents a 31 percent increase from last year and a 750 percent increase from the 03-04 academic years (32 awards issued).

To-date for the 08-09 academic year, the retention rate is 61 percent (of the 272 recipients, 166 were returning students). This is a 10 percent increase over last year.

Continued collaboration with OSAC and the ASPIRE Program:

- ASPIRE Fall Kick-Off Conference
- ASPIRE Regional Foster Youth Training
- Special training as requested or required
- Post-secondary workshop at the annual ILP Teen Conference

Continual review and streamlining of ETV processes:

- The Chafee Education and Training Grant application has undergone several updates over the past five years. The current version is a simplified two-page, completely electronic form.
- The awarding process is also electronic, including notification to the schools regarding a youth's eligibility to receive an award.
- OSAC has also provided DHS the ability to access the ETG applicant/award database via an electronic, web based portal system. This has greatly reduced the time spent leaving voice messages or typing emails to request information.

Oregon uses the academic year as the time frame to ensure no youth receives more than \$4,000 per year (varies by school; September – August, or July – June). This creates an issue when attempting to report statistics which are tied to the federal fiscal year (October – September), as the time frames overlap and dollars from two fiscal years may fund one academic year. Therefore, DHS will provide award details by academic year, as noted below.

**07-08 Academic Year (finalized):**

*(Maximum Grant award is \$5,000)*

ETG OSAC Grants: 202 (+30%) for a total of \$889,276

ETV DHS Vouchers: 44 (- 21%) for a total of \$26,209.63

(of the 44 vouchers issued, 27 youth also received Grant funds)

Total ETV Awards: 219 (+20%) recipients for a total of \$915,485.63

First Time Recipients: 129 (+10%) (did not receive 06-07 academic year funds)

Following is a breakdown of the \$26,209.63 in DHS Voucher funds issued:

Tuition: \$15,100.64      Room & Board: \$2,625      Lab Supplies:  
\$0.00

Fees: \$1,388      Housing Start-Up: \$1,387.50      Spec Equip:  
\$893.99

Books: \$4,467.10      Transportation: \$328      Tutor: \$0.00

Other: \$19 (may include day care, health insurance, loan repayment, etc.)

**08-09 Academic Year (still in progress):**

*(Maximum Grant award is \$4,000)*

ETG OSAC Grants: 265 (+31%) for a total of \$926,407

ETV DHS Vouchers: 31 (-30%) for a total of \$17,190.20

(of the 31 vouchers issued, 24 youth also received Grant funds)

Total ETV Awards: 272 (+24%) recipients for a total of \$943,597.20

First Time Recipients: 173 (+34%) (did not receive 07-08 academic year funds)

Following is a breakdown of the \$17,190.20 in DHS Voucher funds issued:

Tuition: \$3,997.50      Room & Board: \$1,900      Lab Supplies:  
\$100

Fees: \$2,055      Housing Start-Up: \$402      Spec Equip:  
\$4,767

Books: \$2,866.70      Transportation: \$988      Tutor: \$0.00

Other: \$114 (may include day care, health insurance, loan repayment, etc.)

**09-10 Academic Year:** No scholarships have been issued for the 09-10 academic year. However, OSAC has received 351 ETG Scholarship Applications. Two youth have accessed DHS Vouchers for admission and dormitory fees totaling \$130 (\$90 + \$40) for the fall of 2009.

## **SERVICES TO BE PROVIDED**

ILP Contractors will continue assisting youth with completing necessary paperwork for enrollment in postsecondary education or training programs, financial aid, and scholarship applications. ILP Contractors will also provide college tours when possible.

DHS will continue contracting with OSAC to award ETG grants to eligible youth. DHS will continue to partner with OSAC and ASPIRE to continue the ASPIRE Regional Training, Fall Kick-off Conference, Road Map to College pocket calendars, ASPIRE foster youth website, and compilation of other non-federal grants and scholarships awarded to Oregon's foster youth.

DHS will continue funding the voucher process for accessing ETV funds (requests submitted by the DHS worker). This has been a valuable tool to assist youth with immediate postsecondary needs. The goal will be to maintain no more than a 10 percent awarding process via the voucher process. Again, the preferred method for accessing the funds is to submit an electronic ETG application.

The goal of implementing an ETV Resource staff was not achieved. The required funding was not included in the OSAC budget package approved by the legislature.

## **POPULATION AND GEOGRAPHIC AREAS TO BE SERVED:**

All youth residing in Oregon who meet the following updated eligibility criteria are able to obtain ETG services, based on availability of funds:

- Youth, age 16 or older, in foster care with DHS or a federally recognized Tribe;
- Youth adopted or entering a guardianship from the foster care system at age 16 or older;
- Youth age 16 or older who were in foster care with DHS or a federally recognized Tribe for at least 180 days prior to discharge from care.
- Youth must be receiving ETG funds by their 21<sup>st</sup> birthday; if actively participating in the ETG at age 21, funding may continue through the term or semester the young adult turns age 23.

The above criteria have been adjusted to meet the requirements of the Fostering Connections legislation regarding guardianships. These new eligibility criteria will also closer align Oregon's eligibility to serve the intended population stipulated in the Chafee ETV grant.

When necessary, Oregon will provide services to an Oregon eligible youth who is attending an out-of-state school. Youth are encouraged to obtain ETV from the state in which they are residing. If the local state is not willing to assist an Oregon former foster youth, Oregon will provide ETV services.

As noted above, the maximum amount of ETV/ETG funds available to students continues to be \$4,000 per academic year.



## **Section IX. Additional Required Supporting Information**

**Juvenile Justice Transfers:** FFY 2008: 18 children transferred to OYA

**Inter Country Adoptions:** FFY 2008: 0 children

**Child Welfare Demonstration Projects: The Title IV-E Waiver**

**Approved:** March 24, 2004 – five-year extension granted through March 31, 2009;  
November 17, 2008 – ten-month extension granted through January 31, 2010

**Final Evaluation Report Date:** October 31, 2009 – Portland State University

During the extension period, the Waiver will:

1. Continue the demonstration of the flexible use of Title IV-E;
2. Continue the demonstration of Subsidized Guardianship;
3. Monitor CFSR measures targeted by flexible funding programs, perform special studies of enhanced visitation services and subsidized guardianship and undertake a statewide process evaluation.
4. Prepare a proposal for an additional five-year extension and implement needed start-up activities related to a renewed Waiver.

### **Jurisdiction:**

Oregon operates its flexible funding project statewide with the exception of Jackson and Clackamas counties, which compose the control group. Guardianship assistance is available statewide.

## **Objectives:**

The state utilizes the Title IV-E Waiver Demonstration Project as an opportunity to enhance the agency's ongoing efforts to prevent family breakup and expediently establish safety, permanency and well-being for children through flexible services. The CSFR outcome measures used to monitor the impact of flexible funding programs within local branches include:

- Length of time to achieve reunification,
- Recurrence of maltreatment,
- Foster care re-entries,
- Stability of foster care placements, and
- Length of time to achieve adoption.

## **Accomplishments and Progress:**

In order to more rigorously evaluate its programs, the agency has been diligently planning improvements to the evaluation of flexibly funded demonstration pilot projects. Oregon has intended to limit the number of existing pilot projects to two—an enhanced visitation program and a peer parent mentor program. Six meetings were held recently at locations across the state to invite input regarding the renewal proposal from community stakeholders. Ten to twelve additional videoconferencing sites were connected to each live meeting to increase accessibility and participation. Partners were invited to share their input to help refine two proposed program models. In addition, Oregon has been working with the external evaluation team at Portland State University to continue refining the methodology, specifically related to experimental and control group assignments.

Oregon's plan has been to realize project improvements under a renewed Waiver.

### **Flexible Funding Programs:**

Most services are contracted to local community service provider agencies. The most notable examples include the two that Oregon has intended to refine, standardize and implement under a renewed Waiver. These are:

- An Enhanced Visitation Program- Provides structured coaching and feedback to the parent regarding their interactions with the child to increase safety, improve the parent's relational capacities and enhance existing strengths. Visits are provided at times conducive to parents' work and treatment schedules and take place in family-friendly community settings and in the family's home when safe to do so. The program also utilizes the expertise of foster parents by actively engaging them in the reunification plan.
- A Parent Mentor Program- Mentoring and support to current clients provided by former child welfare parents. The parent mentors are provided with significant ongoing clinical training and supervision to assist them to motivate clients to complete their service agreements and treatment activities.

### **Subsidized Guardianship:**

Oregon is now operating a relative subsidized guardianship program under the new federal Guardianship Assistance Program (GAP). The agency will request from the federal government the ability to continue nonrelative guardianships under a renewed Waiver. The agency intends to submit its renewal proposal to ACF by August 31, 2009.

## Foster and Adoptive Parents Recruitment

### Diligent Recruitment:

DHS has historically purchased services from Boys and Girls Aid Society (BGAS) for foster care and adoption recruitment. The department also collaborates with BGAS to participate in the national AdoptUSKids recruitment campaign and is the Recruitment Response Team for Oregon, responding to Oregon inquiries to the national centralized call center. The focus has continued to be child specific recruitment utilizing media, photo listing exchanges and publications.

In November of 2008, the department procured non-general applicant recruitment in a contract with a Family For Every Child (AFFEC) located in Eugene, OR. AFFEC conducts child-specific and targeted recruitment, delivers the Foundation pre-adoptive parent training, prepares and edits the recruitment newsletter "Family Matters," coordinates monthly meetings of the Oregon Special Needs Adoption Coalition (SNAC is a private agency collaborative), and they work with NorthWest Adoption Exchange, AdoptUSKids and the Oregon Heart Gallery to maximize recruitment resources such as the media, websites, and Heart Gallery public displays. Child-specific recruitment utilizes Individual Recruitment Plans, prepared by AFFEC social workers, and they target children age nine and older.

The department continued to contract with the Special Needs Adoptive Parent Services Inc. (SNAPS) to present Oregon's children in Boise, Idaho on the local Wednesday's Child broadcast which airs in Idaho and Oregon. This program has been used less in the past year due to changes in transportation management; however, the department and SNAPS leadership plan to revitalize this valuable resource.

BGAS, as a recipient of a Dave Thomas Wendy's Wonderful Kids (WWW) recruitment grant continues to collaborate with the department to identify homes for hard to place children. Recently, the grant was expanded to include the Southern region of the State allowing the involvement of more children. WWW is currently engaged in a rigorous evaluation of their program in Oregon and we expect to work with them to implement any indicated improvements.

Many individual branches engage in ambitious recruitment campaigns most frequently targeting specific communities and neighborhoods. Local branch creative recruitment efforts abound, being too numerous to mention all of them. Foremost branches find good retention of foster parents is their best recruitment tool. The following provides an overview of some individual branch efforts:

- Public speaking events at city clubs, organizations and schools to familiarize the public with foster care. These speaking events developed connections with various organizations and frequently resulted in donated items and funds for foster children and foster parents such as back packs, coats and special items for foster parents in connection with National Foster Care Month in May.
- Foster care recruitment booths at community events.
- Partnering with community partners to develop targeted recruitment of foster families in neighborhoods with a high need for homes.
- Joining with community partners in fund raising to purchase special items for relative care givers thus enabling them to immediately assume temporary custody of their relative children who have entered care.
- Branch recruitment staff have been invited to speak about foster care needs on local radio programs and create PSA's for broadcast and taking advantage of all free advertisement and public education opportunities.
- Special interest stories in newspapers drawing attention to the need for foster families
- Monthly community based informational meetings about foster care + diligent efforts to notify public of the event.
- Involving teen foster youth in various ways to educate the public about the need for foster homes for teens.
- Recruitment packets developed and widely distributed by placing fliers in pizza boxes, open houses and public events, libraries, movie theater ads.
- Foster families hosting "Fosterware Parties" inviting friend to come and learn about foster care.

- Large street banners advertising the need for foster families.
- Traveling Heart Gallery Displays
- One branch developed a dedicated line for foster parent inquiries and developed a strong working philosophy of “screen in instead of screen out” by ensuring interested parties first contact with the agency is positive and responsive.
- This branch tracks where the callers learn about the need for foster families and uses this information to identify the more successful recruitment campaigns.
- Monthly open houses. The events are informal and welcoming, serving refreshments. A foster parents speaks about his/her experiences, staff answer questions related to foster parenting. These meetings are frequently held in the community or neighborhood with a high need for foster families.
- Two styles of foster care recruitment cards were developed – one style for foster parents to distribute while recruiting, and another for staff to distribute.
- Recruitment presentation packets and notebooks have been developed as a tool for foster parents and staff to use when they are asked to speak in public.
- Branches continue to use foster care data as an effective recruitment tool which identifies various needs such as sibling foster homes, homes in a specific school catchment’s area, homes for teens etc.

**Future Plans:**

DHS recently awarded a two year contract to Boys and Girls Aid Society. The contract is for statewide general and targeted recruitment adding to the state’s pool of foster and adoptive families. Adoptive family recruitment efforts focuses on general applicants and BGAS will be trained in the delivery of the Foundations curriculum in order to provide the training for

this population of parents considering adoption of children in the custody of the department. The success of the work will be outcome generated. Targeted recruitment will be based on district needs. An Advisory Board comprised of foster/adoptive parents, foster/adoptive youth, community members and department staff will monitor and review the contractors work as well as issue specific recruitment directives.

In addition, the department is in the process of soliciting Request for Proposals for child specific recruitment services. The intent is that the provider will identify foster and adoptive placements for children who are difficult to place. Referrals will typically be for children eight years or older, sibling groups, or who are from a specific race/ethnicity. Referrals may also include children who are placed in a congregant care facility and are in need of placement with in a family setting.

DHS has applied for a 5 year federal grant for the purpose of integrating a multifaceted process to ensure the diligent recruitment of families across ethnic and racial groups. Emphasis will be on removing barriers that discourage families and communities from involvement with the public child welfare system. By implementing a customer service model Oregon will create partnerships that enable us to identify and respond to the needs of children in foster care in a manner that vastly exceeds what would be accomplished by a lone effort.

## **Section X. Family Preservation and Support Services**



**TITLE IV-B SUBPART II OF THE SOCIAL  
SECURITY ACT**

**FAMILY PRESERVATION AND  
SUPPORT SERVICES PROGRAM**

**OREGON COMMISSION ON CHILDREN AND FAMILIES  
ANNUAL SUMMARY OF FAMILY PRESERVATION AND SUPPORT  
SERVICES PROGRAM**

**FOR FEDERAL FISCAL YEAR 2009  
(October 1, 2008– September 30, 2009)**

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## Overview

The Oregon Commission on Children and Families is the state agency responsible for that portion of Title IV-B-2 funds dedicated to promoting community-based family preservation and support services. OCCF and Department of Human Services, Department of Children, Adults and Families have signed an interagency agreement to consolidate planning for the Child and Family Services Plan with the Child Abuse Prevention and Treatment Act plan prepared by CAF.

OCCF serves as a catalyst to create partnership (community, county, state government, and non-government agencies) that sustains a community-based system of formal and informal supports along the full age and intensity continuum, from primary prevention to intervention and treatment. This continuum assures that all children, youth and families will find the support that they need.

## Federal fiscal year 2009

### *A. Specific Accomplishments and Progress*

In the 5-year Child and Family Services Plan, the Oregon Commission on Children & Families describes five core areas to guide the system development and implementation work dedicated to promoting community-based family preservation and support services (See Attachment A). The five core areas include:

1. Implementation of county comprehensive community plans for children, youth and families
2. Coordination and support of children, youth and family programs and initiatives
3. Accountability and reporting
4. Policy development and promotion
5. Resource development

### **Implementation of community comprehensive plans**

With the passage of Senate Bill 555 in 1999, the Oregon Commission on Children & Families is charged with development and implementation of local county comprehensive community plans that coordinate and strengthen the system of services to families with children 0 to 18 years of age. Counties submit six-year plans that focus on community determined issues, set community goals and likely include benchmarks from *Oregon Shines*, the statewide vision for all Oregonians. (For more information, go to “Achieving the Oregon Shines Vision: The 2008 Benchmark Report” online at [www.oregon.gov/DAS/OPB](http://www.oregon.gov/DAS/OPB))

Local commissions fund activities that are priorities for their community and consistent with meeting local outcomes and goals identified in the local county comprehensive community plan. Counties apply the funds to activities that yield outcomes known to have a positive impact on at least one of the community identified outcome goals. The activities funded at the local level represent implementation of at least one strategy to address a community issue or issues from the local comprehensive community plan for services to children and families. A specific subset of goals and outcomes has been identified as the primary target areas for Title IV-B-2 funds (See table below). Many activities impact more than one single target area. Secondary and/or tertiary target areas that may be impacted by funded activities are also listed.

*Primary Target Areas for Title IV-B (2)*

<b>High-level Outcome Goal</b>	<b>Local activity outcomes</b>
Reduce child maltreatment	<ul style="list-style-type: none"><li>• Adequate social support resources</li><li>• Effective social support groups</li><li>• Improve family commitment and nurturance</li><li>• Improve family assets</li><li>• Increase nurturing, responsive care</li><li>• Increase stability of family life</li><li>• Quality parent-child/youth interactions</li><li>• Reduce child neglect and/or</li></ul>

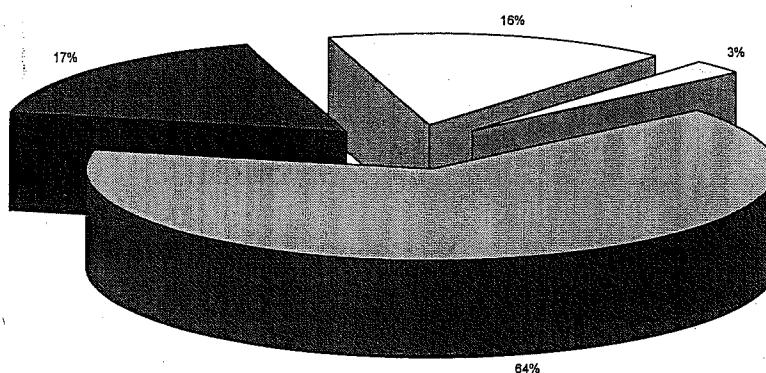
	<p>maltreatment</p> <ul style="list-style-type: none"> <li>• Timely progress during out-of-home placement</li> </ul>
Positive Youth Development	<ul style="list-style-type: none"> <li>• Positive Relationships with Adults</li> <li>• Quality peer interactions</li> <li>• Pro-social skills and behavior</li> <li>• Academic progress</li> <li>• School attendance</li> </ul>
Reduce poverty	<ul style="list-style-type: none"> <li>• Adequate basic resources: food, shelter, transportation</li> </ul>
Readiness to Learn	<ul style="list-style-type: none"> <li>• Normal child/adolescent growth and development</li> <li>• Ready to learn at kindergarten</li> <li>• Family literacy practices and resources</li> </ul>

*Additional, or Secondary Target Areas*

Increase child care availability	<ul style="list-style-type: none"> <li>• Adequate child care to meet family needs</li> <li>• Improved knowledge and skills among care providers</li> </ul>
Decrease alcohol, tobacco and other drug use	<ul style="list-style-type: none"> <li>• Improve life skills and problem solving skills</li> <li>• Reduce use of ATOD during pregnancy</li> <li>• Reduce depression or other mental health issues</li> </ul>
Increase community engagement	<ul style="list-style-type: none"> <li>• Increased positive, informal interactions that link adults, children and youths.</li> </ul>

In FFY 2009, Family Preservation and Support funds are most commonly used to protect children from harm (64%) in the implementation of strategies intended to reduce child maltreatment. The remainder is applied to strategies that improve the success of children and youth (17%); strengthen at-risk families (16%); and strengthen the service delivery system (3%). (See chart below)

*High Level Family Support Investment Target Areas*



Families are strengthened through programs with outcomes associated with reduction of alcohol, tobacco, or other drug use; reducing poverty; improving prenatal care; and meeting the families' child care needs.

Children and youth participate in services that reduce risk factors and strengthen assets to ensure high school graduation; improve readiness for kindergarten; promote positive youth development; and decrease juvenile arrests.

The service delivery system is strengthened through increased community participation as seen in the funding of community-based models such as family resource centers and school-based centers.

### **Coordination and support of programs and initiatives**

The Oregon Commission on Children & Families continues to support key components of an effective service delivery system. In FFY 2009, OCCF continues to target six programs and initiatives:

- Implementation of Healthy Start,
- Implementation of Relief Nurseries,
- Planning and implementation of Community Schools,
- Planning and Implementation of Homeless and Runaway Youth Wraparound Services, and
- Implementation of the Reconnecting Children with Their Families initiative.

Healthy Start is a child abuse prevention program that provides home visits and parent education to at-risk families with newborn children. Oregon Healthy Start Family Support Services are based on the Healthy Families America quality standards. Oregon Commission on Children & Families' staff provides technical assistance to programs and oversees credentialing of Healthy Start programs throughout the state.

Relief Nurseries are programs serving families at the highest risk of child abuse and neglect. They work to both decrease exposure to risk factors and increase the children's competencies and sources of support. The Oregon Commission on Children & Families contracts for an independent, formal evaluation of Oregon's ten Relief Nursery programs each biennium. Results of the evaluation provide the basis of collaborative efforts between the Commission and the Oregon Relief Nursery Association to refine the model and ensure incremental quality improvements.

The Oregon Commission on Children & Families is laying the groundwork to implement community schools across the state. Public schools are intimately linked with communities. They serve as centers of learning and connect neighborhoods with one another. As place-based institutions, they are an integral part of the neighborhood. Moreover, public schools have access to a myriad of local resources. Given the central role that public schools play in communities, the State Commission and local commissions partner with the Oregon Department of Education, Oregon Department of Human Services, local schools, and businesses to further develop the community school approach that links academic education to after-school programs and social/health services and supports for children, youth and

their families. In FFY 2009 the Oregon Commission on Children and Families is supporting the implementation of community schools in at least 4 communities and resourcing a technical support center for communities ready to develop community schools. Early reports suggest that where community schools are in action, academic scores are increasing.

In the 2005 planning update, local commissions provided information on the status of homelessness and runaway youth in their communities. This information led to the passage of House Bill 2202, the Homeless and Runaway bill adopted during the 2005 legislative session. HB 2202 identifies the Oregon Commission on Children & Families as the facilitator and convener of the Homeless and Runaway Youth Wraparound Task Force. The task force presented recommendations on funding mechanisms, existing financial resources, and policy changes necessary to support a continuum of services to homeless families and runaway youth. These recommendations were reported to the Governor in January 2007 and resulted in funds included in the 2007-09 agency budget to supplement local efforts in eight counties to provide shelter and support to their runaway and homeless youth population. These rural and urban demonstration sites will test effective service delivery models for both populations and serve as the foundation for expanding these models statewide.

Reconnecting Children with Their Families is a pilot project operational in fourteen Oregon counties with the goal of connecting youth in the foster care system, particularly youth close to aging out of foster care, with relatives who are willing and able to become a meaningful and supportive part of their life. Strong, healthy connections with caring adults help ensure the successful transition of youth from foster care to young adulthood. With a focus on the youth who seem to have no connections to anyone outside of the child welfare system, this program has proven success in locating family members and developing appropriate familial connections, in a safe a secure setting, between the youth and their newly discovered relatives. A strong state partnership between OCCF, the Department of Human Services Children, Adults and Families Division and local communities is proving successful in reuniting foster children with their families. The partnership began an aggressive effort to reduce disproportionate minority foster care placements.

#### **Policy development and promotion**

The Oregon Commission on Children and Families takes the lead in building an infrastructure that supports continuing partnerships. This infrastructure



includes the Partners for Children and Families, a statewide interagency team with both state and local representation that oversees the development and implementation of the coordinated county comprehensive community plans in each of the counties. Information from the plans informs policy development, collaborative initiatives, system development and the development of a state plan for children and families. In FFY 2008, counties completed their six-year planning process identifying key state policy issues and providing data on trends related to the key issues found statewide: poverty, child abuse and neglect, comprehensive health care, substance abuse in families, and preparing children and youth for the future through community schools. The Oregon Commission on Children and Families and the Partners for Children and Families will use information in the plans as the basis for a state plan for children and families to guide policy and funding.

The Oregon Commission on Children & Families is committed to ensuring proven results. The Commission measures performance and can show what works and what does not. Activities funded through the commission system make a real difference in the lives of children, youth and families in communities throughout the state.

The Commission builds partnerships, leverages new dollars and invests early to ensure both long-term results and measurable returns. By making front-end investments along a continuum, the commission system makes wise investments of taxpayer dollars.

The State and all local Commissions engage citizens, community organizations, rural organizations, faith based organizations and businesses at the local level. Through this engagement, the needs of constituents are heard and included in policy work and services provided by state government. Programs, services, and initiatives implemented through the commission system reflect the priorities and best interests of the community.

#### **Resource development**

One of the tasks of the commission system is to coordinate and enhance financial and other resources available for programs and services for children and families. Local commissions track and report the additional revenue and volunteer hours contributed to local efforts. Revenue includes private grants, donations, and county and state general funds that are received as a result of a compelling influence of local commissions.

OCCF data is reported on a state biennial basis. Therefore, it is too early for counties to have reported leveraged resources. However, early data shows that for each federal dollar budgeted to local activities, an estimated \$2.50 is leveraged from non-federal sources. Leveraged resources for all programs and services funded with Title IV-B-2 in FFY 2008 are expected to exceed \$2.5 million.

In addition to monetary resources, local programs and services report tens of thousands of volunteer hours donated to community-based programs statewide. Donated hours are anticipated to exceed 50,000 in FFY 2008.

### *B. Revisions in Goals and Objectives*

The state of Oregon widely adopted the Oregon Benchmarks at all levels to focus on the future and monitor progress in achieving measurable goals. The overall goals and objectives of OCCF remain rooted in assisting local communities to achieve progress towards the key Benchmarks that affect Oregon's children and families. In the future, the commission system will increasingly focus family preservation and support services resources to attain measurable results for specific populations most in need of services that will:

- Reduce child maltreatment,
- Reduce adult substance abuse,
- Reduce domestic violence, and
- Reduce poverty.

As a result, OCCF continues to pursue the same goals and objectives but anticipates changes to the service delivery system that reflect the changing demographics of the State of Oregon. This will require increased attention to effective services that are culturally relevant.

### *C. Family Preservation and Support Services*

Family Preservation and Support Services funds are allocated to three purposes in the FFY 2009 budget: allocations to local commissions for programs and services, allocations to tribes for programs and services and allocations to initiatives coordinated by the state office such as Reconnecting Families, cultural competency and positive youth development.

\$1,456,523 is allocated to the Local Commissions on Children and Families and tribes for community-based family preservation and support programs in all 36 counties and 9 federally recognized tribes. The counties are allowed the flexibility to use the funds in accordance with the priorities and strategies

of the local comprehensive plans for services, systems change, community development and capacity building that targets child maltreatment, domestic violence, adult substance abuse or poverty as long as the federal rules and regulations stipulating how the funds will be used are followed.

In 2009 funds have been applied to three of the Title IV-B (2) service types:

- Prevention and Support Services (Family Support),
- Pre-placement, and
- Crisis Intervention.

Prevention and Support Services (Family Support) reach throughout the state. Programs in this category receive the largest share of Title IV-B funds in 2009. There is strong local support for these services. For every Title IV-B dollar used to fund these services, we anticipate an additional \$2.50 will be leveraged in FFY 2009. This includes local donations; county general fund; and private grants. In addition, volunteer hours will be logged by counties. We anticipate more than 25,000 volunteer hours in support of these programs. Examples of the services provided include:

- Parent education programs
- Home visiting programs
- Family Resource Centers (School and Community-based)
- Child care to meet family needs
- Counseling and behavioral health programs

Oregon's Family Support and Connections programs (previously Community Safety Net) represent the Pre-placement Prevention category of services. They only received about 7% of the Title IV-B (2) funds in FFY 2008. Due mainly to the loss to counties of state resources provided from the Department of Human Services in past years. This program was funded by local commissions in six counties throughout the state. These programs typically generate community resources and volunteers. In FFY 2007, programs received over \$94,690 in private grants and donations and logged nearly 1000 volunteer hours.

Three types of Crisis Intervention (Family Preservation) services are funded: Relief Nurseries, homeless and emergency shelters, and domestic violence services. This group of services receives 35% of the FPS revenues. Traditionally these programs receive the most monetary support from community leverage. Past data show that for every federal dollar received,

\$4.16 is leveraged. OCCF anticipates private grants and donations to exceed \$800,000 in FFY 2008.

Like the Local Commissions, the tribes are allowed the flexibility to use the funds in the best interest of their tribal program needs for services, systems change, community development and capacity building that targets child maltreatment, domestic violence, adult substance abuse or poverty as long as the federal rules and regulations stipulating how the funds will be used are followed. Appendix A shows each tribe's goal and strategies for family preservation and support funding for FFY 2009.

The tribes' use of Title IV-B (2) funds differs from county uses in a few significant ways. Supporting families in poverty is a much higher priority. It is also common for tribes to support transportation barriers to accessing services. Improving family management and life skills is another recurring theme.

#### *D. Training*

##### **Implementation of community comprehensive plans**

The development of a web based data collection and a statistical sharing project is enhancing local county coordinated comprehensive community planning efforts at the county level. The Oregon Commission on Children and Families recently launched the OCCF Web Based Data System, Local Resources Module. Counties are inputting backlogged data and results. The new web-based data collection system allows access to planning information including the priorities and strategies that counties are working to address. Full reports on the activities funded in local communities will be available in August 2008.

OCCF continues to work with key partners to develop and implement this coordinated reporting system. A number of modules were completed in the past twelve months and are in place. The system allows entry of data by local partners from the client specific level through the program and activity level up to key information needed for reports and management of resources. This will maximize the reporting of results and reduce the duplication of workload inherent in required reporting processes.

##### **Coordination and support of programs and initiatives**

Oregon Commission on Children & Families' staff have undertaken a number of training, technical assistance, research and evaluation projects for services funded with family preservation and support services monies.

- OCCF is dedicated to funding services that promote positive outcomes for children and their families. This results-based accountability is seen in the percentage of programs that meet their targeted outcome results. Last biennium, 83% of the services and programs that local commissions funded met or exceeded the desired goals and outcomes. OCCF staff support service improvement through reviews of outcome measures, targets and data for all commission-funded activities; developing and delivering training on outcome measures and setting targets; and implementing evidence-based practices especially as they relate to culturally appropriate services.
- Since HB 3659 was passed in 2001, OCCF has had an increased emphasis on implementing best practices programs and services. OCCF's web site includes information on demonstrated and model programs, and the essential components of proven programs. In 2003, SB 267 was passed which increased the already stringent best practice requirements. Now local commissions strive to implement evidence-based programs that are cost-effective. OCCF staff conducts regional trainings and provides one-on-one technical assistance to counties.
- Oregon Healthy Start Family Support Services are based on Healthy Families America best practices quality assurance standards. State support staffs coordinate credentialing efforts for all Healthy Start programs throughout the state. This process ensures that all programs reflect best practice; have a quality assurance mechanism in place, and maintain quality over the long term.

### **Policy development and promotion**

Short and long term research collaborations between the Commission and other key state agencies result in the following research and evaluation products:

- Strategic Framework for Implementing SB555 as a six-year plan for the continuing development and improvement of the statewide coordinated comprehensive system;
- In January 2008, the next 6 year county comprehensive community plans were received. The Partner's for Children & Family reviewed and analyzed the 36 county plans and reported to the State Commission the major issues of concern to local communities. Child maltreatment, families living in poverty,

children's mental health services and access to health care remain at the top of the list. The results of the plans can help inform state and county budget allocation and validates community efforts to address their issues and develop needed resources.

- Homeless and Runaway Task Force report and recommendations to the Governor and the Legislative Assembly

### **Resource Development**

As the State has been faced with continuing funding constraints, leveraging resources has become a priority for the state and local commission system.

OCCF provides training to local commissions on:

- Developing private/public partnerships,
- Identifying grant opportunities and funding sources, and
- Developing a new web based grants management data system to track the possible resources statewide.

Attachments

- Appendix A: Family Preservation & Support Services, Indian Tribe Activities
- Attachment A: OCCF System Development and Implementation Framework
- Attachment B: Partners for Children & Families State System

*Appendix B: Family Preservation & Support Services, Indian Tribe Activities*

NAME OF TRIBE Activity Description	<i>Goal(s)</i> • Activity Objective(s)
<p><b>BURNS PAIUTE TRIBE</b> The tribe will provide funding for certified foster care persons to provide respite care for parents, and other caregivers. Trainings will be provided to parents, caregivers and other family members that focus on child development, behavioral issues, education and how to better handle stress. The tribe will also provide some classes on grief and loss. Staff assistance, victim advocacy and case management is provided to families in crisis. Additional supports to help families meet basic needs such as transportation, housing and utilities. Community-based prevention activities that encourage families to participate together will occur on the reservation.</p>	<p><i>Make respite care of children available</i></p> <ul style="list-style-type: none"> <li>• Ensure certified foster care persons are available to those in need of respite care</li> </ul> <p><i>Improve parenting skills</i></p> <ul style="list-style-type: none"> <li>• Provide at least three trainings each year</li> </ul> <p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Provide case management and wrap around supports</li> </ul>
<p><b>COQUILLE INDIAN TRIBE</b> Coquille Indian Tribe will help families in crisis meet basic needs such as housing or utility payments, and to a means of transportation to access needed services. The tribe will also help families in emergency crisis maintain a safe and adequate home environment for children.</p>	<p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Provide case management and wrap around supports</li> </ul>
<p><b>CONFEDERATED TRIBES OF COOS, LOWER UMPQUA AND SIUSLAW INDIANS</b> Tribal families who qualify for the Oregon Health Plan or TANF will be surveyed to identify areas that need addressing within the household.</p>	<p><i>Reduce household risk factors</i> <i>Prevent foster care placements</i></p> <ul style="list-style-type: none"> <li>• Identify new at risk children</li> <li>• Conduct need assessments through the Interest Survey and Family Partnership Agreement</li> </ul>



<p>Family assessments that show the children are at risk for potential State involvement or removal will receive supports such as: parenting, budgeting, and nutrition education; and mental and physical health care. Family Services Caseworkers follow up and monitor goal compliance with program participants to help ensure successful completion of household and family goals.</p>	<ul style="list-style-type: none"> <li>• Provide case management on 100% of program participants</li> </ul>
<p>CONFEDERATED TRIBES OF THE GRAND RONDE COMMUNITY  The tribe will continue to give in-home support to families identified as high risk, as well as foster parents, and guardians. Communication will also be provided to support foster parents. Grand Ronde will continue the new community-based programs that incorporate activities structured to involve children and families so that the interactions can be monitored and positive role modeling can take place. Examples of events include: will recreational events, motivational speakers, storytelling, culture camps and events that allow for processing between staff, children and families.  In home assistance and intensive family structure development will be essential in working with high risk families to negate the need for or remove the risk of foster placement. An Intensive Family worker well-versed in budgeting, family dynamics and cultural approaches to incorporate the skills from a cultural basis will be employed. Also Positive Indian Parenting classes will continue.</p>	<p><i>Improve parenting skills</i></p> <ul style="list-style-type: none"> <li>• Provide in-home support to high-risk families</li> </ul> <p><i>Strengthen the parent-child relationship</i></p> <ul style="list-style-type: none"> <li>• Organize at least three family activities/gatherings during the year</li> </ul> <p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Improve life skills of high risk families such as budgeting, family dynamics</li> <li>• Strengthen high risk families through tribal culture</li> </ul>
<p>KLAMATH TRIBE</p>	<p><i>Improve parenting skills</i></p>

<p>This funding assists in the running of the ICWA program, as well as Child Protective Services and the Foster Care program. CPS and ICW Specialists continue to make in-home visits, provide necessary transportation, attend placement meetings, and enhance foster care recruitment efforts. Along with additional funding, Klamath strives to provide at-risk families with the necessities of life in times of crisis. The department will develop intervention and prevention programs targeting at-risk families, and providing culturally relevant, family strengthening education.</p> <p>Specialists also participate in meetings with various agencies and entities within the community at large, and have established referral procedures for services; participate in a community resource committee; and continue to nurture a community based service referral system.</p>	<ul style="list-style-type: none"> <li>• Expand and enhance early intervention and prevention services</li> </ul> <p><i>Increase accessibility to services</i></p> <ul style="list-style-type: none"> <li>• Identify new at risk children</li> <li>• Conduct need assessments and</li> <li>• Provide referral and transportation to services as needed</li> </ul> <p><i>Find permanent home placement for children</i></p> <ul style="list-style-type: none"> <li>• Enhance foster care program and family reunification efforts</li> </ul> <p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Improve life skills of high risk families</li> <li>• Strengthen high risk families through tribal culture</li> <li>• Provide case management and wrap around supports</li> </ul>
<p><b>SILETZ TRIBE</b></p> <p>Siletz tribe will provide daily activities with ICW that include: providing voluntary services; working with the individual families to strengthen weaknesses that could result in removal; developing strengths that allow for reunification, facilitating communication meetings between providers and caseworkers to build positive non-threatening working relationships which reduce child risks within the home; conducting home visits to monitor care; and provide preventative planning to alleviate identified concerns and assist families</p>	<p><i>Improve parenting skills</i></p> <ul style="list-style-type: none"> <li>• Provide preventative services to families</li> <li>• Increase the number of preventative services offered outside the reservation area but within the 11 county service area</li> </ul> <p><i>Prevent foster care placements</i></p> <ul style="list-style-type: none"> <li>• Conduct more informal resolutions child referrals</li> </ul>

<p>by developing service plans in conjunction with family input to reduce child risk factors.</p>	
<p>CONFEDERATED TRIBES OF UMATILLA</p> <p>Nearly 100% of the DCFS child welfare case load is made up of low income families, usually with less than two parent households who have alcohol and drug issues. The pressures caused by low income are often compounded by poor coping mechanisms and low educational achievement. Returning children into home where a parent is unable to provide the most basic of needs for themselves or their children can cause a great deal of stress on a recovering parent in a reunification process. DCFS will assist the parent in providing for children's basic needs and requirements that will assist in the transition into permanency placement. Case managers will provide services, assistance and required treatment and therapeutic efforts that will stabilize the family setting so children will be safe. Case managers will assist parents in re-establishing safe and sanitary housing, food, utilities, work clothing and basic transportation to services.</p>	<p><i>Find permanent home placement for children</i></p> <ul style="list-style-type: none"> <li>• Provide case management and wrap around supports for reunification efforts</li> </ul> <p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Improve life skills of high risk families</li> <li>• Provide referral and transportation to services as needed</li> </ul>
<p>COW CREEK BAND OF UMPQUA</p> <p>Cow Creek Band of Umpqua Tribe, Social Services Department will provide "Strengthening the Next Generation."</p> <p>This program will conduct one-on-one in-home visits and group classes on child development, budgeting, stress reduction, health and nutrition as it relates to raising children.</p> <p>Cow Creek Health and Wellness Center</p>	<p><i>Improve parenting skills</i></p> <ul style="list-style-type: none"> <li>• Provide parenting information that leads to improved knowledge and skills</li> </ul> <p><i>Increase accessibility to services</i></p> <ul style="list-style-type: none"> <li>• Provide transportation to services as needed</li> </ul> <p><i>Stabilize families in crisis</i></p> <ul style="list-style-type: none"> <li>• Provide developmental screenings</li> </ul>

<p>will provide screening and services for qualifying clients and, if necessary, refer out for adequate health care that the clinic is unable to provide. Referrals will be made to outside facilities to conduct developmental screenings if the Tribal Clinic's staff psychologist is unable to provide the service.</p> <p>In the event that no personal transportation is available, the program will provide gas vouchers or bus pass for transportation to and from necessary medical/human services appointments. Assistance with meeting basic needs.</p>	<p>for children and</p> <ul style="list-style-type: none"><li>• Referral to needed services</li></ul>
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**CFS-101, Part I: Annual Budget Request For Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV**  
 Fiscal Year 2009, October 1, 2008 through September 30, 2009

1. State or ITO: State of Oregon	2. EIN: 1-93-6001958-A3
3. Address: Department of Human Services 500 Summer St. NE, E69 Salem, Oregon 97301	4. Submission:  <input type="checkbox"/> New <input checked="" type="checkbox"/> Revision
5. Estimated Federal title IV-B, Subpart 1 Funds.	\$ 3,335,012
(a) Total administration (not to exceed 10% of estimated allotment)	\$ 333,501
6. Total Estimated title IV-B, Subpart 2 Funds. (FOR STATES: This amount should equal the sum of lines a – g.)	\$ 5,050,255
a) Total Family Preservation Services	\$ 1,100,162.70
b) Total Family Support Services	\$ 1,100,162.70
c) Total Time-Limited Family Reunification Services	\$ 1,100,162.70
d) Total Adoption Promotion and Support Services	\$ 1,100,162.70
e) Total for Other Service Related Activities (e.g. planning)	\$ 0
f) Monthly Caseworker Visits (STATES ONLY)	\$ 144,579
g) Total Administration (FOR STATES: not to exceed 10% of estimated allotment).	\$ 505,025
7. Re-allotment of Title IV-B, Subpart 2 funds for State and Indian Tribal Organizations	
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the Promoting Safe and Stable Families program. \$ <u>0</u>	
b) If additional funds become available to States and ITOs, specify the amount of additional funds the State or Tribe is requesting. \$ <u>600,000</u>	
8. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required) Estimated Amount \$ <u>318,993</u> , plus additional allocation, as available.	
9. Estimated Chafee Foster Care Independence Program (CFCIP) funds. (FOR STATES ONLY)	\$ 3,044,000.00
a) Indicate the amount of State's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment).	\$ 250,000.00
10. Estimated Education and Training Voucher (ETV) funds.	\$ 1,025,400.00
11. Re-allotment of CFCIP and ETV Program Funds:	
a) Indicate the amount of the State's allotment that will not be required to carry out CFCIP \$ <u>N/A</u> .	
b) Indicate the amount of the State's allotment that will not be required to carry out ETV \$ <u>N/A</u> .	
c) If additional funds become available to States, specify the amount of additional funds the State is requesting for CFCIP \$ <u>500,000.00</u> for ETV program \$ <u>400,000.00</u> .	
12. Certification by State Agency and/or Indian Tribal Organization. The State agency or Indian Tribe submits the above estimates and request for funds under title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA State Grant, CFCIP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the ACF Regional Office, for the Fiscal Year ending September 30, 2009.	
Signature and Title of State/Tribal Agency Official	Signature and Title of Regional Office Official
Angela Long, Administrator	
Date	Date

SERVICES/ACTIVITIES	TITLE IV-B		(c) CAPTA*	(d) CFCIP*	(e) ETV*	(f) TITLE IV-E	(g) State Local Donated Funds	(h) NUMBER TO BE SERVED		(i) POPULATION TO BE SERVED	(j) GEOG. AREA TO BE SERVED
	(a) I-CWS	(b) II-PSSF						Individuals	Families		
1) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)		1,100					275	5,700	3,312	FAMILIES IN CRISIS	STATEWIDE
2) PROTECTIVE SERVICES	1,001		319				273	7,772	3,462	ALL CHILDREN IN NEED	STATEWIDE
3) CRISIS INTERVENTION (FAMILY PRESERVATION)	1,167	1,100					552	5,687	3,564	FAMILIES IN CRISIS	STATEWIDE
4) TIME-LIMITED FAMILY REUNIFICATION SERVICES		1,100					275	5,069	3,625	FAMILIES IN CRISIS	STATEWIDE
5.) ADOPTION PROMOTION AND SUPPORT SERVICES		1,100					275	15,549	9,633	ALL ELIGIBLE CHILDREN/FAMILIES	STATEWIDE
6) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE						16,883		12,699	7,665	ALL ELIGIBLE CHILDREN	STATEWIDE
(b) GROUP/INST CARE						703		1,708	1,519	ALL ELIGIBLE CHILDREN	STATEWIDE
7) ADOPTION SUBSIDY PMTS.						22,042		11,364	6,921	ALL ELIGIBLE CHILDREN/FAMILIES	STATEWIDE
8) INDEPENDENT LIVING SERVICES				2,767				1,869	1,576	ALL ELIGIBLE YOUTH	
9) EDUCATION AND TRAINING VOUCHERS					932			225		ALL ELIGIBLE YOUTH	
10) ADMINISTRATIVE COSTS		505				4,689					
11) STAFF TRAINING						1,641					
12) FOSTER PARENT RECRUITMENT & TRAINING						470					
13) ADOPTIVE PARENT RECRUITMENT & TRAINING	1,167					470					
14) CHILD CARE RELATED TO EMPLOYMENT/TRAINING										ALL ELIGIBLE FOSTER PARENTS	STATEWIDE
15) MONTHLY CASEWORKER VISITS		144								ALL ELIGIBLE FOSTER CHILDREN	
16) TOTAL	3,335	5,050	319	2,767	932	46,898	1,650				

# Attachment A: OCCF System Development and Implementation Framework

## Mission

The Oregon Commission on Children and Families is a partnership of citizens and professionals working together to improve the lives of children and families in Oregon's local communities. The Commission facilitates and supports community comprehensive planning for all children and families, promotes system integration, and provides leadership for local and state efforts in early childhood.

## Guiding Principles/Screens

Grant Roots • Collaboration • Positive Youth Development • Building Capacity before Commitment • Cultural Competency • Best Practices • Honesty, Safety, Consistency & Effectiveness in Communication • Statutory & Regulatory Requirements

## CORE AREAS

### Resource Development

- Develop and sustain financial resources.
- Develop expertise of state and local staff and engaged partners.
- Develop and maintain information resources (e.g., data).
- Continue policy development around distribution of grant monies across the state, and other related policies that may become necessary.
- Maintain core infrastructures, including staff.
- Administer grants/grantstreams (e.g., obtain request and spending limitation, RFP & appeal processes, grant management, compliance monitoring, evaluation).

g. Link and leverage resources.

### CCC Plan Development & Implementation

- Identify common themes from plans to facilitate the development of state and local strategies.
- Continue work between state and local commissions regarding advocacy for plans, systems sustainability, and legislative work.
- Continue work of the CCF system in collaborating with formal and informal partners to explore and advocate for systemic changes.
- Engage, convene and support diverse constituencies to:
  - Increase public involvement,
  - Design new initiatives,
  - Strengthen local systems, and
  - Achieve tangible results.

e. Identify, develop and adopt essential components, standards and outcomes.

### Programs/Initiatives Coordination & Support

- Implement effective support of essential components of a local service delivery system, including:
  - CASA
  - Healthy Start
  - Crisis/Relief Nurseries
  - Positive Youth Development
  - Childhood Care & Education

b. Identify, develop and adopt essential components, standards and outcomes.

## STRATEGIES

- Develop, collect data on, and report on performance measures as required by DAS.
- Develop and maintain reporting methodologies that capture results across partners.
- Coordinate and maintain external evaluations of programs and systems.
- Develop and conduct assessments and internal reviews of local commissions and local programs. (Database reviews, quality assurance reviews, and local commission assessments, including internal controls, etc., that assist in the development of successful local programs and systems and ensure quality information for statewide use).
- Develop and maintain a web-based database for the collection of information from local commissions (FMORS).

### Accountability

### Policy Development & Promotion

- Support the State Commission in policy development (systems policy).
- Support the State Commission in OAR development.
- Support the State Commission in budget development.
- Support the State Commission in member recruitment, development and support.
- Facilitate the development of statewide policy informed by CCC plans, programs and initiatives.
- Support State Commission advocacy efforts with the Governor, Legislature, agencies, media, and other public and private stakeholders.
- Develop and implement internal administrative policies that support effective local programs and commissions.

*Attachment B: Partners for Children & Families State System*



